

"We shall be as a city upon a hill, the eyes of all people are upon us."

John Winthrop



Perkins Eastman

ARCHITECTURE
CONSULTING
INTERIOR DESIGN
PLANNING
PROGRAMMING

July 20, 2015

Ms. Teresa Polhemus
Executive Director/Secretary
Boston Redevelopment Authority
One City Hall Square, Room 910
Boston, MA 02201

Dear Ms. Polhemus,

Perkins Eastman is pleased to submit our qualifications for the Imagine Boston 2030 Comprehensive Citywide Plan. The City has done the hard work of developing many of the basic policy building blocks to address the key areas of housing, sustainability, open space among other issues. The challenge now is to supplement, where appropriate, all of this prior work and to synthesize these elements into a larger whole. The other key task is to engage the community and build a consensus for the planning vision to help accomplish these goals. We have assembled a team with land use, design, and comprehensive planning expertise gained through experience on some of the most challenging and ambitious planning efforts in the U.S. and abroad.

As lead consultant, *Perkins Eastman*, will be responsible for land use, urban design, and comprehensive planning. Bradford Perkins, FAIA, AICP, will be the Partner-in-Charge responsible for overall team direction. The Perkins Eastman leadership team will be comprised of Eric C.Y. Fang, AIA, AICP, LEED, who brings over 20 years of experience on large scale planning projects throughout the country, as Project Director and day-to-day contact for the project. Scott Schiamberg, AIA, AICP, who will be responsible for the integration of all key themes, Peter Cavaluzzi, FAIA, who will lead our placemaking efforts, and Susan Favate of Perkins Eastman's planning studio, who will be responsible for overseeing the comprehensive planning. The core team will also include David Lee of *Stull & Lee* who will be responsible for effectively and efficiently coordinating planning and engagement efforts. Finally, the core project leadership team includes senior advisors, *Gary Hack*, who will bring his unmatched knowledge of Boston planning history and context; and *Doug Foy*, who will advise on intergovernmental policy and implementation

The promise of Imagine Boston 2030 will be directly tied to our success in developing the pathways, technology - and enthusiasm - to get Bostonians truly engaged in and committed to shaping the political processes and the substantive issues that will bring the community together to create a bold new vision and collective source of positive change for our City. And we are excited to be collaborating with *Dewey Square Group* who will lead our public engagement team. The Dewey Square team, under the direction of Chuck Campion and Lynda Tocci, brings an unmatched knowledge of the City and its neighborhoods. They will be supported by *Madden Planning Group* who will coordinate our outreach with public agencies. The Core Team will be rounded out by *AECOM* led by Alden Raine, Maeve Bartlett and Bill Anderson, FAICP, who will support the team on mobility, environment and adaptation, and triple bottom line analysis.

This Core Team will be complimented by *MikYoung Kim Design* led by Mikyoung Kim, who will be responsible for parks and open space strategies and design and advise the team on arts and culture; and Professor *Karl Seidman* who will advise on the team on strategies for prosperity and equity. To supplement the work of the team, and ensure that the plan is incorporating the best state of the art thinking and a broad set of professional perspectives, we have assembled an advisory panel of experts, which is detailed in section 1.

Our team combines big-picture perspective and vision, expertise in managing large complex projects, knowledge of Boston and the surrounding region to meet the challenges of this assignment. From our experience living and working in Boston, we have come to value the City's unique character, diversity, civic leadership, and balance between tradition and a forward-looking outlook. We hope to have the opportunity to collaborate with the City and the BRA in their efforts to build on these qualities for the future. The two of us will personally commit ourselves and all available resources to make the important planning effort a success.

Sincerely,


Eric C.Y. Fang, AIA, AICP, LEED AP
Principal



Bradford Perkins, FAIA, AICP, MRAIC
Chairman

NORTH AMERICA
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CHARLOTTE, NC
CHICAGO, IL
LOS ANGELES, CA
NEW YORK, NY
PITTSBURGH, PA
SAN FRANCISCO, CA
STAMFORD, CT
TORONTO, ON
WASHINGTON, DC

SOUTH AMERICA
GUAYAQUIL, ECU

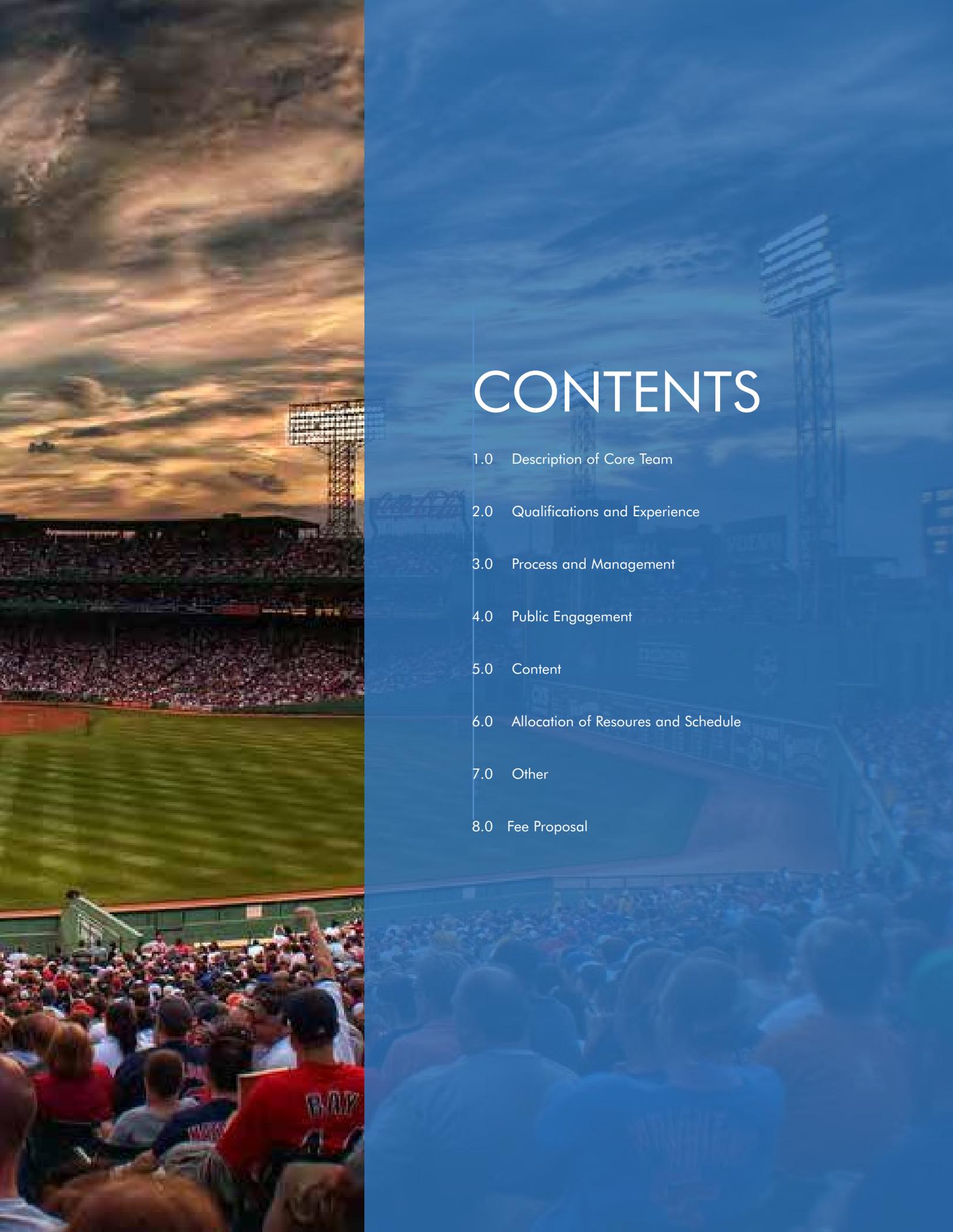
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CONTENTS

- 1.0 Description of Core Team
- 2.0 Qualifications and Experience
- 3.0 Process and Management
- 4.0 Public Engagement
- 5.0 Content
- 6.0 Allocation of Resources and Schedule
- 7.0 Other
- 8.0 Fee Proposal

CITGO

Holding 20 minutes for a person that can't help.
That's nonsense.

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FEDERAL HEALTH



DESCRIPTION OF CORE TEAM



DESCRIPTION OF CORE TEAM

Perkins Eastman:

Creative Problem Solving, Big Picture Perspective, One-Of-A Kind Places

Perkins Eastman is internationally recognized for integrating the design of buildings and open space, and transforming “projects” into genuine places. Perkins Eastman brings creative thinking and big picture perspective to design problems of all scales. Its work is based on a belief that when buildings are designed together with the larger environment, the resulting whole will be greater than the sum of its parts. Perkins Eastman is devoted to creating buildings and places of enduring memory and economic resilience that enrich the communities they serve.

Perkins Eastman’s expertise encompasses everything from large-scale urban redevelopment to complex mixed use urban infill; waterfronts to intermodal transportation hubs; and transit oriented development to brownfield reclamation.

We have proven expertise in a variety of project types, including private mixed-use developments, university buildings and plans, transit systems, office buildings, waterfronts, schools, and preservation and adaptive reuse.

Throughout such wide-ranging projects, there is one primary constant: our innovative mould-breaking way of thinking and working. As architects and urban designers we have 34 years of experience in creating dynamic places that work, yet we pride ourselves on having no single specialty. Rather, we approach every new project with fresh eyes and an open mind. We work closely with clients to produce a one-of-a-kind design solution uniquely suited for the clients’ site and that site only.

Essential to our design process is the considerable time we spend from the beginning with our clients learning about and discussing their needs and priorities. Our goal is to build consensus around the design as we go, and we include our client team in the process from the start to end. We make frequent site visits, spending time in the field studying and observing the new context we are working with. We meet regularly with our clients to exchange information and provide them with updates on the work progress. It is through this process of in-depth research, collaborative discussion, and analysis that we forge an innovative concept uniquely tailored to your needs.



We have assembled a team with land use, design, and comprehensive planning expertise established through experience on some of the most challenging and ambitious planning efforts in the United States and abroad.

As lead consultant, **Perkins Eastman**, will be responsible for land use, urban design, and comprehensive planning. Bradford Perkins, FAIA, AICP, will be the Partner-in-Charge, responsible for the big picture vision and overall planning strategy. The Perkins Eastman leadership team will be comprised of Eric C.Y. Fang, AIA, AICP, LEED, who brings over 20 years of experience on large scale planning projects throughout the country, as Project Director and day-to-day contact for the project. Scott Schiamborg, AIA, AICP, will be responsible for the integration of all key themes. Peter Cavaluzzi, FAIA, will lead our placemaking efforts and Susan Favate who will be responsible for Comprehensive Planning. BFJ Planning, a Perkins Eastman Company, will be responsible for comprehensive planning and the team will also be supported by David Lee of **Stull & Lee** who will be responsible for effectively and efficiently coordinating planning and engagement efforts; as well as senior advisors, **Gary Hack** who will bring his unmatched knowledge of Boston planning history and context; and Doug Foy who will advise on intergovernmental policy and implementation.

We are excited to be collaborating with **Dewey Square Group** who will lead our public engagement team. The Dewey Square team, under the direction of Chuck Campion and Lynda Tocci, brings an unmatched knowledge of the City and its neighborhoods. They will be supported by **Kathryn Madden**, Principal of Madden Planning Group, who will coordinate our outreach with public agencies. Dewey Square Group brings unmatched experience in developing public engagement strategies including most recently the Assembly Square section of Somerville, the shepherding of a successful casino referendum in Revere, Springfield, and statewide.

The Core Team will be rounded out by **AECOM** led by Alden Raine, Maeve Bartlett, and Bill Anderson, FAICP, who will support the team on mobility, environment and adaptation, and triple bottom line analysis. AECOM is a global provider of professional, technical, and management support services. Over 1,000 AECOM employees work in New England led by the firm's flagship regional office at Long Wharf. Through a blend of global and national thought leadership, deep local knowledge, technical excellence, and innovation, AECOM delivers solutions that create, enhance, and sustain the built, natural and social environments. Context, solutions, and implementation are local, directed by local constituents but informed by national and global experience.



Imagine Boston 2030 epitomizes that combination. Our AECOM teammates are led by four national and local professionals. **Bill Anderson, FAICP**, is AECOM's Director of City & Regional Planning in the Americas and heads its Big Cities/Big Regions initiative. The former Planning Director for the City of San Diego, Bill is the recent national president of the American Planning Association. **Gary Lawrence** is Chief Sustainability Officer and the former Planning Director for the City of Seattle, where he led one of the world's first comprehensive plans dedicated to sustainability. **Al Raine, PhD**, is AECOM's Boston-based National Practice Leader in transit-oriented development and former Executive Director of Massport. **Maeve Bartlett, JD**, the former Secretary of Energy & Environmental Affairs, is an expert in climate change, land use, and sustainability policy.

AECOM will support the team's core services in several ways. Drawing on their knowledge of national and international best practices, they will help develop metrics, including their own Triple Bottom Line (TBL) analytic model, first for comparing plan alternatives and then for translating the adopted plan into prioritized investment decisions in physical infrastructure, social infrastructure, and public facilities. They will lead our team's development of a dynamic, interactive web-based plan to accompany the traditional "book" and provide the public

with a more accessible and useful product. These are critical linkages between vision and implementation. Also critical is the institutional knowledge of AECOM's local leaders on how the City's facilities, assets, and powers interface with the larger state and federal environment and how to reflect that knowledge in the creation of a plan programmed for successful implementation.

AECOM will be lead subconsultants for two of the Plan's critical thematic areas: Environment & Adaptation and Mobility, with a supportive role in Economic Prosperity. In addition to any "speculative" scope in these areas, they will support our team's core responsibility to interpret and integrate. Environmental sustainability and resiliency inform the tension between vision and implementation, between the equity claims of different generations, and, quite literally, between land and water. Their East Coast resiliency practice, based here in Massachusetts, is fully conversant in Boston's sea level initiatives and agenda. In addition to resiliency, AECOM has created plans for greenhouse gas reduction across the US, from California's Sustainable Communities Strategies to Baltimore and New York.

AT A GLANCE: CORE LEADERSHIP TEAM



L. BRADFORD PERKINS, FAIA, MRAIC, AICP | MANAGING PRINCIPAL
CO-FOUNDER AND CHAIRMAN, PERKINS EASTMAN

Bradford Perkins is the Founder and Chairman of Perkins Eastman. Prior to founding Perkins Eastman, he was the Managing Partner of the Toronto, New York, Houston and Caracas offices of London-based Llewelyn-Davies International, and the Managing Partner of three offices of Perkins + Will. In addition to his role overseeing Perkins Eastman's overall practice, he continues to direct key projects. Over the last four decades many of his projects have been large scale urban planning, urban design, and public policy assignments.

Perkins was the Chief Planner (2009-2011) for a comprehensive master plan for the City of Hanoi, the capital of Vietnam, as well as for new towns and large scale mixed-use developments in Ontario, Lebanon, Egypt, Venezuela, Ohio, Brazil, Colorado, New York, Trinidad, and Vietnam. He led the planning and urban design of Ling Xiu New City in Shandong Province, People's Republic of China, a new city with a population of 100,000 that is an expansion of the provincial capital of Jinan and now fully developed. He has worked on the master plan for Beijing Normal University's new campus in the Changping District, the master plans for the main campus and the new graduate school campus for China's Academy of Sciences, as well as the master plan for the 4.44-sqm Shanghai International Medical Zone, as well as the lead planner for the US team's master plan for the Shanghai Expo 2010.

Closer to home, he was the Chief Planner for New York City's bid for the 1984 Summer Olympics and the Principal-in-Charge and Principal Author of a three-year national study for HUD of the modernization needs and priorities for US Public Housing. He has designed a comprehensive master plan for the City of Stamford's public school system as well as a variety of smaller cities including Stamford and Norwalk, Connecticut. Further, he has done the master plans for many parts of the over 2,000 acres of land controlled by the Penn Central Corporation related to its former rail operations.

Perkins has also directed major architectural projects in over 25 states and 24 countries. These projects have included: healthcare, research, higher education, elementary and secondary schools, housing (affordable and market rate), hotels, office/retail/mixed use, civic buildings, and sports facilities.

His work has been widely published and he and his firm have won several hundred awards for planning and design excellence. He is a member of the faculty of Cornell University's College of Art Architecture and Planning and has lectured at Harvard, Yale, Columbia, and over two dozen other colleges and professional organizations. He is the author of seven text books and over 100 professional articles on a wide variety of planning and architectural topics. Brad received a BA (magna cum laude, distinction) from Cornell University, a BArch from Cornell University and CCNY, and an MBA from Stanford University.

CORE LEADERSHIP TEAM

ERIC C.Y. FANG, AIA, AICP, LEED AP | PROJECT DIRECTOR

PRINCIPAL, PERKINS EASTMAN

Eric C.Y. Fang has led large-scale urban design and redevelopments and university and campus planning projects nationally and internationally for public agencies, private developers, and large institutions. A regular contributor to professional and academic journals, Mr. Fang brings over twenty years of experience to the team as an architect and urban designer. Mr. Fang's experience includes Arverne-by-the-Sea, the largest waterfront urban renewal site in the United States, Assembly Square, a five-million sf mixed-use development in Somerville, MA, the Special Initiative for Rebuilding and Resiliency to assist communities throughout New York City to rebuild after Superstorm Sandy, and works with transit agencies and cities throughout the country to promote transit oriented development.



PETER D. CAVALUZZI, FAIA | URBAN DESIGN

PRINCIPAL AND BOARD DIRECTOR, PERKINS EASTMAN

Peter Cavaluzzi helped to establish Perkins Eastman's unique approach to architecture in which buildings and public spaces are conceived together to create extraordinary iconic places. Peter's designs are sparked by a creative understanding and insight of each site and place, and usually begin with a simple analytic sketch. His expertise covers the spectrum from complex urban infill sites to sweeping waterfronts in the US and abroad. His projects include Battery Park City, Beijing Mini City, Moynihan Penn Station, Target Field Station Minneapolis, Science City Union Station, and Denver Civic Center Square Transit Station and Market Hall. His designs for Destination Medical Center, is set to transform Rochester, Minnesota over the next 20 years and other innovative large-scale projects have garnered national recognition and numerous national awards. Peter is an Urban Land Institute member of the Transit Oriented Development Council and Rose Center Fellowship Faculty member for the City of Boston.



SCOTT SCHIAMBERG, AIA, LEED AP, AICP | KEY THEMES + DESIGN

PRINCIPAL, PERKINS EASTMAN

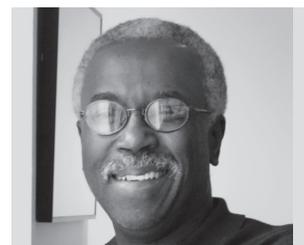
Scott Schiamberg has extensive experience in the design of large-scale projects. Scott received three degrees from the Massachusetts Institute of Technology (MIT) and was a Visiting Scholar in the School of Architecture at MIT where he taught and published on his research of the unbuilt church facades of Andrea Palladio. Scott stayed on and began his professional career in Boston, where he worked on diverse projects such as the Emmanuel College Master Plan, Trinity Church renovation, and planning for the Boston Children's Museum. Scott leads the Urban Planning and Design Practice Area at Perkins Eastman and has designed master plans for civic, academic, and sport projects throughout North America, Europe, Asia, and the Middle East. Working for the Deputy Mayor of New York City, Scott served as the Senior Architect and Urban Designer for New York City's 2012 Olympic Bid Committee.



M. DAVID LEE, FAIA | PUBLIC ENGAGEMENT

PARTNER, STULL AND LEE

Mr. M. David Lee, a partner of Stull and Lee, is a graduate of the University of Illinois and Harvard Graduate School of Design. He holds joint degrees in Architecture and Urban Design. He is currently an adjunct professor at the Harvard Graduate School of Design and has served on the faculties of the Rhode Island School of Design and the Massachusetts Institute of Technology. Mr. Lee is a past President of the Boston Society of Architects and recipient of the Boston Society of Architects' Year 2000 Award of Honor.



PUBLIC ENGAGEMENT & COMMUNICATIONS WORK

CHARLES CAMPION | DIRECTOR OF CIVIC ENGAGEMENT

CHAIRMAN AND CO-FOUNDER, DEWEY SQUARE GROUP

One of the country's most respected political and corporate campaign strategists, Chuck Campion is chairman and co-founder of the Dewey Square Group. In the two decades since its founding, he and co-founders Charlie Baker and Michael Whouley have grown the company into an industry leader in public affairs and grassroots organizing. With nearly 30 years of experience in business, government and politics, he has guided successful large-scale campaigns and provided counsel to business and government leaders on a wide range of public affairs issues.

LYNDA TOCCI | DIRECTOR OF FIELD OPERATIONS AND GRASSROOTS OUTREACH

PRINCIPAL, DEWEY SQUARE GROUP

Lynda Tocci has earned a reputation as a highly-effective campaign organizer and manager with a winning record in the political, public, and private sectors. A Principal in the Dewey Square Group's Boston office, Lynda's focus is on state and local government relations with an expertise in the development and execution of social media and grassroots strategies. With more than 20 years of experience in strategic planning and campaign management, she has developed and managed grassroots organizations for a variety of candidates and managed ballot initiatives throughout the United States including Massachusetts, New Hampshire, Iowa, Oregon, and Florida.



KATHRYN J. MADDEN, AICP | PUBLIC ENGAGEMENT AND COMMUNICATIONS WORK

PRINCIPAL, MADDEN PLANNING GROUP

Kathryn Madden is Principal of Madden Planning Group. With over 25 years experience, her professional practice focuses on regeneration of urban districts and strengthening institutional campuses as centers for learning, health, and economic development. She provides a leadership role that integrates the client's needs, the community's perspective, and the creative energy of planning, design, and technical professionals on complex projects.

LISA DeANGELIS | NEIGHBORHOOD AND STAKEHOLDER OUTREACH

DIRECTOR, CENTER FOR COLLABORATIVE LEADERSHIP-UNIVERSITY OF MASSACHUSETTS BOSTON

Lisa DeAngelis, the director of the Center for Collaborative Leadership at UMass Boston, brings more than 20 years of divisional and corporate leadership experience to the Emerging Leaders Program. Her corporate experience with companies of all sizes has served as a strong platform for her current work — from a 300-person start-up to a 32,000-person Fortune 500 global organization — and such diverse industries as call centers, insurance, construction management and IT consulting. In 2009, she and her husband leveraged their corporate experience along with her learning's from the ELP to launch their own business, "Leading with Values," where they coach CEOs and line executives as they address business and professional challenges by helping them connect to their own capabilities, values, and beliefs, and by helping them structure opportunities to realize the potential of others they work with. She has also helped facilitate the Authentic Leadership Program for the high potential offering at Wharton for the past two years.

LAWRENCE MOULTER | OUTREACH ADVISER

EXECUTIVE IN RESIDENCE, CENTER FOR COLLABORATIVE LEADERSHIP-UNIVERSITY OF MASSACHUSETTS BOSTON

An established and respected Boston business leader skilled in building value from under-performing assets, Larry Moulter is the Executive in Residence at the Center for Collaborative Leadership at UMass Boston. Moulter has repeatedly proven himself in situations that have required strong strategic business development and sales/marketing skills with a focus on profit and cost control. His record is one of creating strong organizational performance across a wide range of industries including hospitality, entertainment, and transportation. As Chairman and CEO of the New Boston Garden Corporation, he was the lead executive for the development of a new Boston Garden — the first person to do so in 68 years. Moulter served as Chief Executive Officer of Boston Coach, a \$170 million subsidiary of Fidelity Investments. The recession forced him to successfully downsize and reposition Boston Coach to become a smaller and more profitable organization without losing its focus on building a strong customer experience.

PLANNING

WILLIAM ANDERSON, FAICP | IMPLEMENTATION

PRINCIPAL / VICE-PRESIDENT, DIRECTOR OF CITY AND REGIONAL PLANNING, AECOM
 Bill Anderson is senior director of economics and planning for AECOM. Previously he headed up San Diego's oldest planning advocacy group and chaired San Diego's Planning Commission, helping formulate the "City of Villages" strategy. Anderson served as director of San Diego's City Planning & Community Investment Department between 2006 and 2011, where he oversaw planning, economic development, redevelopment, urban form, and facilities financing. During this time, he led the preparation of San Diego's General Plan, which received APA's Daniel Burnham Award for Excellence in Comprehensive Plans. He was inducted into the AICP College of Fellows in 2006.



AL RAINE | TRANSPORTATION AND T.O.D. | MOBILITY

VICE PRESIDENT, AECOM

Al Raine is AECOM's National Practice Leader in Transit-Oriented Development. Based in Boston, he has nearly four decades of senior management experience in transit and development projects in both the public and private sectors. Two of his nationally known projects recently opened for business: Denver Union Station and Somerville's Assembly Square. As Executive Director of Massport from 1991-1993, Raine oversaw the Logan 2000 Modernization program and Massport's key role in the formative stages of the South Boston Waterfront. From 1983-2000, as Director of Economic Development and Chair of the Governor's Development Cabinet, he was deeply involved in the Southwest Corridor, Boston Harbor Cleanup, Chapter 91 regulations, and New Boston Garden and was a senior liaison to the City. A product of the Boston Public Schools, Al grew up in Dorchester and West Roxbury and five generations of his family have worked in East Boston.



MIKYOUNG KIM, FASLA | LANDSCAPE | KEY THEMES: PARKS AND OPEN DESIGN DIRECTOR, MIKYOUNG KIM DESIGN (MYKD)

Mikyoung Kim is an award-winning international landscape architect who has over 20 years of design experience. She has expertise in a variety of urban scales including plazas designs, campus masterplans, streetscape design and community masterplans. MYKD has earned critical acclaim for its sensitivity to human engagement and inventiveness with materiality. Since the firm's inception, the work of Mikyounng Kim Design has received critical acclaim winning multiple national awards from the American Society of Landscape Architects, the American Institute of Architects, the Urban Waterfront Center, The Harvard School of Design and the International Federation of Landscape Architects, as well as awards from the Boston Society of Architects and the Boston Society of Landscape Architects.



MAEVE BARTLETT | SUSTAINABILITY

DIRECTOR OF STRATEGIC DEVELOPMENT, AECOM

Maeve Bartlett is the Director of Strategic Development for AECOM New England. Before joining AECOM, Ms. Bartlett was Secretary of Energy and Environmental Affairs, a Cabinet level position in Massachusetts state government. She has also served as MA Undersecretary for Environment, MA MEPA Director and Assistant General Manager for Environmental Compliance at the MBTA. Ms. Bartlett has more than 25 years of experience developing and implementing energy and environmental law and policy in both the administrative and legislative arenas within federal and state government and across transportation, energy, and environment functions. Her accomplishments include a \$52 million statewide climate preparedness initiative; Global Warming Solutions Act plan development and implementation (statutory 80 percent GHG reduction by 2050); and GreenDOT—first-ever statewide transportation policy in the country to address climate preparedness and mitigation.



SENIOR ADVISERS



GARY HACK | SENIOR ADVISER-PLANNING

PROFESSOR AND DEAN EMERITUS, CITY AND REGIONAL PLANNING, UNIVERSITY OF PENNSYLVANIA

Gary Hack is professor emeritus of urban design in the School of Design, University of Pennsylvania (Penn). From 1996-2008 he served as dean of the School and is a former chairman of the Philadelphia City Planning Commission. He practices and writes about large scale urban design and has prepared plans for over 40 cities in the US and abroad. Before joining Penn, he was professor of urban design at MIT and served as chair of the department of urban studies and planning. Professionally, he was Principal at the firm Carr, Lynch, Hack and Sandell. Through his firm he directed the planning of the west side waterfront in New York City, which involved the reconstruction of the West Side Highway as an urban boulevard, and 4.5 miles of parks and promenades alongside it. It required extensive involvement of over 70 groups over a five-year period. Construction of the system of parks and pier reclamation is nearing completion.

Also in New York, he was principal in charge of the design and construction of Rockefeller Park at Battery Park City, an 8.5-acre park that serves as the key open space in Lower Manhattan. It was designed through close consultation with the area's residents, and has been voted the most loved park in Manhattan. The park served as the prototype for the parks along the West Side Waterfront. Gary Hack was a member of the Studio Libeskind team that won the competition for the World Trade Center redevelopment in New York, and participated in the preparation of the urban design guidelines for the project. He headed the team that prepared The Bangkok Plan, a strategic plan for development of the city.



DOUG FOY | SENIOR ADVISER-INTERGOVERNMENTAL POLICY

FOUNDER AND CEO OF SERRAFIX

As a Supersecretary in Governor Mitt Romney's cabinet, Doug oversaw transportation, housing, environment, and energy agencies, with combined annual capital budgets of \$5 billion, and a total workforce exceeding 11,000. This unique position enabled him to put into practice many of the policies he developed over twenty-five years as head of the Conservation Law Foundation, New England's premier environmental advocacy organization. Widely acknowledged as a leading environmentalist, Doug received the President's Environmental and Conservation Challenge Award, the country's highest conservation award, the Woodrow Wilson Award for Public Service and an honorary "Officer of the Order of the British Empire."

An avid outdoors-man since his 1968 United States Olympic rowing team days, Doug enjoys the environment he is working to conserve. Doug is chair of the board of directors of Renew Energy Partners LLC, an energy efficiency project development and finance firm serving commercial, industrial, and non-profit enterprises.

He holds a BS from Princeton University and a JD from Harvard University.

DESIGN AND COMPREHENSIVE PLANNING

STANTON ECKSTUT, FAIA | PLACE MAKING

PRINCIPAL AND BOARD DIRECTOR, PERKINS EASTMAN

Stanton Eckstut is a Principal and Board Member of Perkins Eastman. Eckstut's work encompasses large-scale development, higher education buildings and plans, primary and secondary schools, transit systems, office buildings, waterfronts, and courthouses. Throughout such wide-ranging projects, there remains one primary constant: a dedication to complementing form and shape with use and context. Regardless of their scale, Eckstut's projects all represent his dedication to creating great places, places that will surpass expectations and thrive within a community's collective experience. Many of Mr. Eckstut's projects have received awards and critical acclaim. He has worked on the Longwood Medical Area District Planning Study, which studied ways to develop the public realm within the district and improve connectivity between its institutions. In 2006, he received a Distinguished Service Award from the Citizens Housing & Planning Council, and in 2004 he was given a Distinguished Achievement Award from the New York Society of Architects. Perhaps Mr. Eckstut's most praised project, Battery Park City, was honored with Urban Land Institute's prestigious Heritage Award.



FRANK FISH, FAICP | COMPREHENSIVE PLANNING

PRINCIPAL, PERKINS EASTMAN

Frank Fish is a founding principal of Perkins Eastman with over 40 years of experience in urban planning. He heads the firm's master planning, zoning, economic and development feasibility practice areas. He has worked on a range of planning projects in the tri-state area and around the country from countywide master plans and statewide housing studies to large-scale development proposals for private sector clients and the transfer of development rights (TDR) for Grand Central Terminal. Mr. Fish is a fellow of the American Institute of Certified Planners and serves on the board of the American Society of Consulting Planners. He has served as past president of the New York Chapter of the American Planning Association and has taught at New York University's Robert F. Wagner School of Public Service.



SUSAN FAVATE, AICP, PP | PLANNING

PRINCIPAL, PERKINS EASTMAN

Susan Favate has more than seven years of experience in land use and environmental planning for both public- and private-sector clients. Her areas of focus include zoning, comprehensive planning, site plan reviews, community visioning, environmental analysis, and real estate, market and housing studies. Ms. Favate is a member of the American Institute of Certified Planners and a registered Professional Planner in New Jersey. She also serves as chair of the Planning Board in Chatham, NJ, and on its committee on affordable housing. Prior to joining Perkins Eastman, Ms. Favate worked as a writer and editor for Dow Jones Newswires.



KEY THEMES



JAMES STOCKARD | HOUSING

LOEB FELLOW 1978 | LECTURER IN HOUSING STUDIES, HARVARD UNIVERSITY

James Stockard is an expert in affordable housing and community development. As a principal for over 25 years with the Cambridge-based consulting firm Stockard & Engler & Brigham, he has worked with nonprofit groups and public agencies across the country on such issues as affordable housing development, property management, neighborhood revitalization, and supportive service planning. He served as the court-appointed Special Master for the Department of Public and Assisted Housing in Washington, DC. He was the Principal Investigator for the Public Housing Operating Cost Study commissioned by the US Congress.



GARY LAWRENCE | ENVIRONMENT AND ADAPTABILITY

VICE PRESIDENT, CHIEF SUSTAINABILITY OFFICER, AECOM

Gary manages AECOM's multidisciplinary resources and skills in sustainability for projects across the enterprise. He is also a spokesperson and thought leader on global sustainability issues. His 20 years of global sustainability experience also include serving as advisor to U.S. President Clinton's Administration Council on Sustainable Development, the US government at the United Nation's Habitat II, the U.S. Agency for International Development, the Brazilian President's Office, the British Prime Minister's Office, the European Academy for the Urban Environment in Berlin, and the Organization for Economic and Community Development in Paris on matters of sustainable development, economics and environmental policy.



KARL SEIDMAN | PROSPERITY AND EQUITY

SENIOR LECTURER IN ECONOMIC DEVELOPMENT, MIT

Karl Seidman is an economic development practitioner with professional experience at a community development corporation, a local government, state legislature, private consulting firm, and a state redevelopment and development finance agency. His interests include local economic development strategy, economic development finance, commercial district revitalization, public purpose real estate development, and defense conversion. Seidman is currently part of the national evaluation team for Living Cities' Integration Initiative. He is active in several professional associations and is a Board Member of the Boston Main Streets Foundation.



LARRY D. FRANK, BLARCH, MSC, PHD, AICP, CIP, ASLA | HEALTH

PROFESSOR AND BOMBARDIER CHAIR, SCARP, SCHOOL OF POPULATION AND PUBLIC HEALTH, UNIVERSITY OF BRITISH COLUMBIA

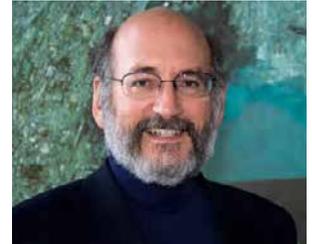
Dr. Frank is the Bombardier Chairholder and Professor in Sustainable Transport and the Director of the Health and Community Design Lab at the University of British Columbia. He specializes in the interaction between land use, travel behavior, air quality, and health. He has been studying the effects of neighborhood walkability on travel patterns and sustainability for 25 years and has led over \$20 million in funded research and lead or co-authored over 200 peer reviewed articles and reports as well as two of the leading books on health and community design as well as urban sprawl and public health.

ADVISORY BOARD

LAWRENCE VALE | HOUSING AND ECONOMIC DEVELOPMENT

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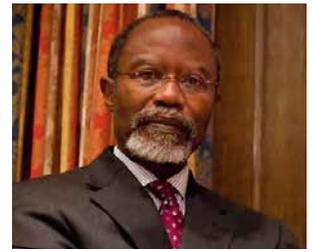
Lawrence Vale is Ford Professor of Urban Design and Planning at MIT, where he served as Head of the Department of Urban Studies and Planning from 2002 until January 2009. He has taught in the MIT School of Architecture and Planning since 1988, and he is currently the director of the Resilient Cities Housing Initiative (RCHI), a unit of the School's Center for Advanced Urbanism. He was president of the Society for American City and Regional Planning History from 2011-2013. He is the author/editor of nine books examining urban design, housing and planning. Much of Professor Vale's most recent published work has examined the history, politics, and design of American public housing.



DR. PHILIP CLAY, PhD | HOUSING AND ECONOMIC DEVELOPMENT

PROFESSOR, MIT

Professor Phillip L. Clay served as the Chancellor of the Massachusetts Institute of Technology (MIT) from 2001 until 2011. Professor Clay also held other leadership positions at MIT and was Department Head at DUSP where he has been a faculty member since 1976. Professor Clay is widely known for his work in US housing policy and urban development. His current interests include organizational capacity in community-based nonprofits as well as the role of anchor institutions. Growing out of his work on MIT international strategies, he is also interested in the increasing role higher education can play in national development strategies in emerging nations.



RICHARD PEISER | HOUSING

MICHAEL D. SPEAR PROFESSOR OF REAL ESTATE DEVELOPMENT, HARVARD UNIVERSITY

Richard Peiser has been the Michael D. Spear Professor of Real Estate Development at Harvard's Graduate School of Design since 1998. He is also director of the university-wide Real Estate Academic Initiative created in 2003. Peiser's primary research has focused on developing an understanding of the response of real estate developers to the market place and to the institutional environment in which they operate, particularly in the areas of urban redevelopment, affordable housing, and suburban sprawl. Current research projects focus on non-performing loans, suburban redevelopment, and new towns.



BARRY BLUESTONE | HOUSING

DIRECTOR, NORTHEASTERN UNIVERSITY

Barry Bluestone is the Stearns Trustee Professor of Political Economy, the founding Director of the Dukakis Center for Urban and Regional Policy, and the founding Dean of the School of Public Policy & Urban Affairs at Northeastern University. At the Dukakis Center, Bluestone has led research projects on housing, local economic development, state and local public finance, and the manufacturing sector in Massachusetts. At the School of Social Science, Urban Affairs, and Public Policy, he has co-chaired the Open Classroom series, a graduate seminar on critical social issues open and free to the public each semester.



ADVISORY BOARD



JOSEPH SUSSMAN | TRANSPORTATION

JR EAST PROFESSOR OF CIVIL AND ENVIRONMENTAL ENGINEERING AND ENGINEERING SYSTEMS, MIT

Professor Sussman specializes in the study of Complex, Large-Scale, Interconnected, Open, Sociotechnical (CLIOS) Systems and he has developed the CLIOS Process to study such systems. He has focused recently on developing a new methodology for regional strategic transportation planning, integrating ideas from strategic management, scenario-building, and technology architectures, and applying it to cases in the United States and abroad. Professor Sussman also has worked extensively on Intelligent Transportation Systems (ITS), helping to build the US national program and develop an “intelligent corridor” in Bangkok. Professor Sussman has also spent his career examining the history, politics, and design of American public housing.



FREDERICK SALVUCCI | TRANSPORTATION

SENIOR LECTURER, MIT

Fred Salvucci is a civil engineer specializing in transportation, with particular interest in infrastructure, urban transportation, public transportation, and institutional development in decision-making. He served as transportation advisor to Boston Mayor Kevin White between 1970 and 1974, and then as Secretary of Transportation of the Commonwealth of Massachusetts under Governor Michael Dukakis between 1975 and 1978 and again from 1983 to 1990. In those roles he participated in many of the transportation planning and policy formulation in the Boston metro area and the Commonwealth of Massachusetts of the past 35 years.



BRENT D. RYAN | URBAN PLANNING

ASSOCIATE PROFESSOR OF URBAN DESIGN AND PUBLIC POLICY AND HEAD OF CITY DESIGN AND DEVELOPMENT GROUP, MIT

Brent D. Ryan’s research focuses on the aesthetics and policies of contemporary urban design, particularly in postindustrial cities and neighborhoods. His book, *Design After Decline: How America Rebuilds Shrinking Cities*, was selected by Planetizen as one of its ten best urban planning books of 2012. Since 1994, Ryan has practiced urban design and planning in New York City, Boston, and Chicago. Prior to joining MIT, he taught at the Harvard Graduate School of Design and the University of Illinois at Chicago, where he was also Co-Director of the City Design Center.



MUSEUM OF FINE ARTS

HOKUSAI



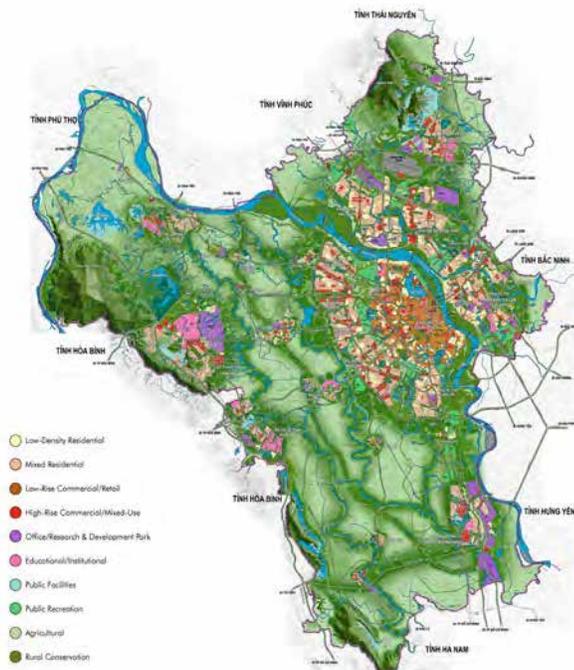
QUALIFICATIONS AND EXPERIENCE

QUALIFICATIONS AND EXPERIENCE

Our team has an award-winning track record in land use, zoning, urban design and development, and placemaking. We have led interdisciplinary planning and policy teams in completing municipal comprehensive plans for a wide range of cities, which will allow us to bring a wider perspective to Imagine Boston. This breadth and depth of experience – along with our team’s long and deep-rooted record of accomplishment in Boston – will allow us to hit the ground running with an energetic and inclusive engagement process. Highlights of our qualifications and experience are described below:

Comprehensive urban planning and the preparation of citywide plans

The Perkins Eastman team brings extensive experience in comprehensive planning and the preparation of citywide plans. This includes Perkins Eastman’s BFJ Planning affiliate, which brings more than 35 years of comprehensive planning experience including plans for municipalities such as Stamford and Bridgeport in Connecticut; Nassau and Rockland Counties in New York; dozens of towns and villages in New York, New Jersey and Connecticut; as well as the comprehensive master plan for Hanoi, Vietnam, which established a framework to guide the city’s development for the next 20 years. Our team will also draw on the experience of Bill Anderson, FAICP of AECOM, former Planning Director of the City of San Diego. This experience provides our team with an in-depth understanding not only of the substantive components of a comprehensive plan, but also the procedural and political processes that are essential to plan preparation, adoption and implementation.



Hanoi Master Plan

Leading interdisciplinary planning and policy teams and resolving tensions among multiple disciplines, agencies, and approaches in the service of creating a shared vision and implementation strategy

The Perkins Eastman team’s work leading major planning initiatives throughout the US has provided us with years of experience and methods in building consensus among allied agencies and public-sector stakeholders. Our approach is based on a few key techniques, including:

- Involving all from the start to give everyone a sense of ownership and prevent the impression that anyone has been left behind;
- Organizing standing committees focused on common interests, so all differences in agendas and opinions are aired openly. Standing interagency committees also provides a framework for agency representatives to resolve common issues; and
- Sharing the same presentation at key milestones so all parties see the same thing at defined intervals.
- Building support at the state and federal levels is also critically important to implementation and funding. Toward that end, for Together North Jersey, we started State Agency “Walk, Talk, and Act” tours to allow the state agency officials to walk individual project areas first-hand and establish relationships and connections directly with municipal and community leaders.

Land-use, zoning, urban design and development, placemaking, and civic engagement

Perkins Eastman’s experience in urban design and development, placemaking, and civic engagement encompasses the full range of urban design and planning challenges facing American cities including: industrial campus repositioning, brownfield redevelopments, transit oriented development and joint-development with intermodal transportation facilities, waterfronts, and industrial reuse. We have been responsible for some of the most successful large-scale redevelopment and urban revitalization initiatives in the United States, including Battery Park City, Downtown Brooklyn, Market East in Philadelphia, and Baltimore Inner Harbor East. The firm’s experience also includes the design of some of the most enduring urban places in the past 50 years such as the Battery Park City Esplanade; Rainbow Harbor in Long Beach, California; and Target Field Station in Minneapolis.

We have earned a reputation for being “pragmatic visionaries” through our work integrating transit, large entertainment venues, and institutions into the neighborhoods around them and in the process enhancing the surrounding urban fabric. Our team had the privilege of supporting the New York City Special Initiative for Resilience and Rebuilding and developing community plans for rebuilding more than a dozen of the communities most severely impacted by impacts of climate change in the New York metropolitan area. Perkins Eastman’s experience with architectural projects ranging from medical and educational institutions to retail, entertainment, sport, and exhibition, provides us with the skills and insights to craft the synergies and strategic thinking necessary to move cities into an increasingly competitive future. As committed urbanists, we have the passion, consensus-building skills, and deep well of knowledge needed to help cities survive and thrive.



Market East

Perkins Eastman's affiliate, BFJ Planning (BFJ), has prepared substantial zoning code updates for major cities such as Trenton, New Jersey; Annapolis, Maryland; and Philadelphia. They have an in-depth understanding not only of how zoning serves to implement planning recommendations, but also how zoning should be structured to work well in everyday situations. BFJ's role as ongoing advisers to municipalities on zoning, site plan and subdivision reviews has provided our team with valuable insight into the day-to-day functionality of development review processes, with a strong sense of what types of processes work well from both the municipality's standpoint and from the applicant's.

Preparing engaging planning documents and other materials which will be readily understood by a wide audience

Developing a community outreach strategy for a comprehensive plan should not take a "one size fits all" approach. Capturing community values and views that are representative of the citizen body – while ensuring that this input is truly meaningful to the development of the plan – requires having at one's disposal a diverse toolbox of outreach strategies and an understanding of the key issues. Employing a public outreach strategy that is also dynamic and interactive will build an appropriate foundation for such a Plan, to ensure that its recommendations will be appropriately and fully implemented. Members of the Perkins Eastman team have worked with dozens of municipalities to tailor outreach strategies that are right for the individual community and effective in reaching broad constituencies and in generating input that can guide the development of plans. Typically, this outreach strategy encompasses a mix of traditional methods such as press releases, flyers, workshops and stakeholder meetings, and more interactive tools such as social media, computer visualizations, and charrettes. We work closely with the client to craft engagement plans that will be effective, efficient, and appropriate for the given community.

Working with public-sector clients and community-based organizations in an intensive public participation process

The Perkins Eastman team believes strongly that planning processes should engage all elements of a community, who should have the opportunity to provide meaningful input into the planning process. This means taking additional steps to ensure that the process is accessible to constituents that may be traditionally "left out" of the process. This includes scheduling meetings and workshops at times and locations that are convenient to working people, engaging with the community on their terms (i.e. at local institutions such as community centers, festivals, houses of worship, etc.), providing translation services for non-/non-native English speakers, or planning for children's activities for those constituents who cannot arrange for child care. We have employed these techniques in places as diverse as Philadelphia's Market East, which was initiated in the midst of a controversy surrounding a proposed downtown casino.

More recently, for the Together North Jersey Local Demonstration Program, we designed and managed a program expressly aimed at engaging CBOs in the planning as formal partners in 18 local demonstration projects. The success and commitment of this approach is demonstrated by the recent "Rising to the Top" Award garnered by the Gravesend/Bensonhurst NY Rising Community Reconstruction Plan for the "Best Inclusion of Vulnerable Populations." The Gravesend and Bensonhurst plan was cited for comprehensively addressing the impact of climate change vulnerability on one of New York City's most ethnically diverse neighborhoods, with significant Chinese, Spanish, Arabic, and Russian speaking residents, as well as a large concentration of elderly residents.



Gravesend Bensonhurst Engagement Meeting

Developing and implementing novel, imaginative strategies to engage diverse communities across multiple outreach platforms, both for major city plans as well as other initiatives.

Engagement on large-scale planning efforts must deal with a new set of challenges than even a few years ago. Primary among these includes a dwindling amount of time and interest available for people to involve themselves in community and civic affairs in general, and fatigue from sometimes overlapping and concurrent planning efforts. We have learned in projects throughout the United States that more proactive techniques – both on the ground and online – are a must. On ambitious efforts such as Together North Jersey, we have used in-person surveys by either going door-to-door or going to highly foot-trafficked locations identified in the study area, as well as online surveys using tools such as Survey Monkey and Google Forms. The latter proved to be highly efficient ways of soliciting specific feedback. In some instances, the projects used web-based presentations such as webinars, for people unable to attend in-person events, but where the presentation format was deemed the best method to communicate project concepts. One of the projects also produced a promotional video for use by the local project lead in gaining support for project implementation. In addition to flyers and email mailing lists, social media was also used as a means of announcing the types of events previously mentioned with research conducted to identify websites or social media feeds (Facebook, Twitter, etc.) that were likely to have existing subscribers the project was looking to connect with.

Dewey Square Group (DSG) has significant experience in developing strategies to engage diverse populations, whether in the development of new neighborhoods as done in the White Flint section of Maryland and the Assembly Square section of Somerville or in the shepherding of the successful Massachusetts casino referendum in Revere, Springfield and statewide. DSG has engaged through standard media, social media, and grassroots outreach. Neighborhood and condo/apartment associations played critical roles in these successes. Initial polling of focus groups has helped to define messages and identify local concerns, often different from what would have been expected. In such situations, DSG can nimbly switch focus and approach to address the actual rather than perceived concerns. In all instances, it has been critical to engage diverse populations and demographics, including Southeast Asian, Central and South American, African-American, and Caribbean. DSG has undertaken door-to-door canvassing with multiple language pieces and with multiple touches to ensure full ballot participation. In addition, DSG has targeted the elderly with senior events and the younger population with significant social media engagement and job fairs.

Track record of engaging minority and low-income constituents who traditionally have not been engaged by conventional outreach methods

The Perkins Eastman team typically endeavors to engage minority and low-income constituents traditionally marginalized by many planning initiatives. One of the most recent and ambitious such efforts includes the Together North Jersey Local Demonstration Project program, which employed a broad approach to community engagement, using a wide variety of formats to solicit feedback, and casting a wide net to engage the diverse population found in both the region and the individual project areas. The 18 individual projects engaged a variety of populations, which included not only the “usual suspects” that typically come out to public meetings, but others who have been traditionally marginalized. This effort including going to schools to engage youth directly, and including students on steering and stakeholder committees.

In order to expand outreach to vulnerable populations, each of the Local Demonstration Projects made it a priority to partner with local non-profit organizations. This institutionalized the principle of giving community-based organizations a seat at the decision-making table in guiding major strategic planning initiatives. Non-profit organizations such as Mi Casa es Puebla on Passaic’s Eastside; Paterson Habitat for Humanity; Local Initiatives Support Corporation (LISC); and Housing and Neighborhood Development Services (HANDS) in Orange, East Orange and Newark, New Jersey, were also instrumental in reaching traditionally underrepresented populations, identifying key community members to connect the project team to the community, identifying the best methods to reach the local population and serving as a trusted source to help spread the word about the project and catalyze support for priorities. The community-based organizations were able to leverage their relationships with the communities they serve to give the project teams insight on the best ways to engage the local population. Over the course of the program, more than 240 meetings were held using various formats, from large public forums and open house to walking tours; meetings with designated stakeholder groups; and small-format focus group discussions, one-on-ones and targeted roundtable discussions.



Perth Amboy District Steering Committee Meeting



United Chinese Association of Brooklyn

As part of our engagement program for the NY Rising Program, we went to senior centers to gain feedback from the elderly who were among the most vulnerable in the aftermath of Hurricane Sandy, and held meetings at regularly scheduled meetings of local civic and community organizations such as the United Chinese Association of Brooklyn, the Staten Island Jewish Community Center and the Eastern Queens Alliance, among others.

Analyzing alternative scenarios and associated trade-offs and explaining those analyses to multiple audiences

The Perkins Eastman team is experienced in presenting and assessing the range of alternatives that may be available in any planning process. This involves understanding the physical, financial and political ramifications of any planning decision and being able to convey those impacts clearly to different audiences, whether they be members of the public, key stakeholders or politicians. We have employed a wide array of techniques and tools to provide a clear understanding of the potential choices available to a client as well as the anticipated impacts of those choices. These range from clear and concise infographics to tables illustrating fiscal and environmental impacts to high-quality three-dimensional perspective renderings that show the character and scale and physical implications of each alternative. As with the public engagement strategy, we will work with the BRA to tailor our approach to the alternatives analysis, to utilize approaches that will work best depending on the topic area and the audience.

Evaluating and utilizing economic and demographic data analysis and projections

The Perkins Eastman team's comprehensive planning work incorporates economic and demographic data analysis to inform land-use, zoning, transportation and other planning decisions at the municipal, neighborhood and site-specific levels as a matter of practice. This includes work on affordable housing studies including a statewide housing analysis for the Connecticut Housing Finance Authority, more recently extensive work analyzing and explaining the complex web of issues that come into play in planning for long-term climate change. AECOM's Bill Anderson specializes in development economics from the twin perspectives of market feasibility and the fiscal impact on affected jurisdictions. As Planning Director of San Diego and as a consultant on city and regional plans, he has extensive real-world experience employing economic and demographic data and trend analysis to shape planning recommendations and implementation strategies.

COMPARABLE EXPERIENCE

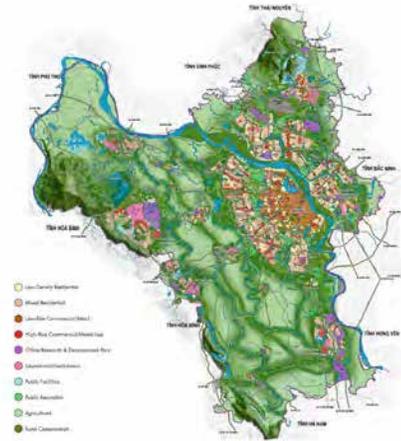
COMPARABLE EXPERIENCE

Hanoi 2050 Master Plan

Hanoi, Vietnam

Perkins Eastman, as the lead planners in a large international team, developed a comprehensive master plan for Hanoi, the capital of Vietnam. The plan sets a framework to guide the city’s development for the next 20 years. Additionally, it established a vision for 2050, by which time Hanoi plans to become one of the great world capitals.

The plan calls for preservation of the city’s historic core and shifts much of the future growth to a new zone surrounding the core, as well as five new towns, with the intention of preserving 70 percent of Hanoi as farmland and natural park areas in a zone called the “green corridor”. The master plan sets policies for transportation, infrastructure, social services, urban design, and urban management.



Hanoi 2050 Master Plan



Battery Park City

Battery Park City

New York, New York

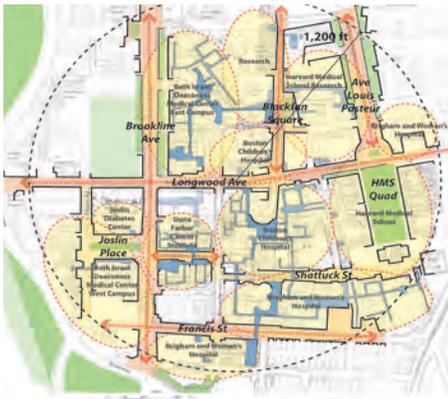
Battery Park City, designed as an entirely new mixed-use community on a 92-acre landfill on Lower Manhattan’s Hudson River waterfront, created a new paradigm for large-scale urban development. The development is organized around a series of public environments such as the Esplanade, South Cove, and Rector Place, which rank among New York’s most cherished and enduring places. It also includes the design of several strategically important buildings, including Liberty Green and Liberty Luxe, which were designed for LEED® Gold certification.

At a time when gloomy pessimism about New York’s future as a livable city prevailed, the 1979 Master Plan for Battery Park City represented a bold statement of confidence about the enduring value of urban life. The Plan envisioned Battery Park City as an extension of the Downtown street grid, organizing the neighborhood around classic New York public space typologies. The first phase of the Master Plan, Rector Place, established ten apartment buildings arranged around Rector Park—a small and highly focused example of what was to come. The Plan also established a unique set of design guidelines for the Battery Park City Authority to encourage and ensure the architectural variety and quality found in many of New York’s older neighborhoods. While Rector Place was completed in the 1980s, it has taken over twenty more years to build out the rest of the Battery Park City Master Plan, a plan that mapped out 92 acres including a commercial and retail district, two residential districts, marinas, and a generous amount parks, open space, and public streets. The last two sites in Battery Park City, two “green” residential towers, are currently under construction. They round out what has become a living, breathing example of mixed-use development—a neighborhood that is both urban and sustainable in its truest sense.

Longwood Medical Area District Planning Study

Boston, Massachusetts

MASCO is a non-profit organization dedicated to enhancing Boston’s Longwood Medical and Academic area (LMA) for the benefit of the 24 Academic, Medical and Cultural institutions that comprise its membership. Perkins Eastman studied ways to develop the public realm within the district and improve connectivity between its institutions.



LMA District Planning Study

COMPARABLE EXPERIENCE

Destination Medical Center

Rochester, Minnesota

Perkins Eastman's design for the Destination Medical Center (DMC) set the vision for Minnesota's largest development project, positioning Mayo Clinic as the world premier center for health and transforming the downtown City of Rochester. The master plan establishes six unique places designed for all ages to live, work, play and thrive in Rochester and anchor the growth of the city for the next 20 years.

The design seeks to be market driven and match the business objectives of Mayo Clinic and the city with built-in flexibility. In addition to the health care marketplace, the master plan includes significant residential and mixed-use components, making the overall development a comprehensive urban vision plan with neighborhoods that appeal to residents and visitors alike. The first phase will be an expansion at the heart of Mayo and is designed to be small enough to be completed easily but large enough to initiate the vision.

Rochester so that it can evolve in exciting and dynamic ways, while at the same time feeling like a natural evolution of the city fabric and culture. The result is a master plan for a unique integrated city development that will attract visitors from across the region and beyond. The development will feature one-of-a-kind, timeless elements and places designed to generate enormous value.



Destination Medical Center

Downtown Brooklyn Redevelopment: Urban Design and Development Plan

Brooklyn, New York

Downtown Brooklyn is New York City's third largest central business district and one of the best-served sites in the city by transit. In order to assure the area will continue attracting new development and successfully compete with the market attraction of Northern New Jersey, the Downtown Brooklyn Council is working to further improve the environment for new development.

Perkins Eastman was commissioned to lead an urban design and development plan to contribute to the revitalization of the area's commercial core and prepare for future growth. Our work focused on creating new public spaces, upgrading existing public spaces, streets and transit facilities, identifying strategic sites to be assembled for future private development, and recommending a rezoning plan.

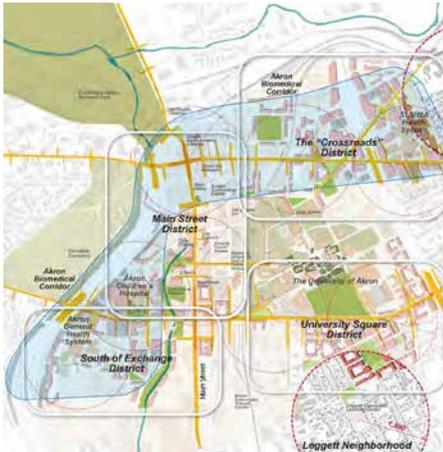
The guiding principle of our work was that an improved public environment will add tremendous value to critical downtown parcels and help attract private investment. Specific design recommendations include a new public park providing an address for three new office towers along Willoughby, a streetscape plan for Flatbush Avenue that spreads the benefits of new development to adjacent neighborhoods, and a new public plaza at the Jay Street station, providing an additional development magnet near Borough Hall.

Since implementation was also a primary concern, Perkins Eastman collaborated with Washington Square Partners on an economic and market strategy, identifying public/private investment approaches to attract commercial, academic and residential development. The team also worked closely with many Brooklyn stakeholders and constituents throughout the process to build public consensus around the plan.



Downtown Brooklyn Redevelopment

COMPARABLE EXPERIENCE



Akron Core City Vision Plan

Akron Core City Vision Plan
Akron, Ohio

Akron is a city with a rich history, a committed civic leadership and a wealth of cultural and natural assets. As the city emerges from a period of decline, it has looked to new anchors, including the University of Akron, and three major medical institutions that have established positions in major growth areas of medicine and higher education.

In order to put forth a new vision for the core city, the University Park Alliance, a community development corporation sponsored by the Knight Foundation, and the City of Akron's major medical and educational institutions, chose Perkins Eastman to develop a plan to leverage the activities of the Core City's key stakeholders for the maximum benefit of the City, and help each advance its own respective plan. The plan sought to identify new opportunities and solutions that none of the core city's key institutions, such as Children's Hospital, Akron General Hospital, Summa, and The University of Akron, would have pursued individually. The plan combined a big picture vision for the city's future with pragmatic strategies for implementation. By doing so, four new mixed-use urban districts have been created that are anchored by three key catalyst projects, each built around public-private-institutional partnerships.



New York Rising Community Reconstruction Program

New York Rising Community Reconstruction Program
New York, New York

As part of the NY Rising Community Reconstruction Program, Perkins Eastman led a multidisciplinary team to create Community Rebuilding and Reconstruction Plans for four areas that were seriously impacted by Superstorm Sandy, and are vulnerable to the impacts of climate change: the East and South shores of Staten Island, and three areas in the south shore of Nassau County in Long Island: the "Five Towns," South Valley Stream, Bay Park and East Rockaway.

The project's goal is to identify and build community consensus around a set of innovative, but implementable projects to position the communities for funding rebuilding and resilience projects. The plans address short and medium term needs for post-Sandy recovery and rebuilding, and long term plans for improving each community's resilience in the face of climate change and rising sea levels. Each plan encompasses proposals addressing coastal defense, green infrastructure, economic development, housing and community capacity building. The plans have been recognized with awards from the Governor's "Rising to the Top" awards program for Resilient Economic Growth and Green Infrastructure. These awards secured a total of \$6 million in additional funding for resilience and rebuilding projects for Staten Island and South Valley Stream.

COMPARABLE EXPERIENCE

Philadelphia Market East

Philadelphia, Pennsylvania

Despite vital neighborhoods like Chinatown and Washington Square West, an outstanding transit infrastructure, and attractions like the Independence Mall and the Pennsylvania Convention Center, Philadelphia's Market East District has never lived up to its potential. Prior to merging with Perkins Eastman created a plan for Market East with a vision that is integral with strategy—one that is not dominated by one use or project, but is characterized by the diversity of forms and activities that have marked Market Street's colorful history. It seeks to position the Market East District to play a part in a more sustainable future for the City by promoting transit ridership, leveraging the city's existing investment in one of the richest transit hubs to be found in an American City and improving street-level air quality.

The vision is based on key strategies for restoring Market Street's role as Philadelphia's Main Street: bringing everyone onto Market Street, focusing on places instead of projects by improving Market Street's pedestrian environment; promoting a mix of uses; and creating a new expanded intermodal transit center. The plan also creates opportunities for Chinatown and Jefferson to expand and envisions bold new connections to the Delaware River Waterfront and the adjacent loft district.



Philadelphia Market East

The Wharf

Washington, District of Columbia

Washington, DC's The Wharf historically functioned as an active commercial port, but in recent decades, it has become dormant and increasingly isolated from the greater DC community. Waterfront activity is limited to two quiet marinas, a sparse assortment of restaurants, closed businesses, and a narrow walkway. The design for DC's The Wharf seeks to restore the connection between the city and its waterfront by integrating land and water functions, creating an enduring place that will become a highly sought-after destination for residents and tourists throughout the Washington Metropolitan Area.

A water plan guides the site's land-side development in order to ensure that water uses are its focal point. Transient docking, public water transportation, and maritime programming invite activity to the site from the water side. All maritime activity connects to the land through a series of programmable piers that host events and recreational use, serving as an extension of the city's grid into the water. These active piers connect to a central promenade at the core of the site, drawing pedestrians past the shoreline and uniting land and maritime uses in a lively, 24-hour setting.

In order to create a lively urban destination, the design team emphasized placemaking in the design of the site's master plan. A variety of outdoor spaces celebrate the District's character, creating attractive places that provide the community and its visitors an enjoyable and enriching experience. The design of the site's structures focuses on the pedestrian's perspective, creating a family of buildings along the Wharf, each with its own identity, resulting in a captivating street-level environment.

The \$2 billion waterfront development is located less than one mile south of Washington, DC's National Mall and one mile west of Nationals Park. It comprises 27 land acres and 24 water acres, and will be completed in three phases. The first phase, which encompasses 1.5M sf of development, includes office, retail, residential, hotel, and cultural land uses, and focuses on activating water uses through the creation of a programmable pier and transient docking.



The Wharf

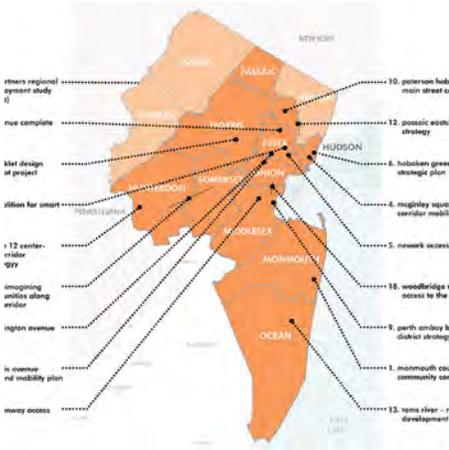
COMPARABLE EXPERIENCE

Together North Jersey Local Demonstration Project Program

Newark, New Jersey

Since 2012, the firm has served as Program Manager for the \$2.6 million Local Demonstration Project Program for Together North Jersey, a consortium led by Rutgers University’s Bloustein School, NJTPA and NJ TRANSIT. One of the primary goals of the Regional Plan for Sustainable Development (RPSD) currently being undertaken by Together North Jersey, is to expand the field of focus for transit oriented development and the components needed to build successful transit oriented communities. This effort is being advanced through a series of 18 local demonstration projects currently being completed throughout the North Jersey region in places as diverse as Flemington, Newark, Passaic, Perth Amboy, Asbury Park, Neptune Township, the Oranges, and Kingwood.

The focus of these projects has been to complement efforts to promote development around transit with efforts to strengthen connections to major employment destinations for existing residents, in the process expanding access to opportunity and addressing equity issues associated with transit oriented development. In our role as program manager, the firm has developed the program, set up and run a competitive application and selection process for the technical assistance awards, developed protocols for project delivery, coordinated local and state agency involvement, conducted extensive public and public agency engagement, executed community engagement using social media and strategies to target traditionally marginalized populations, and set overall direction for the three multidisciplinary project teams assigned to the projects.



Together North Jersey

VIA San Antonio Downtown Master Plan

San Antonio, Texas

Perkins Eastman collaborated with Jacobs and VIA Metropolitan Transit to develop a Downtown Transit Plan for San Antonio, Texas. The study was intended to create a vision for VIA’s future downtown transit system by defining service and facilities improvements to support mobility, connectivity, economic development, livability, and sustainability. We are evaluating existing and proposed transit services, transit ridership, and public infrastructure to develop a comprehensive plan for efficiently interconnecting all transit modes in downtown San Antonio.

The team’s evaluation resulted in the optimization of passenger transfer between modes, improved levels of service, new passenger facilities, reduced automobile and pedestrian congestion, economic development opportunities, and an enhanced urban environment. Additionally, they identified the need and prepared conceptual designs for multiple new bus, intermodal, and mixed-use facilities to be phased in over several years, in coordination with development opportunities for the private sector in associated districts.



VIA San Antonio Downtown Master Plan

COMPARABLE EXPERIENCE

Sunnyside Yards Pedestrian Connection & Air Rights Study

Queens, New York

Perkins Eastman collaborated with Weidinger Associates to complete a study and conceptual designs for the MTA to examine and develop pedestrian connections between the existing Queens Plaza and Queensboro Plaza subway stations and the future Long Island Rail Road Station planned for Long Island City.

Within the study, the joint venture explored how existing infrastructure could be leveraged to improve the environment for development; identified possible sites and recorded designs for new LIRR stations; and created pedestrian connections between the LIRR, other nearby transit, and the adjacent neighborhoods. Transforming this intertwined network of transit infrastructure required close collaboration with a broad base of constituents, including city and state transit departments and public agencies.

The plan envisions a new transit-oriented downtown for Long Island City that will fully realize the City's recent upzoning of the area. The focus is on the new station and a major public space at Queens Plaza, which transforms one of the most chaotic places in the city and leverages the city's preexisting investment in transit to catalyze a potential 12 million sf of new development.

The plan skillfully weaves together a network of a pedestrian bridge, decks, and subway stations to provide new pedestrian routes along the nearly 2,200 linear feet between the new station and the Queensboro Plaza subway station. The new access will make the vast infrastructure of Sunnyside Yards an accessible and integrated transit amenity for this emerging new business district.

Qingdao Harborfront

Qingdao, China

Riding on China's continuing economic growth and recent success of hosting the Olympics Water Sports, Qingdao is evolving into a city of global fame. As its golden coast on the Pacific is now near its completion, the city turns its focus on the industrial harbor on the Jiaozhou Bay. Historically, the City's "front door" and the central core have been oriented toward the Sea, while its industrial port operations, the "backyard activities", faces the Bay. As Qingdao evolves into a world-class city, it is poised to transform its backyard into a new and significant gateway.

The proposed site, close to the city core and directly on calmer waters of the Bay, inherits a tremendous potential to become a vibrant new district on an active harborfront setting—an environment that will only reinforce the diverse quality of waterfront developments in Qingdao. However, being located at end of the city that directly faces the harsh winter winds and is severed by all kinds of transportation problems poses substantial challenges in attracting developments worthy of its strategic location. This puts the emphases on learning from international and domestic experiences that have dealt with these particular issues.

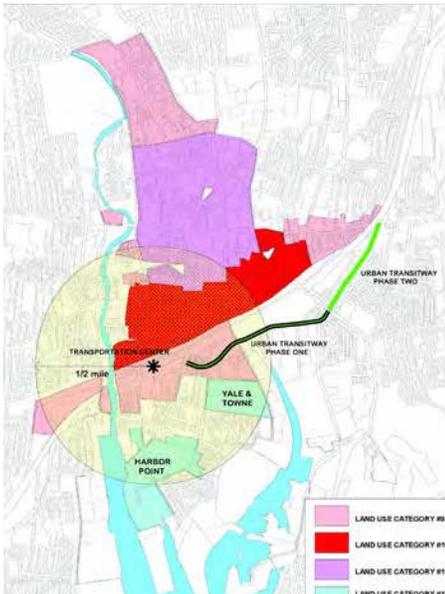


Sunnyside Yards



Qingdao Harborfront

COMPARABLE EXPERIENCE



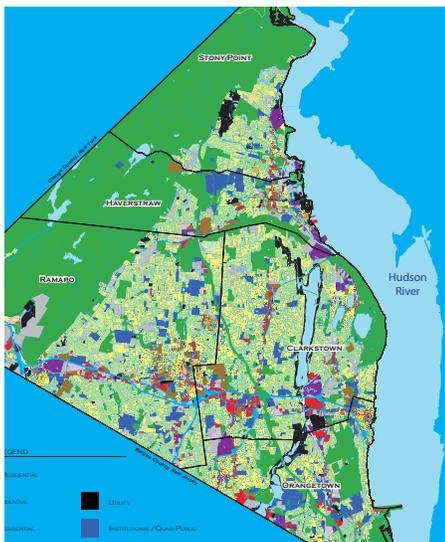
Stamford Master Plan

Stamford Master Plan

Stamford, Connecticut

In 2012, the City of Stamford engaged Perkins Eastman Planning to update the City's 2002 Master Plan. A comprehensive update of the 2002 Plan is needed to respond to the significant level of development activity and demographic changes of the last decade and to expand and refine policies, particularly as applied to the Downtown, the Stamford Transportation Center and adjoining neighborhoods. Stamford is in the midst of a building boom unparalleled in its history. With a vibrant Downtown, lively mixed-use development in the South End, expanded transit oriented development around its train station, a diversity of residential neighborhoods, an expanded Mill River Park and 13 miles of waterfront, Stamford has become Fairfield County's go-to destination for new businesses, residents and visitors.

Stamford is now at a critical juncture in its history. Decisions that are made over the next 10 years will be crucial in determining the City's future. The 2012 Master Plan will serve as the principal tool in guiding the City's growth and development patterns, providing both a vision of the future and a means by which citizens and government can be guided to act together in responding effectively to the challenge of providing a better quality of life for Stamford.



Rockland County Comprehensive Dev Plan

Rockland County Comprehensive Development Plan

Rockland County, New York

Perkins Eastman Planning (Perkins Eastman) worked with the Rockland County Legislature to develop an update to their Comprehensive Plan. The County's Comprehensive Plan is a 20-year plan that addresses the many interrelated land use, environmental, socioeconomic, infrastructure and transportation issues facing the County. The Plan created a framework for future capital expenditure decisions by the County government. It also provided general recommendations on future county land use issues and policies to implement these strategies, addressed key matters under direct County jurisdiction and identified specific land use and zoning conflicts among municipalities that should be resolved to allow for better functioning of zoning regulations.

The Plan emphasized preserving residential areas and open space, creating additional amenities for residents and visitors, reinforcing existing county centers, fostering and maintaining well-designed business and industrial corridors and clusters, identifying areas for business development, promoting sustainability and "green" technology, encouraging energy efficiency, and promoting integrated vehicular, mass transit, paratransit, bicycle and pedestrian transportation infrastructure. It also addresses current land use and transportation issues facing Rockland County, such as the arrival of sewer infrastructure to western portions of the county, the uncertain future of the county's fossil fuel power plants, water shortages, the impact of the Indian Point nuclear power plant and the lack of capacity on the Tappan Zee Bridge.

COMPARABLE EXPERIENCE

Nassau County Comprehensive Master Plan Update

Nassau County, New York

Perkins Eastman is currently working with Nassau County, Long Island to develop a Master Plan that addresses the many interrelated land use, environmental, socioeconomic, infrastructure and transportation issues facing the County over the next twenty years. The Plan describes the County Executive’s vision of “New Suburbia” for this first generation suburb, which is now approaching 60 years old. The goal of New Suburbia is to preserve what residents love about Nassau County, including its residential neighborhoods, parks, low crime and great schools, while addressing the formidable challenges of high property taxes, retention of young people, traffic congestion and underserved communities. The Master Plan will provide an action plan for a achieving a sustainable future for Nassau County and realizing the vision of New Suburbia.



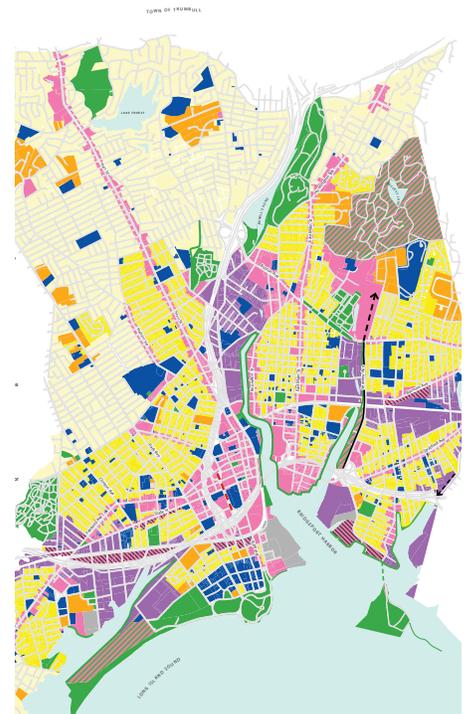
Nassau County Comprehensive Master Plan

Bridgeport Master Plan and Zoning Code

Bridgeport, Connecticut

The City of Bridgeport (population 135,676) retained Perkins Eastman to update all its major planning and zoning documents. The comprehensive project created a once-in-a-generation roadmap for future development and redevelopment in an urban center poised for significant economic growth. The Perkins Eastman team prepared the City’s Comprehensive Economic Development Strategy (CEDS), a Master Plan of Conservation and Development, Zoning Regulations Update, Downtown Plan with new zoning and urban design requirements, a diagnosis of the city’s provision of planning, building, engineering, and economic development services, and three infrastructure plans, including a Stormwater Management Manual.

Perkins Eastman also provided development application assistance to the Planning and Zoning Commission and the Zoning Board of Appeals. The Perkins Eastman team coordinated with a separate consulting team that prepared a housing study, and with the Neighborhood Revitalization Zone committees. The project began under one mayoral administration and was completed under a successor, with no change in timetable, budget, or deliverables. The project was grounded in real public participation through frequent public sessions, committee work, and a dedicated website with email capability.



Bridgeport Master Plan and Zoning Code



PROCESS AND MANAGEMENT

PROCESS AND MANAGEMENT

Project Approach

The Perkins Eastman team will be guided by two overarching principles: 1) How can Imagine Boston 2030 ensure that every neighborhood can be a place where people want to be; and 2) How can Imagine Boston 2030 ensure that every neighborhood can be a place where people can be?

Addressing these key goals will be a set of planning themes that will serve as the organizing structure of the Imagine Boston 2030 plan. These themes, adapted from those provided in the RFP, are not intended to serve as standalone elements, but rather as interrelated concepts that will provide the framework for achieving the City's planning objectives in a holistic and integrated process. It is anticipated that many of the recommendations and implementation actions arising from Imagine Boston 2030 will cut across many themes and address multiple issues. We suggest the following as organizing planning themes, which will ultimately become chapters in the Draft Plan:

- Land and Water Use and Urban Design
- Mobility
- Housing
- Prosperity and Equity
- Environment and Adaptation
- Parks and Open Space
- Arts, Culture and Education
- Health Accessibility and Services

In addressing these topic areas, the Perkins Eastman team will approach the Imagine Boston 2030 effort from two scales: Boston's place within a larger metropolitan region that is home to 4.5 million people and represents the sixth-largest economy in the nation, and Boston as a city of neighborhoods, each with its own identity and history, and each facing unique issues and opportunities. The link between these two scales will be a unified vision and supporting principles and goals for the City overall. Thus, a crucial aspect of this project will be engaging with the public, across neighborhood lines, to establish the ideal of what Boston should be in 2030, and what are the broad strategies for getting there.



Team Management

Perkins Eastman brings together a multi-disciplinary team that has the requisite knowledge, depth and breadth of resources and relevant project experience to successfully respond to and complete in a timely and efficient manner the scope of work presented in the RFP and discussed below. The Team has been structured to ensure that we are able to quickly and adequately manage and staff each task of the project. The key factors to note with our approach to this work are our commitment to the following:

- An orderly process, with each work task having a distinct purpose, and timely research, meetings, review and report production. We will recognize that the City and its various agencies, boards and commissions, have already undertaken significant work to support Imagine Boston 2030. We will endeavor not to repeat this work, but to incorporate and build on it, filling in gaps and expanding as necessary and based on discussion with BRA staff.
- Producing high-quality documents for the BRA. The process is designed to give the appropriate time needed for thorough research, competent analyses, thoughtful recommendations and review by BRA staff, the Steering Committee and public stakeholders.
- Collaborative planning and inclusive public participation during the process. We will work closely with our subconsultants, BRA staff and the Steering Committee throughout the project to involve the larger community, with special attention paid to reaching out to and involving historically vulnerable, underserved and disadvantaged populations.
- Compelling, high-quality graphic products that can be used to communicate complex planning and technical issues to the public, stakeholders, the private sector and governmental agencies.
- Completing the project within the stated timeframe, which is essential to successfully finishing a project within the allotted budget. For this reason, we have a full-service multidisciplinary team that will work simultaneously on different work products, through an integrated work process, and we have included regular meetings with the Steering Committee to ensure that the work is submitted, reviewed and finalized in a timely manner.

Section 1 describes the core team and the role and anticipated time allocation of each member. Perkins Eastman, as lead consultant, will be responsible for project management and quality assurance of the consultant team. This includes compilation of various pieces of work within tasks into complete, uniform and readable deliverables. Perkins Eastman will prepare all materials as necessary for Steering Committee meetings (agendas, graphics, meeting notes), as well as records of public workshops, neighborhood meetings and other project meetings.



Perkins Eastman’s project management approach is based on consistent and ongoing client contact, to keep them informed of the work progress by sending drawings, draft memos and/or preliminary findings prior to formal client meetings. All project-related telephone conversations and intra-team communications are documented. Consultants’ work is carefully scheduled and monitored through regular internal communication and reviews. At the project start-up meeting, administrative and procedural procedures will be discussed and agreed upon with the client. The success of our approach is demonstrated by the timely, on-budget delivery by Perkins Eastman and its team members. All quality-control procedures and internal team coordination are incorporated within the overall budget.

Project Work Plan

Described below is our methodology for completing the scope of work outlined in the RFP. This proposed work plan is meant to represent an approach that we believe is comprehensive and reasonable, yet amenable to changes based on input from BRA staff and the Steering Committee.

Phase 1: Baseline Conditions

The key purpose of Phase 1 is twofold: 1) To establish the project management structure and public engagement strategy for Imagine Boston 2030; and 2) To summarize the City’s baseline conditions, based mainly on existing studies and reports and with input from BRA staff and the Steering Committee.

Phase 1 will begin with a kick-off meeting with the consultant team, BRA staff and the project’s Steering Committee. We see this meeting as an important first step in the planning process, ensuring that everyone is on the same page regarding project objectives and the timeline for deliverables, and for establishing the appropriate communication channels and procedures. At this meeting, we will review the project schedule, confirm the scope of work and discuss the Imagine Boston 2030 components.

In this phase, the Perkins Eastman team will review plans, policies and initiatives relevant to Imagine Boston 2030, including but not limited those listed in the RFP. We understand that BRA staff have been working to compile and synthesize these prior planning efforts. Our role will be to identify any gaps that will need to be filled to establish a full baseline conditions report. In addition to documents created for the City, we will review those of neighboring or overlapping jurisdictions, including those of adjoining municipalities; the Metropolitan Area Planning Council; MassDOT; major institutions including colleges and universities, hospitals and museums; MASCO; and the Boston public schools. Understanding the planning initiatives being undertaken by neighboring communities and public- and private-sector entities not under the City’s control will be a key piece of the baseline context. We will supplement existing baseline information with additional data analysis, as needed.

The Design Team will work concurrently during Phase 1 on a Creative Analysis process. Creative Analysis is the most critical part of the design process. It is the most critical in that it will frame the key strategic planning decisions. Our analysis work will not be just descriptive; our approach is to interpret what we learn and see, rather than just record or map. We look at each element of the built environment separately, such as access, bulk and massing patterns, street and block plan, development sites, views, etc., and only then bring them together for a complete view and understanding of the unique qualities and characteristics of key places at different scales.

Since decisions made on the overall and neighborhood levels affect each other, the Perkins Eastman team will advance the analysis concurrently at both scales rather than sequentially. We will review existing information and physical constraints including: land use; ownership; existing streetscape; landscape; building types; materials; and scale; arrival; “key places;” pedestrian and vehicular circulation and linkages; public transportation; open space; view corridors; connectivity; vulnerability, etc.





The team's maps and analytical graphics will be developed in an easily accessible, yet meaningful way. They will rely primarily on GIS data available from the BRA, MassGIS and others, as well as FEMA flood maps and other information, as needed and available. BRA staff have already compiled a number of GIS-based maps. We will not seek to duplicate these, but to incorporate and expand on them as appropriate.

In order to establish a unified and distinctive look for Imagine Boston work products that will be readily recognizable by the public throughout the project's duration, the team will work with the BRA to build on established Imagine Boston 2030 branding and graphic themes.

Web-based plan

Bringing web-based capabilities to the Plan is a critical step in achieving the City's goals of fully engaging residents, enhancing coordination with departments, agencies, and surrounding municipalities, and establishing meaningful metrics to measure progress. Perkins Eastman team member AECOM offers a strong background in building and designing web sites and interactive mapping tools for large entities with complex decision-making processes, including the Government of Singapore and the US Navy.

An effective web-based platform is not merely a compilation of static pdfs. It is a dynamic, elegantly designed but powerful system that is intuitive and flexible to use. One of the challenges of an innovative web-based approach is balancing the role of the Citywide Plan as an inspiring and customizable framework with its function as a formal policy document. To address these dual roles, we will work with the City to structure site architecture to differentiate content that falls within the adopted Plan (and thus has regulatory implications) and supplemental links that are informational, easily updated or changed.

We will hold an interactive work session with the City, BRA, and select stakeholders early in the process to define the web-based tool's functional requirements and carefully integrate site capabilities with the look and brand of Imagine Boston 2030 and the outreach effort. We propose to develop the web-based plan platform around these core features, tools, and functions:

A robust content management system that will enable Plan updates through a secure, convenient, and easy to use system. The content management system should be designed to produce a version of the Citywide Plan document comparable to the printed version while also enabling interactive components of maps, graphics, related studies, data-dashboards, multimedia material.

An interactive, user-centered design (information delivery system) provides information customized for users organized around topics, themes, or specific neighborhoods. Effective, targeted, and promoted search tools in conjunction with user-defined filters on search results can generate information that is clear, readily accessible, and on-topic. For example, topic-based filters could relate to the key themes that emerge from the Plan such as mobility, housing, prosperity and equity, environment and adaptation, parks and open space, arts, culture and creativity and health. Meanwhile, the geographic lens can sort data across the City, neighborhoods, or subareas. Once users arrive at desired content, the web-based planning platform will also enable them to view related information by highlighting links to supporting data, reports, graphics or maps, or cross-references to the other parts of the Citywide Plan.

User-centered design can also feature clear, highly visual, interactive dashboards for performance indicators that allow the public to track issues on a neighborhood or citywide basis, while giving the City a tool to monitor and report progress on the implementation of Plan goals and policies.

Interactive online mapping tools and leveraging of open data to allow users to "drill-down." AECOM has extensive experience in creating dynamic mapping tools that allow users to interact with data sets in different ways. To the extent possible, AECOM will work to enhance the functionality of the BRA's existing GIS data sets by integrating them into the web-based Plan platform.

Responsive layout to optimize the web-based Plan platform for mobile, tablet, and desktop browsers. Up to one-third of traffic on sites is from smart phones or tablets and the percentage of mobile information users continues to rise. Responsive design ensures that content is accessible from an array of devices and can also assist in connecting traditionally underserved segments of the community, such as young adults or lower income households to the planning process.

Analytics about site usage to monitor traffic to different parts of the web-based Plan. Analytics can identify the originating source of the user and determine whether people are searching for specific information or the Plan itself, are arriving by a specific link, or if the traffic is generated by social media. We



will explore ways to automate reporting of this information electronically at regular intervals using tools like Google Analytics.

While the web-based approach offers an essential tool for organizing the Plan and related content, its greatest value comes from establishing an enduring platform for ongoing participation beyond the life of the planning process. Perkins Eastman will coordinate the work of AECOM and Dewey Square Group to bring outreach participants into the Plan platform and to design site elements, such as an information repository, issues forum, user generated content and feedback mechanisms, that energize, broaden, and sustain community engagement into the future.

Finally, during Phase 1, we will work with the BRA to confirm the logistics and details of our public engagement plan (see the discussion below on Public Engagement for a full description of this work).

Phase 1 Deliverables: Public Engagement Strategy; Baseline Conditions Report.

Phase 2: Vision, Principles and Goals

At the start of Phase 2, the Perkins Eastman team will meet with the Steering Committee to discuss the Baseline Conditions Report and the key issues and opportunities arising from the report. Based on feedback from the Committee, we will draft a set of priority issues and opportunities for Imagine Boston 2030 that can be tested with the public by “Vision Teams” established throughout the neighborhoods. We see this element as a “listening tour” of Boston’s neighborhoods, with

a twofold purpose: first, to test the Citywide priority issues and opportunities developed with the Steering Committee, and second, to identify neighborhood-specific or cross-neighborhood issues that may need to be captured within the Citywide vision. This is a critical opportunity to hear from Boston’s residents about the issues that affect them every day, as well as to begin establishing the neighborhood-level relationships that will be important for determining planning recommendations and implementation strategies.

Based on input received by the Vision Teams, we will create a detailed set of plan priorities, or a Vision Statement, which will be submitted to the Steering Committee for review and comment. We will meet with the Committee to discuss this vision and make any necessary revisions. This vision for Boston’s future will clearly underpin all the chapters of Imagine Boston 2030 described as follows.

The Design Team will continue to work on the Critical Analysis, identifying the key overall principles to complement the Vision Statement and strategic focus areas at the City and neighborhood scales. These principles will help set the conceptual direction for the Design work to follow. The conceptual direction will guide the work to follow and will address organizational principles including massing, circulation, scope, boundaries, massing, and program.

Phase 2 Deliverables: Vision Statement; Summary of Public Engagement Process.

Phase 3: Alternatives Development and Plan Framework

In Phase 3, the Perkins Eastman team will begin to test the strategies and alternatives that will inform the specific Imagine Boston 2030 recommendations and the content of the Plan itself. This phase will encompass substantial analysis and design work across the planning themes, and will be driven by feedback received during significant public engagement efforts. The purpose of Phase 3 is not to develop actual content for the Imagine Boston 2030 plan, but rather to develop potential strategies and alternatives that can be tested with the public.

The Design effort will focus on developing options which will entail the articulation of different design concepts based on the Conceptual Direction developed for each district. Since consensus has been established around the Conceptual Direction, this work will be very focused and directed at arriving at an acceptable preferred plan, rather than illustrating differing conceptual directions. This may be take the form of massing and bulk and infill concepts for accommodating new development in districts identified in Phase 2; identifying key streets, public spaces and transit nodes for new commercial, employment and/or housing concentrations; city-scale interventions addressing coastal resilience, open space concepts addressing recreational, natural resource and public health needs, etc.

Some of these alternatives may ultimately be incorporated into the Draft Plan developed in Phase 4, based on input from the public and consultation with the Steering Committee and BRA staff. Strategies developed during Phase 3 will be organized around the overall planning themes as discussed above.

In addition to testing alternatives with the public, a key element of Phase 3 will be assessing the alternatives against their potential outcomes, to fully understand the feasibility, economic viability and likely political acceptance of proposed strategies. As part of this effort, AECOM's Triple Bottom Line Model (TBL) can be used to evaluate and compare alternatives. This model offers a robust and structured approach to evaluating planning and investment alternatives. It uses financial, environmental, and social criteria customized to the jurisdiction and its policies – in this case, the plan themes of Imagine Boston 2030. Each criterion has associated calculators and a logic engine to swiftly compare the outcomes of alternative investment solutions. More than just a quantifying tool, TBL can facilitate collaboration among staff and stakeholders through information flow, transparent decision-points, and easy to understand infographic outputs.

TBL can be customized to evaluate a wide range of public decisions. The model can be applied at two distinct stages of Imagine Boston 2030. First, in Phase 3, it will be a valuable method for “exploring the pros and cons, costs and benefits, and tradeoffs” of various alternatives using stakeholder-vetted criteria derived from the outreach program. Later, once the Plan is adopted, the City will have an on-going need to prioritize among investments, all of which will have at least basic consistency with the Plan and its underlying themes. TBL can inform the implementation process by enabling the City to make “apples to apples” comparisons among complex alternatives.



The benefit of having a distinct project phase devoted purely to development and testing of alternatives is that the many interrelated issues and potential strategies across themes become apparent prior to any drafting of the actual Plan. This means that when the Draft Plan is developed in Phase 4, individual planning themes and elements will be fully integrated with each other as part of a cohesive story.

In developing the various alternatives to be discussed with the public and potentially included in the Draft Plan, a key component will be the use of design both to illustrate concepts, engage the public, and integrate concepts. Design will be an integral component of both the alternatives analysis of Phase 3 – particularly useful in public engagement – but also in the Draft Plan document itself to conceptualize relationships among themes and recommendations.

After consensus has been set for each district, the Design Team will develop preferred alternatives to a more detailed level sufficient to gain informal consensus and inform zoning. By involving stakeholders continually throughout the process, the Team can proceed with confidence of no surprises at the end, with both the client and the community having a very real investment in the project. Design Products will take the form of plans, diagrams, precedent imagery and three-dimensional perspective vignettes to communicate the scale, character and scope of key concepts.

Phase 3 will culminate with development of a Plan Alternatives and Framework Report, which will present the various alternatives and strategies assessed across the planning themes, and detail the results of testing those alternatives with the public. The team will meet with the Steering Committee to discuss the Alternatives and Framework Report and agree on concepts to be included in the Draft Plan.

Phase 3 Deliverables: Plan Alternatives and Framework Report; Summary of Public Engagement Process.



Phase 4: Draft Plan Development

The Team will prepare the Imagine Boston 2030 plan document itself, based on the Plan Alternatives and Framework report produced during Phase 3 and on input from the Steering Committee and BRA staff. We envision the Draft Plan as a graphically rich, visually engaging document that clearly expresses the City’s planning vision across broad and integrated planning themes. The document’s design will illustrate linked priorities, strategies, and recommendations through intuitive and creative graphic tools. The intent is to produce a document that can be easily understood by the layperson as well as used on a day-to-day basis by BRA planning staff and other City agencies and commissions. In addition, the Plan will be designed and organized to facilitate regular updates.

We envision the Draft Plan organized as follows:

- Introduction: Vision, Principles and Planning Process
- Where is Boston Today?
 - Boston’s History and Place in the Region
 - Boston’s Neighborhoods
 - Boston’s People
- Where does Boston Want to Be in 2030?
 - Land and Water Uses and Urban Design
 - Mobility
 - Housing
 - Prosperity and Equity
 - Environment and Adaptation
 - Parks and Open Space
 - Arts, Culture and Education
 - Health, Accessibility and Services
- How Do We Get There?
 - Implementation Strategies
 - Partnerships
 - Intradepartmental Planning Across City Agencies
- Measuring Success
 - Metrics for Monitoring Achievement of Plan Goals
 - Platform for Intermunicipal Cooperation
 - Process for Plan Updates

A key aspect of Phase 4 will be incorporating strategies to implement the Plan’s alternatives and recommendations, to ensure that Imagine Boston 2030 does not “sit on a shelf.” While implementation will occur after our work has ended, the implementation strategies built into the Plan will influence its success for years to come. So will the degree to which its content is grounded in an understanding of the jurisdictions that will control many future regulatory and investment decisions. Among the strategies likely recommended will be zoning revisions, changes to the development review process, capital investment planning, tax financing, State and Federal funding, and identification of public-private partnerships. Each of these strategies – and others, based on consultation with BRA staff – will be fully described in the Plan, with timeframes, implementing entities and priorities clearly indicated.

Phase 4 Deliverables: Draft Plan; Summary of Public Engagement Process.

Phase 5: Draft Plan Public Review

During this phase, there will be opportunity for review of the document by the general public, as well as City and State agencies and other key stakeholders. This will entail a range of methods to ensure that the statutory requirements for plan review are met and that all stakeholders have had the opportunity to provide comment and feedback in a meaningful way that can directly inform the Final Plan. The review process will likely involve at least one formal presentation of the Draft Plan to the BRA, as well as a mechanism for commenting through the project website. We will work with BRA staff to identify other effective ways to solicit feedback such as neighborhood presentations, stakeholder meetings, etc.

At the conclusion of Phase 5, we will compile all feedback received on the Draft Plan, organized by topic, and will meet with the Steering Committee to discuss any necessary revisions to respond to public input.

Phase 5 Deliverable: Summary compilation of feedback on the Draft Plan.





Phase 6: Final Plan Preparation and Adoption

Based on the feedback received during Phase 5 and consultation with the Steering Committee, the team will work with staff to prepare the Final Imagine Boston 2030 Plan for adoption by the BRA Board. The Final Draft will be presented in both printed and web-based format, with all backup files as needed to update the plan and maintain a web presence.

We will also work with City staff to develop a strategy for regular updates and maintenance of the Final Plan on a web platform similar to that used during the planning process. This will include a strategy for publicizing both the content of the Plan, and the ongoing progress toward implementation. The intent is to craft a living document that can engage the public and stakeholders well after its adoption, with the ability to track the City's success in meeting objectives and illustrate accountability and transparency.

Phase 6 Deliverables: Final Plan, in printed and web-based formats, with relevant backup files; outreach and communications strategy for ongoing publicizing of Plan content and implementation; strategy for regular updates and maintenance of the Plan via a City website.

Team Organization

The Perkins Eastman team will be led by Bradford Perkins, author of the Hanoi master plan, and supported by a core leadership team. This group has worked together before, on comprehensive master plans of some of the biggest cities in the world, and knows how to gather, focus, and deliver all that will be needed for a successful and innovative comprehensive plan. They are a day-to-day team and will represent the full team at all critical meetings, presentations, and sessions. The core team will be available to the client as directed and will guarantee that a publically supported, on-time, on-budget, equitable, and comprehensive plan is delivered to the City of Boston and all its people.

The Core Leadership group will be supported by the Public Engagement & Communications, Planning, and "Key Themes" teams. Each of these groups will be specifically focusing on the component deliverables and requirements set forth in the RFP. These team members represent previous city planning commissioners, transportation secretaries, among others.

To supplement this highly efficient and focused organization framework will be two Senior Advisors who have decades of combined experience leading and serving in almost every major public position within the urban design and city governmental agencies. We have worked together on previous projects and will rely on their unique and comprehensive skills, advice, and vision.

In addition, and based on previous experience and similar comprehensive planning projects, our team will be consulted by an Advisory Board representing the leading experts on the full spectrum of Urban Planning, Transportation, Economic Development, Housing Policy, and Social Equity. While the core day-to-day requirements of the comprehensive master plan are addressed by the Perkins Eastman team for a Boston in 2030, the Advisory Board will ensure that our comprehensive plan addresses the future vision of the city well beyond.





PUBLIC ENGAGEMENT

PUBLIC ENGAGEMENT

The promise of Imagine Boston 2030 will be directly tied to our success in getting Bostonians involved in the creation of a bold new vision and collective source of positive change for our city. Just as the Citywide Plan itself is about our future, the very mechanisms we use to engage the citizenry must also demonstrate that this is a new era – an era where people can easily join the civic discussions from their own homes across neighborhoods.

The guiding principle for engagement around Imagine Boston 2030 is ambitious: bringing together the widest variety of officials, residents, and interests with the ultimate goal of creating a shared understanding of the future of the city. How does Boston move forward, expanding opportunities for greater prosperity and opportunity, while wrestling with new questions that stem from social and demographic trends, technology, and climate change? These concerns could be as local as individual streets and as broad as citywide cultural resources, but should share a common vision that will be reflected in a cohesive, holistic final product.

How do we tap academic innovation to fuel the generation of neighborhood-based jobs? How do we use city-wide climate change strategies to redesign the look and utility of neighborhood schools? How do we leverage our rich, historic roots to develop programs and curricula that address community diversity, growth, and needs?

The ultimate success of this bold effort depends on engagement drawn from across the city representing the full range of its residents. Failure to conduct such broad-based outreach prevents the consensus and stakeholder buy-in that is needed for a plan to be adopted and have any significant impact.

Public Engagement for the Boston 2030 project will be managed and conducted by the Dewey Square Group (DSG), a multi-faceted public affairs firm that was founded in Boston and is nationally known for applying highly effective campaign-style strategies to public and private sector policy challenges. Strategic plans are built on research and guided by rigorous reporting to ensure that our programs are meeting and exceeding objectives. DSG designs grassroots outreach campaigns for a wide variety of corporate, political, and non-profit clients. DSG has a history of weaving groundbreaking creative tactics and tools with “old school” person-to-person organizing for public engagement and is recognized as a national leader in grassroots outreach and citizen mobilization. DSG is also known as the developer of grassroots outreach: identifying, educating, and activating key influencers and opinion leaders to achieve national and highly-localized public policy objectives.

DSG’s Boston-area success has been the result of a deep knowledge of the region as well as the ever evolving issues and constituencies that help set the agenda and move it forward. The ambitious scope of Imagine Boston 2030 requires such a team to conduct the public engagement campaign upon which the success of the entire effort depends.



I. The Foundations of Engagement

The public engagement portion of Imagine Boston is, at its heart, a listening campaign. This effort must start with the belief that all Bostonians have a say about the future of their city. Rather than preconceived notions, the campaign at its start is an empty framework with its agenda created by its stakeholders.

Our strategy relies heavily on identifying and engaging constituencies that might not otherwise take part in this process: those that do not have the time, those that feel disengaged from city government, or those that are difficult to reach. Our level of success is measured by our ability to engage and activate the population left behind by traditional methods.

This population is diverse and includes communities of color, the disabled, the elderly, children and young adults, and those who may not be compelled to take part in city affairs. These are the people who traditionally do not or will not attend meetings, thus reducing the value of a traditional meeting session-driven approach.

The relatively low profile of these groups requires an expansion of the range of outreach tools. Working with the entire project team and the City, especially the BRA and the Mayor’s Office of Civic Engagement, we would expand the toolbox of engagement methods and tap into relevant conversations and approaches already taking place in neighborhoods across the city.

Several elements of DSG’s overall strategy continue through the life of the project and into implementation. We envision continuous engagement and public dialogue occurring during all phases of the process, not just the intensive periods of visioning and late review. Even as the final plan begins to take shape, the public engagement process must be ongoing to build the sustained support that the plan will need to make an impact.



Our outreach strategy will also be based on several factors that will shape the discussion and means of engagement:

- The effect of land use issues that have mobilized residents and stirred strong feelings, such as the consideration of casinos and the proposal for hosting the 2024 Olympics. We will acknowledge and learn from the impacts of these issues and make sure the branding, content, and outreach of Boston 2030 are distinct from them.
- The institutional players who bring their own constituencies and followers to the table in such a public discussion. In addition to residents civic associations, city councilors and other elected officials, the Mayor’s office, large employers, nonprofits, and cultural organizations must be engaged effectively both during the process and upon the release of the plan to ensure maximum support.
- The many points of entry and accessibility to Boston’s diverse constituencies. The ever-widening range of groups cannot be reached by simply holding a meeting or sending e-mails; it is also important to reach out to outlets such as social clubs, churches, small local-owned businesses, and immigrant organizations to truly reach all Bostonians. The means must also include online platforms such as video and social media networks through which various conversations are taking place.
- The diminishing availability of time and attention from participants and stakeholders. People are pulled in all directions by various demands on their time and attention, in person, online, and in the media. This busy marketplace poses a formidable – but not insurmountable – challenge to a citywide outreach and engagement strategy.



54 // CITYWIDE PLAN: IMAGINE BOSTON 2030

Best Practices

The RFP calls for an examination of similar public planning efforts in other jurisdictions, with an eye toward employing successful engagement practices.

We have examined outreach tactics and strategies used in similar planning efforts in other cities such as New York/Brooklyn, Cincinnati, Albany, Wilmington, NC and others that are familiar to BRA staff as well as recent and ongoing Boston programs such as Go Boston 2030 and Greenovate Boston.

Some common threads among successful programs include:

- A robust online and social media presence, with ample, sustained opportunities for interaction and dialogue.
- Polling, especially online surveys, that develop conversations and advance issues
- Neighborhood canvassing methods that are tailored to target audiences.
- Earned and paid media at key stages, especially initial information gathering with consistent and distinct branding across all media.
- Public meetings and forums with community-based notice, including fliers and posts.
- Smaller, focused roundtables and micro-meetings for stakeholders in specific interest groups, such as transportation, education, environment, culture/arts, and historic preservation.
- Engaging and activating trusted community partners to engage and activate their constituencies, giving local validation to the process.
- Online availability of documents, the draft plan and the final product, including long after the conclusion of the process.

These tactics are consistent with DSG’s general strategic approach for successful campaigns. Effective outreach is conducted from various platforms, targeting audiences where they live, gather and work. By creating an “echo-chamber” effect where targets hear the same message from a wide variety of disparate sources, the message subtly penetrates the target audience. This contact must be coordinated to avoid overwhelming the process.

To help ensure best practices are effectively applied, the Public Engagement team will marry the practical application success of DSG with the academic gravitas of a respected institute at the University of Massachusetts Boston, the Center for Collaborative Leadership (CCL). Utilizing its wide network of strategic partners in Boston, collaborative tools, and Emerging Leaders Program, the CCL will play a key role in outreach and collaborative civic engagement.

The CCL will assist in community outreach by providing facilitators and strategic partners to help guide the discussions and compiling session summaries for use by the planning team. The Emerging Leaders program identifies and develops future leaders for Greater Boston who reflect the changing demography of the region and embrace a collaborative leadership model. These emerging leaders would be employed to assist in the personification of the Boston 2030 outreach. Their physical presence, geographical networks, and academic acumen make them a formidable pool of organizers and validators for this campaign.

II. The Importance of the Engagement Process

The importance of the public engagement process itself cannot be overstated. It is an axiom within the professional field that “If it’s a good process people will accept the outcomes whether good or bad; but if it’s a bad process people will not accept the outcomes whether good or bad.”

In an effective public engagement process, all stakeholders feel they are provided with the best information at the earliest possible time. They feel in synch with others engaged in the process. They have an equal opportunity to be heard and participate in dialogue about the issues. They are acknowledged honestly and even-handedly and their opinions and ideas are respected and dealt with seriously. Further, they believe the outcomes of the process are organically derived from the process itself and not preordained.



DSG will structure the 2030 Public Engagement process to achieve these goals by structuring the process with three primary phases:

1. **Initial Engagement and Information Gathering** – This includes learning people’s views, their ideas, their hot button issues and, critically, their contact information.
2. **Direct Engagement** – This is the multi-dimensional heart of the process. Over time, the focus will go from broad stroke issues to specific issues and then back to broader themes.
3. **Results Engagement** – this phase includes the buy-in of participants to date, the selling of the plan to those not yet engaged and the planning for implementation of the vision codified in the plan.



III. Initial Engagement – Information Gathering Phase

While the information already gathered by the BRA and other planning efforts will help guide the Boston 2030 process, it is important to conduct opinion research and data gathering unique to the Boston 2030 effort.

A key step setting the 2030 agenda and developing themes will be a survey of residents’ views on their visions and concerns for the city. The results of the initial survey effort will generate baseline views, positively frame the issues of greatest concern, and capture individual contact information for future engagement.

The survey effort could set a symbolic target number of 20,300 Bostonians to fill out an online version of the survey on the Boston 2030 website or pick up a hard copy that will be available at neighborhood libraries, city offices, shops and businesses. Trusted community partners will be engaged to activate their members and constituencies in churches, meeting halls, and online forums. Regular reporting will help us insure that we are getting participation from every neighborhood and constituency. When we are not, we can shift tactics to build participation. DSG is known for driving online engagement to levels that shatter the usual benchmarks and reaching a large number of participants.

A campaign website, housed on or linked to the Boston 2030 site, would expand our reach. Using “neighbor” landing pages targeted specific to areas of the city based on IP address, we both foster for localized discussion and put visitors in touch with nearby partners.

The campaign/city site will also be the reference center for the planning process, with background information and drafts of planning material produced at each phase of the process. Materials such as renderings, handouts and signup information will also be available.

Social media such as Facebook, YouTube, and Instagram will augment traditional engagement and support targeted outreach. Video is critical to online engagement every day and will be a regular part of our web and social media presence. An initial video posted on YouTube can be an inclusive introduction to a regular, accessible dialogue: real Bostonians imagining the future Boston and telling their fellow citizens about it.

Sites like Facebook and comment boards of websites allow for open-ended discussions and permit users to “like” topics or comments. While this has a role in the planning process, such a discussion will need continuous direction and interpretation for tracking of issues and identification of goals. In New Rochelle, NY, for example, the NRFUTURE site for downtown planning currently allows visitors to view discussions of “Placemaking Ideas” such as pedestrian access, fine arts, economic development and then post comments and “like” a topic. The “likes” are tracked graphically on the site to provide continuous feedback. We envision similar features for the Boston 2030 website.

With more and more people getting information and entertainment from their mobile devices rather than their computers or televisions, we would make sure our online elements are accessible through various platforms. We strongly recommend the development of a unique mobile app that could provide a range of options, such as:

- Updates customized to users’ data and preferences, including neighborhood and interests.
- An urban planning simulation game, allowing users to use their imaginations to envision city growth along various data points, such as population and land use.
- Maps showing Boston in benchmarks years such as 1630, 1730, 1830 and 1930 as well as data and historical facts by neighborhood. We would investigate using material from the Leventhal Map Center at the Boston Public Library and Mass GIS in addition to city data from such sources as the BRA and Citywide Analytics Team.
- A survey capability to gather input throughout the Boston 2030 process.

For those who may not have access to this digital resource, the team would provide Vision Tablets at various locations to serve as whiteboards to post comments. The tablets could be available at scheduled community events and also brought to gathering spots such as bus and train stations, where a team worker can pass them around. They might also be left at more secure locations such as health center offices, where waiting room visitors can use them or local shops and gathering spots. We would work with team members to develop a range of sites across the city where the tablets could be utilized for greatest impact.

In addition to online applications, video outreach would also include public access/cable television to spread the word about Boston 2030. Options would start as simple notices of meetings and availability of tools such as a survey form, but would grow to include coverage of Boston 2030 events and forums (as Greenovate and GoBoston events are broadcast now), as well as programming featuring city officials and neighborhood figures promoting the planning process. Another possibility is a local cable and website-based “reality show,” following Bostonians as they participate in the process and interact with planners.

Lastly, the initial rollout needs to also incorporate a paid media campaign that leverages local network, cable, radio and civic organizations – including the local sports organizations - to create a positive momentum for this collective civic effort. This also requires a branding effort that is real, fun and worthwhile.



IV. Direct Engagement – Idea Sharing & Synthesis Phase

Despite the growing role of online engagement, face-to-face, personal contact is still a valuable – arguably the most valuable – and necessary component in any grassroots campaign. Whether in small, informal encounters or in more structured events like meetings and forums, such contact allows for personalized attention to the views of the man or woman on the street and in turn provides us with contact data for future engagement.

On the Streets

With years of experience in political campaigns and other efforts, DSG has perfected the art of grassroots outreach. We reach out to potential supporters, making them aware of issues and listening to their feedback.

A delineated staffing commitment is key to the campaign and the overall planning process. We would train a field director and field operatives to execute grassroots strategies and coordinate with the project team, regularly reporting progress on campaign benchmarks.

Complemented by online resources, we will develop and implement an on-the-ground engagement campaign that reaches a cross-section of Bostonians.

The campaign would include:

- Door-to-door canvassing. Using a mobile app, field operatives will input and update constituent contact information and feedback allowing us to both refine our targets and send back substantive information to the planning team.
- Visibility and “tabling” at neighborhood and community events. At farmers markets, festivals, parades, local meetings, and sporting events, we would share Boston 2030 materials and solicit input. Vision Tablets would be available as well as instructions for logging on from personal devices.
- Visits to sites of special interest to minority groups such as African-American and Hispanic churches, social clubs, and local sporting events. Clergy are especially important in outreach in areas such as Roxbury, Mattapan, Dorchester, and East Boston.

Minority outreach will be a valuable component of the campaign. Having engaged with minority communities throughout the country, especially through our esteemed Latinovations practice, DSG has the knowledge and the tools to ensure maximum penetration across a range of constituencies. Our message will be one of inclusion to dissuade any suspicions that any groups will be an afterthought in the discussion of Boston 2030. Minority voices can help frame the dialogue and serve as architects for both the future of Boston and their own respective futures.

A key part of our visibility will be the Imagine Boston Express, a mobile engagement vehicle similar to the “What’s Your Question Truck” deployed by the Go Boston campaign. We would dispatch such a modified truck or a bookmobile to every neighborhood, often tied to community events, to display localized Boston 2030 information, gather questions and allow participants to post comments on a “Vision Wall,” either in the vehicle or set up outside. With hundreds of local visits, the truck could easily collect thousands of questions or comments for use by the planning team.

Perhaps the most impressive feature of the Go Boston process is the online map of comments, arranged by zipcode to show concerns and issues in each area. We would replicate this presentation for use on the campaign website for viewing by the public and also as a tool for further targeted outreach by both our canvassers and the local neighborhood teams described below. This information as well as the contacts from grassroots outreach form the basis for continuous information gathering and feedback throughout the planning process helping to ensure greater validation of the final product.

Neighborhood Visions

The neighborhood outreach will work in tandem with an evolving, responsive combination of meetings of varying sizes, from community forums to smaller specialized roundtables, and community-based grassroots events designed for maximum penetration of target areas.

Some municipal plans, such as in Cincinnati and Wilmington, kicked off with a citywide open meeting or summit. Such sessions provide visibility, including media coverage, and help set the tone for the process.



One or two sessions in a central location such as Faneuil Hall or, more ambitiously, the Agganis Arena at BU or Matthews Arena at Northeastern could serve as a symbolic kickoff. Such an event could be connected electronically to remote locations in each neighborhood, utilizing handheld feedback devices or smart phones.

Its symbolic value aside, however, a citywide meeting can only go so far in terms of impact. The real start of the initial listening phase of Boston 2030 is engaging Bostonians in smaller sessions where they live: the city’s neighborhoods.

Vision Teams

Boston is known for its neighborhoods, each of which is the center for local politics, organizations, and interests. For example, Oak Square, Lower Mills, Roslindale Village, and Grove Hall are unique centers, with their own issues, concerns, and advocates.

The Boston 2030 team must respect traditional neighborhood groups while reaching well beyond them to traditionally unengaged or disengaged citizens. The team must also use those neighborhood building blocks as the basis for local engagement and issue identification, yet at the same time meld the pieces into a broader, citywide dialogue and planning process. It is critical that this process reaches out to underrepresented constituencies responding to distinctive cultural and language requirements.

The cornerstone of this local engagement will be Boston 2030 “Vision Teams,” established throughout the city’s neighborhoods. The final location and coverage areas of the Teams would be determined after discussions with Imagine Boston staff, the Mayor’s Office and other stakeholders, but we envision at least 10-12 such groups, corresponding roughly to City Council districts but subject to modification and expansion depending on project objectives and budgeting. They are not intended to supplant or challenge the numerous neighborhood associations that are named in the RFP. While they may overlap in such literal ways as geography and membership, the councils would be ad hoc organizations created for the Imagine Boston process only.



The call for members of teams would be over a range of methods, including notices in local newspapers, posts at businesses and inserts in newsletters, as well as Imagine Boston social networks (website, Twitter, etc.). The makeup of a team would not be capped, but each one would have at least 30 members, made up of a broad range of individuals and representatives of local organizations. We would especially seek out opinion drivers such as leaders of such community groups as neighborhood watches, sports leagues, ethnic/heritage organizations, arts and cultural groups, as well as residents with broad social networks (both traditional and online) in the area. Ideally, at least half of the membership of a Vision Team would be those who have had little or no political participation in neighborhood affairs to-date, but want to get involved.

In addition to formal meetings of local teams and smaller breakout subcommittees (if desired), members of the public and other stakeholders could also participate in deliberations through social media and email list outreach or could participate in other activities such as drop-in sessions, intercept surveys, canvassing, walking tours, educational curriculum, or more targeted focus groups.

The team facilitators from the Emerging Leaders Program at CCL will play a key role in growing and supporting the Vision Teams. Each team would be assigned facilitators, who would be trained and overseen by the college and the Boston 2030 team. The facilitators would attend community events, conduct canvassing and outreach in conjunction with our staff, and maintain regular communication with the community through print and online media.

Cross-Neighborhood Engagement

While the roots of the outreach for this plan are locally-based, a broader engagement is needed, both to address citywide issues and to attain eventual consensus. The RFP acknowledges the challenges in establishing commonality of interests among various sections of the city. The concerns of residents and businesses in Cleary Square, for example, are not expected to mirror those of their counterparts in Maverick Square.

DSG would foster communication among teams. Facilitators would help identify common issues and use them as the basis for joint sessions and online engagement. For example, if participants in Allston/Brighton, Savin Hill, and Fenway are concerned about housing, especially the impact of nearby colleges, they could take part in a joint session, online forum or other means to share their ideas. This issue-based method will further engage the principals and participants to drive a broader, more inclusive discussion.

Additionally, there will be opportunity for broader engagement through institutions and city-wide organizations that are organized around an economic, social or cultural issue or interest, rather than a geographic base.

Civic Stakeholders

Many institutions, large employers, and civic organizations are major stakeholders in the future of the City. A part of the process will involve outreach to these groups to understand their own long-term planning, specific issues, and aspirations for Boston and to work toward alignment of their missions with the Imagine Boston 2030 plan. Institutions such as Northeastern, UMass Boston, Boston University, the Fenway Colleges, the community colleges, and the many medical campuses have considerable investment in the future of the city.

Numerous civic organizations in Boston are passionate about the life of the city. Groups we would engage include the Esplanade Conservancy, Fenway, Friends of Boston Common, the Boston Harbor groups and Islands, A Better City, MassCDC, and others. The City of Boston also shares responsibility for infrastructure and services with many other federal, state, and quasi-public agencies that can serve as important partners. As an example, the Boston Housing Authority properties, Massport waterfront jurisdiction, and MBTA affect large swaths of the city. Transportation decisions must be planned in concert with other involved agencies. Outreach strategies to these many entities needs to be targeted at key junctures in the planning process, and will build on the team relationships and long-term experience with many of these stakeholders.



Schools

Boston students are a key part of the city's future; they should therefore play a central role in the planning of that future.

We would look to emulate Greenovate Boston, which involved students in a discussion of sustainability and climate change. Possibilities include tie-ins to educational curriculum, essay contests and public speaking programs in each school, where students state their own visions for their city's future and their role within it. They could be sponsored by partner institutions and businesses, who could offer prizes or scholarships to winning students.

Given the greater appeal of gaming to younger people, students could also be engaged by adapting the game app mentioned earlier to gain a greater understanding of their city and issues affecting its future. The use of the game would also be intended to generate word of mouth among students as well as their parents, resulting in greater neighborhood penetration.



V. Results Engagement: Implementing the Vision

At the end of the anticipated two-year term in 2017, the intended result of the Boston 2030 engagement and planning process is the delivery of a comprehensive, workable plan with broad-based support. But while that may be considered a success in the abstract, planning professionals and policymakers know that the true test of a plan is its actual implementation. Many land use and master plans die on the vine without coming to fruition, or attain only a few half-hearted steps of implementation before being shelved or quickly eclipsed by other issues.

The ultimate fate and success of the Boston 2030 plan is, of course, up to the City of Boston and its various stakeholders: officials, organizations, residents, etc. While the Core Team of this proposal will have ended its engagement when the plan enters the implementation phase, we have laid out a strategy intended to consider the necessary issues and involve stakeholders in a true citywide discussion and visioning process. And while the Core Team will no longer be conducting outreach or leading the planning process, at least two mechanisms will be in place to enhance the chances of the adoption and success of the outcome.

First, the final Boston 2030 vision will be available in the form of an interactive, online plan, rather than a static PDF with unending pages of narrative, charts, and exhibits. The Boston 2030 vision will be available as a living, enduring site, able to be configured with links to supporting information such as maps, policy information, and geographically-focused records of public outreach for the previous two years.

Second, many of the tools for engagement will remain in place, able to be utilized for subsequent efforts to gather support for adoption. This is expected to include the contact information for thousands of people and organizations that were part of the process and the online conversation, including information from the social media and website postings. Programs such as the school outreach, Vision Trucks, and Vision Team networks will be valuable in advancing to the next stage of solidifying support for adoption and in the coming years. In that sense, the benefits of the Imagine Boston 2030 effort will last well past our involvement, making 2030 truly a date that will mark the realization of a vision created 15 years before.





DID YOU KNOW?

Independence Hall was the site of the signing of the Declaration of Independence on September 17, 1776. It was also the site of the signing of the Constitution on September 17, 1787.

Independence Hall is a National Historic Landmark and is open to the public. Admission is free, but there is a suggested donation of \$5.00 per person.

Independence Hall is located at 520 Chestnut Street, Philadelphia, PA 19106. For more information, visit www.independencehall.org.

5

CONTENT

CONTENT

Imagine Boston 2030, Boston’s first citywide plan in 50 years, complements Mayor Walsh’s initiative to define a vision for Boston’s future as it approaches its 400th birthday. The City’s last plan, developed in 1965, was borne out of a vastly different environment than exists in Boston today. At that time, the City was facing a situation occurring in urban areas nationwide, with a sharply declining population, a weakened economic base, and a lack of investment from both the public and private sectors. The 1965 Master Plan sought to address these challenges by targeting revitalization in select areas of opportunity, focusing primarily on downtown Boston, or “the core.” This plan helped to shape Boston for a half century, opening up the City to its waterfront, bringing new vibrancy to some of its most prominent public spaces and creatively reinventing older parts of the City for new uses and new populations. The strategies created to carry out these initiatives not only provided models for the rest of the United States and beyond, but put Boston on a solid foundation for growth and prosperity as it enters its fifth century.

Today, much of Boston is continually thriving, with population growth not seen in a generation, major investment across many economic sectors, and continued strength in educational and cultural institutions that cement its place as a worldwide destination for both employment, academics, and tourism. However, new challenges abound: not all Bostonians have shared equally in its growth. The City’s growing ethnic diversity and aging population brings great opportunities, but also challenges in the provision of services. Managing the effects of Boston’s success – from its flourishing educational institutions, to the need for upgrades to its infrastructure, to the increases in traffic and other factors that inevitably result from major new development – will require careful consideration to maintain and enhance quality of life. Further, a changing climate and extreme weather events have increased our awareness of the City’s vulnerability.

Key Ideas

The City has done the hard work of developing the many of the basic policy building blocks to address the key areas of housing, sustainability, open space among other issues. This task is driven by the need to synthesize these individual elements. What is needed now is a team that can:

- Craft an overarching narrative, or story, to tie all these pieces together;
- Put form to this story; and
- Create, and implement a plan to build consensus around the story.

The BRA’s identification of design as a primary means to achieve the “larger whole” comes at a time in which ever-increasing volumes of data are available to document an ever-expanding list of aspects of the City’s life and operations. This overwhelms our ability to make sense of, or process, this surfeit of information. Moreover, increasingly complex physical phenomena, such as climate change, demand longer-term, more holistic, and creative approaches. The design effort and synthesis needs to be both bold and pragmatic, and address the scale of the City as a whole, and that of its neighborhoods.



The Plan will need to strike the proper balance between several dichotomies that form the subtext to this initiative, i.e. the neighborhoods versus the City as a whole; equity versus growth; tradition versus innovation; and visionary versus pragmatic. Such thinking is evidenced in our work in places like Downtown Brooklyn, where we created strategies, including a new public realm, that acted as the framework for the borough’s subsequent renaissance. It is also visible in Philadelphia’s Market East, where we developed a new vision capitalizing on one of the richest concentrations of transit infrastructure in the Northeast to set the stage for revitalization of one of Philadelphia’s most historic, but underinvested areas. Yet another example is the Rockaway Peninsula in Queens, where we leveraged new large-scale development to increase the resilience of the broader area around it. However, the City of Boston offers perhaps the most powerful examples of how design thinking can address complex problems with integrated solutions that make the most out of limited resources and create lasting value for the City. Concepts like the Emerald Necklace and Charles River Esplanade, and more recently, the High Spine and Harborwalk, have been looked at by generations of designers and planners as models of enlightened urban design. We believe it is the concept of “place” that is the essential fulcrum for all of these examples of successful city building. It is this concept that will be at the foundation of the key ideas that will guide our approach.

A Focus on Places

Districts transform, building uses change, and institutional missions evolve. It is the public realm that creates an enduring identity and the framework for long-term value. Our work focuses on creating the public spaces or “places” and designing buildings that contribute to and complement these environments.

The typologies and design of the buildings in the City and its neighborhoods have clearly been formative in the evolution of Boston's neighborhoods. But buildings alone cannot explain the divergent paths different corners of the City have taken.

We think the quality and character of the City's public realm has played a deeper and more lasting role, from tree shade squares and streets of the South End, to the diverse mix of Dorchester Avenue, the funky industrial loft-cum-high tech environment of the Leather District and the stately, now sleek institutions of Longwood.

Building on What Exists

Our approach is based on building on what exists. Design concepts for Imagine Boston need to be specific to Boston, integrated into the existing fabric, and rooted in the history of the place. This will help ensure that the recommendations have depth and rationale to carry the Plan through approvals and negotiations with developers, and a resonance that will inspire rather than inhibit. Respecting context includes strategies for creatively adapting the City's existing building stock, taking advantage of views and distinctive landscape features. The goal is to create a framework that can accommodate the needs of a growing, evolving City while retaining the essence of what made it attractive in the first place, creating places that can be recognized as authentically "Boston" yet captures what that means in the 21st century.

Learning from and interpret precedents

An essential tool for taking Boston into the future will be to make effective use of precedents – both historic and contemporary. We use precedents not necessarily as models that must be emulated, but as lessons to help us learn from what others have done successfully (or unsuccessfully!) in the past and educate clients and stakeholders about state-of-the-art best practices and benchmarks. We will look to examples both near and far. In some cases, Boston itself will offer valuable lessons in how the urbanism of its neighborhoods can evolve. In other cases, we will need to look beyond the City and will draw from our own experiences as well as the most creative solutions from other cities around the world to learn from how they have addressed similar challenges.

Solving the right problems

We believe the primary design challenge will be to solve the right problems. Architects and urban designers draw very well and very quickly. As a result, elegant solutions are often proposed to address the wrong problems. Typically, these proposals do not get built. Worse is when they do. We believe that the biggest challenge is asking the right question and determining what problems need to be solved. For instance, what does it mean to be a "district" in a deeply networked world?

Synthesizing Multiple Planning Efforts

Our goal in synthesizing the individual thematic and neighborhood planning efforts in place and in progress, will be to create an overarching narrative to integrate the various recommendations of the various plans; put form to this story;



and build consensus around the story. Thus, the task for Imaging Boston 2030 is not to duplicate Go Boston 2030, the Citywide Energy Study or any of the other plans that will inform this comprehensive planning effort. But rather, it is to understand the implications of these efforts; find the synergies between these various planning efforts; and identify the opportunities in the gaps between the multiple planning efforts. Identifying these opportunities and crafting strategies to leverage them will be the primary goal for Phase I; among the most promising strategies are:

Transit Oriented Development

We believe that transit-oriented development will be the central organizing concept to translate the ideas of Go Boston into concrete land-use and development outcomes in the neighborhoods and Downtown. TOD is where mobility converges with land use, equity, competitiveness, prosperity and sustainability through reduced vehicle miles traveled and greenhouse gas emissions. The potential benefits, which touch on all themes, include:

- **Housing**, where Mayor Walsh's goal of producing 53,000 housing units between now and 2030, relies on TOD, which enables relatively greater density with less traffic. TOD also contributes to affordability by reducing the transportation side of the housing-transportation cost equation. The City's identification of two pilot corridors – Forest Hills-Egleston and Broadway-Andrew – reflect these fundamental relationships.
- **Jobs**, by employing an "Employment TOD" (or "ETOD") strategy to place employment and workforce-priced housing within easy reach of one another, while enhancing the metropolitan workforce's access to Boston as an enduring employment hub. Several Boston projects such as the Boston Public School headquarters; and MASCO's success in connect the Red, Orange, and Green lines to the Longwood Medical Area through a robust shuttle system show that jobs and transit can go hand-in-hand.
- **Strengthening Neighborhood Business Districts** like Maverick Square, Dudley, and Grove Hall by taking

advantage of the demonstrated market appeal of transit-oriented lifestyles to millennials and aging baby boomers alike.

- **Engendering healthy outcomes** by increasing ridership to improve air quality and productivity, and expanding access to transit through walking and biking.
- **Creating transformative development opportunities** by using transit to catalyze large scale development opportunities such as Suffolk Downs, Alston Landing and Widett Circle; all of which make sense only with the presence of high-capacity transit.

For these outcomes to occur, transit investments are a necessary but not sufficient condition. Affordable housing programs, economic development resources, senior services and non-transit infrastructure – streets, sidewalks, utilities, lighting, open space – must reinforce one another in a way that invites private investment. We believe that identifying place-specific opportunities for robust, ongoing TOD in all parts of Boston is a core task for Imagine Boston 2030. To that end, our knowledge of the transit system does not end at the turnstile, platform or ferry dock. We bring a granular knowledge of where transit and surrounding land uses are truly integrated, and where they could be.

Reenvisioning the Public Realm

The period since the 1965 Plan has witnessed several shifts in how the public realm is conceived, leading to more sophisticated ways to use, move through and manage urban streets, plazas and parks. The intimate scale of Boston's streets, once seen as constricting, have become models for emulation. Parks such as Post Office Square and Copley Square were instrumental in reviving the viability of urban public space, just as Battery Park City and MetroTech Commons led the way in New York City. As people began moving back to the city, public space has expanded as well. Bike lanes, complete streets and "pedestrian priority streets," freely mixing pedestrians and cars (a concept Perkin Eastman has pioneered in Brooklyn), have become part of the vocabulary of city life. New and different types of open space leveraging obsolete infrastructure and reenvisioning how the infrastructure of stormwater management and public space can be integrated, such as the ChonGae Canal Restoration, have expanded the conception of the public realm and introduced new possibilities for the next generation of public space in Boston. Finally, for Boston to continue to grow as a tech hub, the area needs world-class digital infrastructure as well. This is not just a matter of fiber capacity for tech users, but establishing creative interfaces that transform how people experience and get around the City.



Facing whole-system issues rather than problem attributes

Boston has done an extraordinary job in reducing its greenhouse gas emissions and has taken many steps to reduce energy consumption. For many years, such urban mitigation

efforts were seen as key to reducing the risk of climatic change. Now we understand that achieving sustainability and resilience through mitigation and through topically focused plans, no matter what the quality, is not enough. Boston must anticipate the nuances of change and react not only to its own behaviors but to the causes and effects that result from metropolitan, regional, and global behaviors.

In the face of sea level rise, increased rainfall intensity, historic development patterns that reshaped nature without the ability to predict subsequent environmental changes, changing consumer practices altering supply chains, declining availability of affordable housing and economic inequalities making it more difficult for some to prepare for high-probability environmental change, the new reality of sustainability emerges. Increasingly, it is about simultaneously managing a variety of complex urban systems while determining the required timing and affordability of system improvements and replacement. The fundamental question for Boston is how to manage and afford preparing for an uncertain future while preserving the culture and history that the community holds most dear. How can Imagine Boston 2030 create the shared framework of an adaptive strategy that will allow the City and its neighborhoods to succeed economically and socially in the face of environmental forces beyond the ability of any city or region to control?

It is reasonable to expect that public safety and property will be at increasing risk, given projections for sea level rise and rising heat. For some, this will mean that the obvious solution is to create dikes and surge barriers to protect land assets. Many think that events like Hurricane Sandy constitute the new normal, but more intense Nor'easters are, in most estimates, more likely in the life of this Plan. While the ocean benefits the ecosystem by absorbing atmospheric heat, this results in air carrying more moisture with the likelihood of more intense rain

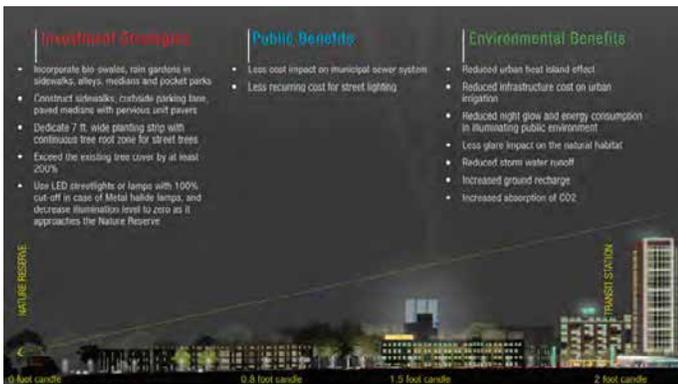
and snowfall. Rising atmospheric temperatures also have public health consequences for aging populations, eventually driving up the cost of urban public health systems.

To position Boston for a more sustainable and resilient future, there are some fundamental things this Plan must accomplish. It must face whole-system issues rather than problem attributes. Sustainability is about managing complexity and building constituencies that understand the importance of creating value at less cost at the intersections of issues, rather than trying to solve one problem at a time.

Integrating green and gray infrastructure for coastal and riverine resilience can also create recreational assets. Development of energy micro-grids and co-generation capacity can reduce local vulnerability to large system failures while net-zero carbon commercial and residential development can be designed for resilience. Addressing the mobility and access needs of aging populations can recognize that the same system improvements also benefit young families with children and those who need access to employment without driving.



In advancing these and other ideas, Boston benefits from its deeply rooted culture of academic and business innovation as well as knowledge sharing. Imagine Boston 2030 has the opportunity to connect technical innovation, public participation and bold policy leadership. To do so, the Plan should connect principles, policies, and regulatory interventions at the citywide level with a planning framework for each neighborhood that recognizes its distinct relationship to the coastal, riverine and transportation systems.



Implementation Strategies

One of the challenges facing Boston in this effort will be to create a vision that can and will be implemented. While implementation will occur after our team’s work has concluded, the implementation strategies built into the Plan will influence its success for years to come. As such, implementation will be integral to the development of the plan from the start.

Creating efficiency and value at the intersection of water, energy, food and security systems

More broadly, creating efficiency and value at the intersection of water, energy, food, and security systems recognizes future risk and gives the City a competitive advantage over those that do not. Part of the emerging “smart cities” paradigm for urban growth is a more proactive focus on cybersecurity systems, to ensure that essential sustainability and resiliency systems are protected from both natural and human threats.

A number of system-level solutions are in place or emerging. They include energy efficiency for buildings and neighborhoods, including the robust attention paid to this topic in Housing a Changing City. They include the role of clustered, walkable, mixed-use, transit-oriented development in reducing greenhouse gas emissions from construction, building energy consumption and especially from vehicle miles traveled. Resilient design adaptation along Boston’s coastline has advanced from an idea barely understood five years ago to an emerging (if highly challenging) paradigm shift, in which Living with Water is but a first step. The urban agriculture concept produces calories closer to consumers, reducing the food waste, energy use and greenhouse gas emissions associated with supply chains and mitigation the heat island effects that create difficult and expensive public health hazards.

Our team includes former Planning Directors of major US cities who have written and implemented citywide master plans, as well as former State officials who have served at senior levels of Massachusetts state government. These resources provide our team with the unique, hands-on insight gained from directing interagency and intergovernmental affairs and will enable us to develop effective implementation strategies focused in particular on:

- **Zoning** - Most development projects in Boston require discretionary relief from zoning, reflecting the fact that while sections of the code have changed in recent decades, the underlying structure dates back to 1964. The series of Municipal Harbor Plans and associated zoning districts along the city’s shoreline, created since 2000, provide a more cohesive and contemporary framework, but one that generally extends only a few hundred feet onshore. The new Citywide Plan should recommend comprehensive rezoning, but more important than any detail is the underlying approach. Should a new code be highly prescriptive, incentive-based, form-based, guideline-based, or a combination of these elements? As an expression of land-use and development policy, the Plan will succeed to the extent that more elements of more projects can proceed as-of-right, and that where flexibility is required, it is anticipated within the Plan itself.



- **Capital Investment Planning** - A key strategy will be to devise a process and a set of metrics that link the adopted Citywide Plan to the City's ongoing capital improvement process. The Triple Bottom Line Model (TBL) offers a robust and structured approach to evaluating investment alternatives, all of which, by virtue of being in the adopted Plan, share some basic consistency with its themes and policies. Deciding which investments to prioritize requires complex choices among investments with different costs and different kinds of benefits. TBL can inform this process by enabling the City to make "apples to apples" comparisons.
- **Value capture** - A late-comer to district-based value capture, Massachusetts currently offers two mechanisms for this purpose. District Infrastructure Finance ("DIF") is our form of traditional municipal property tax increment financing. The Infrastructure Investment Incentive Program ("I-Cubed") is a "state TIF" that captures the net new sales and income tax yields of commercial and industrial development. Assembly Square in Somerville—a project shaped by three different members of the Perkins Eastman Team—has demonstrated that when a location is favored by transit and workforce proximity, DIF, I-Cubed, and developer contributions can fund extensive infrastructure investment. The Plan will present a strategy for using DIF across the city in the most cost-beneficial way, and for identifying I-Cubed opportunities that would justify the Legislature's authorizing expansion of the program.
- **State and federal funding** - Having a supportive Plan will enhance access to state, federal, and regional resources, especially if it demonstrates public support for the investments in question and shows the agencies in question that their funds will be leveraged by City, developer, or value capture contributions. This is where knowledge of those jurisdictions can help program the Plan for success, not merely by understanding the current structure of state and federal programs, or MBTA and Massport priorities, but by anticipating how they may evolve in the coming decade.
- **Interagency and Intermunicipal collaboration** - One of the most significant hurdles to implementation will be that many of the most important elements of a vision will require the active participation and support of government entities beyond Boston's control. Much of the most significant infrastructure upon which the City depends is beyond its direct control. Water and sewer (MWRA), electricity (PUC and ISO), gas (PUC), and transit (MBTA) will all be critical elements in a long range, and all will require active collaboration with those other players. Even some of the City's most cherished parks, such as the Esplanade, are controlled by the Commonwealth's DCR, and the Harbor Islands are managed jointly by the City, state, federal government, and non-profit organizations. Working with and coordinating this planning exercise across all agencies will be critical to the success of the effort and, ultimately, to its implementation.



Similarly, in order for Imagine Boston to achieve its key goals in housing affordability, transit equity and resilience, active coordination with many of the communities surrounding Boston, including Cambridge, Somerville, Chelsea, Medford, Revere and Brookline, among others, will be required. We anticipate formation of working groups to address the need to foster needed collaboration on both levels. This is an approach we used to great success in our work leading several multi-municipal community rebuilding plans as part of the NY Rising Community Reconstruction Program and the Together North Jersey Local Demonstration program where we designed, managed, and implemented an innovative program that brought neighboring municipalities in northern New Jersey together around shared interests and built consensus around joint initiatives that have already garnered recognition and funding.

Public planning and investment decisions have traditionally been framed in narrow cost-benefit terms. Working in 2015, however, we understand a broader set of societal, cultural, and economic risks. The consequences of decision-making too narrowly framed are clear in many urbanized places—in the lack of affordable housing, the degradation of services, or the inability to address climate change. Cities must incorporate the values of society and nature if their plans are to meet the three tests of technical feasibility, economic viability, and political acceptance.

The AECOM Triple Bottom Line Model (TBL) offers a robust and structured approach to evaluating planning and investment alternatives. The model uses financial, environmental, and social criteria customized to the jurisdiction and its policies—in this case, the Plan Themes of Imagine Boston 2030. Each criterion has associated calculators and a logic engine to swiftly compare the outcomes of alternative investment solutions. More than just a quantifying tool, TBL can facilitate collaboration among staff and stakeholders through information flow, transparent decision-points, and easy to understand infographic outputs.

Originally developed to help the San Francisco Public Utilities Commission evaluate options for its \$2.7 billion sewer system improvement program, TBL can be customized to evaluate a wide range of public decisions—transportation investments, green building regulations, housing programs, or plan scenarios.

The TBL model can be applied at two distinct stages of Imagine Boston 2030. First, in Phase 3, TBL will be a valuable methodology for “exploring the pros and cons, costs and benefits, and tradeoffs” of various alternatives, using stakeholder-vetted criteria derived from the outreach program. Later, once the Plan has been adopted, the City will have an on-going need to prioritize among investments all of which will have at least basic consistency with the Plan and its underlying themes. TBL can inform the implementation process by enabling the City to make “apples to apples” comparisons among complex alternatives.





A large, stylized number '6' graphic in a dark blue color, positioned on the right side of the page. The number is composed of a thick, rounded bottom curve and a vertical stem that curves slightly to the right at the top. The text 'ALLOCATION OF RESOURCES AND SCHEDULE' is written in white, uppercase letters across the vertical stem of the '6'.

ALLOCATION OF RESOURCES AND SCHEDULE

ALLOCATION OF RESOURCES AND SCHEDULE

We have developed what we consider to be a realistic work schedule to accomplish the scope of work outlined in our proposal to meet the 2 year calendar requested in the RFP.

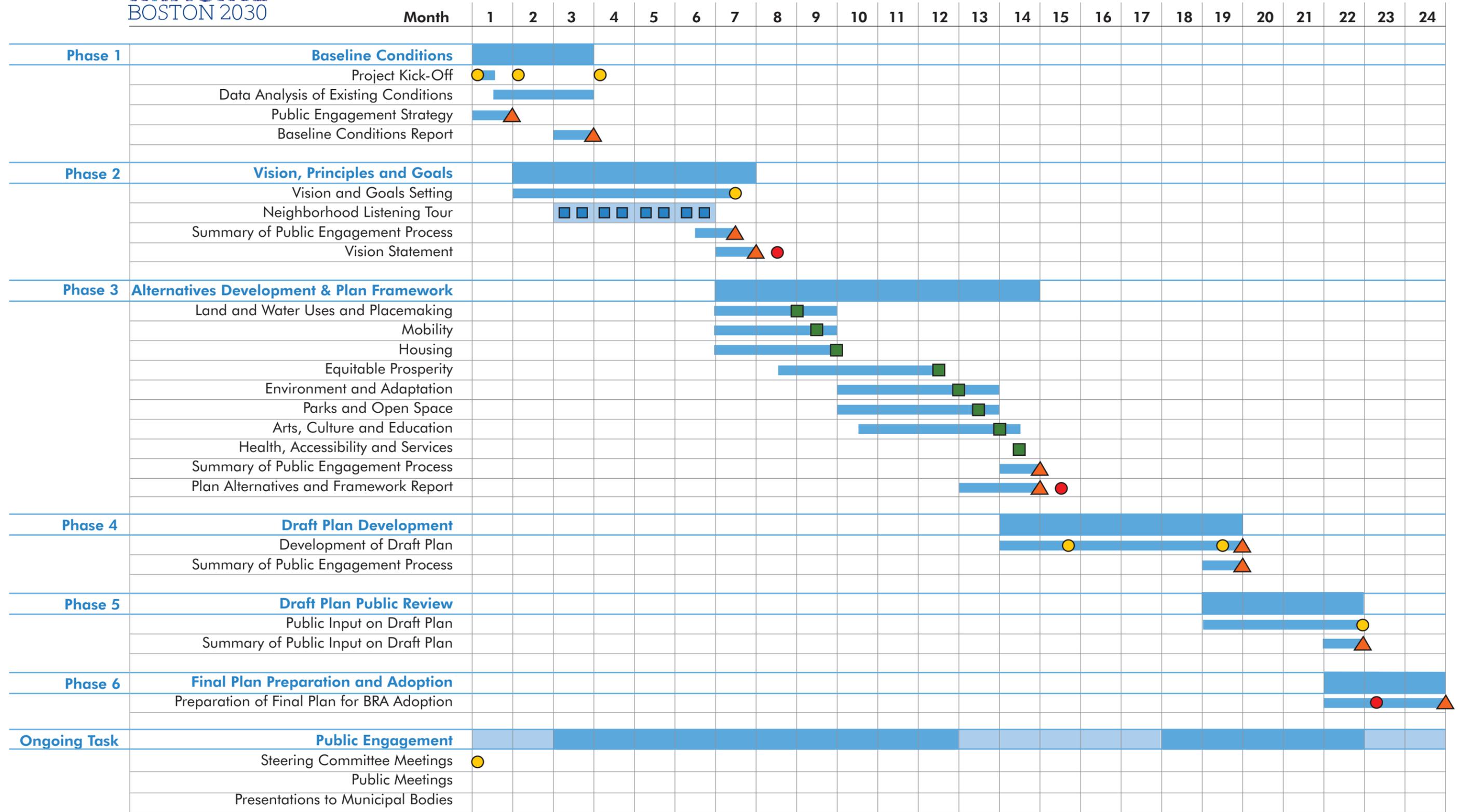
We pride ourselves on Principal-led teams and these Principals will remain involved for the duration of the project. You will get our best from our best with a high level engagement ranging from 5 to 25% of their time. Other project commitments will not interfere with availability and projected work plans are scheduled to taper off in the 3rd quarter of this year, ensuring that they will be committed to Imagine Boston.

The team will be based in Boston with additional resources and support from New York. With a generous engagement schedule, any critical out-of-state resources will be in town for all important meetings and sessions - and at a minimum, twice a month for the duration of the project.

Please refer to the following page for the schedule and Exhibit D for the staffing plan.



BOSTON REDEVELOPMENT AUTHORITY | PROJECT SCHEDULE





EXIT 22
Prudential Ctr.
Copley Square
1 1/2 MILES

EMERGENCY
STOPPING
AHEAD

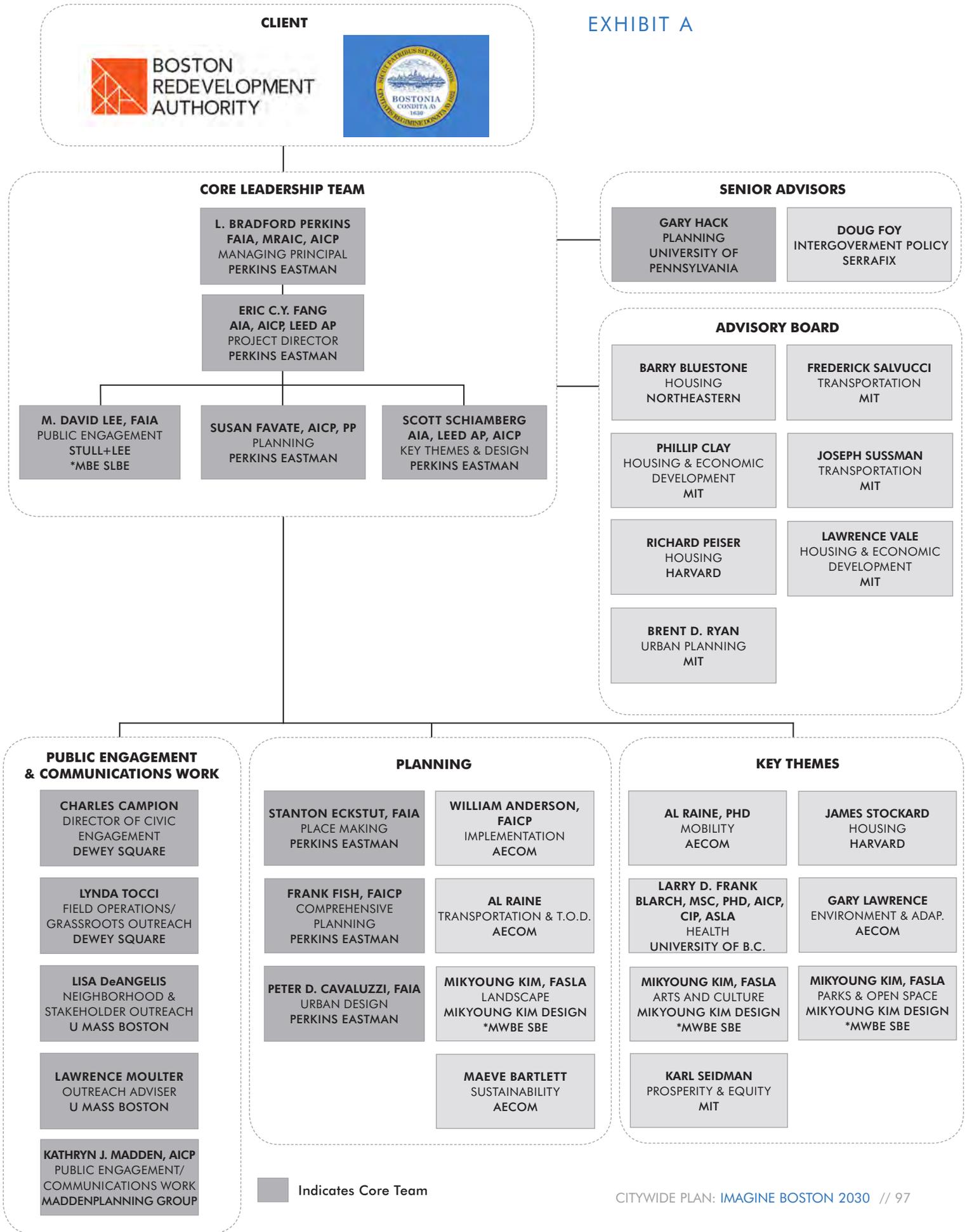
2008

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OTHER



EXHIBIT A



Bradford Perkins,
FAIA, MRAIC, AICP
Chairman

Role: Managing Principal

Bradford Perkins is the founder and Chairman of Perkins Eastman. He has served as the principal-in-charge and project director on several hundred architectural, planning and interior design projects in over a dozen building types. Mr. Perkins' projects have ranged from small buildings for non-profit clients to major new buildings of over one million square feet. Mr. Perkins has worked extensively in the US, Canada and thirty countries overseas.

Mr. Perkins is a recognized expert on planning, design and project management, and he has written and lectured extensively on these and related subjects. He serves as an office-wide resource on planning, programming and feasibility analysis, as well as construction administration, cost control and scheduling issues.

Prior to forming Perkins Eastman, Mr. Perkins was the Managing Partner of the New York and Washington, DC offices of Perkins & Will and the Toronto, New York, Houston and Caracas offices of Llewelyn-Davies International, both large international architecture and planning firms.

Education

Bachelor of Arts, Cornell University, Magna Cum Laude, Distinction in All Subjects
Bachelor of Architecture, City College of New York and Cornell University
Master of Business Administration, Stanford University

Memberships, Associations, and Awards

Mr. Perkins is a licensed architect, a Fellow of the American Institute of Architects and a former Director of its New York Chapter, a member of the Ontario Association of Architects, a Member of the Royal Architectural Institute of Canada (MRAIC), a member of the American Planning Association and the American Institute of Certified Planners (AICP), and past President of the New York State Association of Consulting Planners.

In 1999, he received the Lifetime Achievement Award from the New York Society of Architects, and in 2001 the Platinum Circle Award from the Hospitality Design Association.

Mr. Perkins currently is an Adjunct Faculty Member of Cornell's College of Architecture, Art and Planning. He has served on both the Cornell Council and the College's AAP Council.

Mr. Perkins and his firm's projects have been recognized by over 200 awards for design excellence and are regularly published in the international design press. He is also frequently asked to serve on design award juries.

Selected Experience

Representative of Mr. Perkins' past and current clients in each of the firm's practice areas are the following:

Large-Scale Master Planning

Capital Master Plan for Hanoi, Jinan South City, Shanghai Expo 2010, Shanghai International Medical Zone, Chinese Academy of Science, American University of Beirut, Commonwealth of Puerto Rico Tourism Master Plan, Penn Central Properties.

Design for Aging and Housing for Special Populations

American Red Cross, Fortune Society, Homeless Housing Assistance Program, Kendal on Hudson, The Amsterdam at Harborside, The Montefiore Home, Joseph L. Morse Geriatric Center, Village Center for Care, Seven Acres Jewish Geriatric Center, AAHSA, The Jewish Home & Hospital, Sarah R. Neuman Nursing Home, Cloverwood CCRC, New York State Veterans' Nursing Home at Montrose, St. Paul's House and Health Center, Miami Jewish Home and Hospital for the Aged, Brookdale Living Communities, The Young Adult Institute, Classic Residence by Hyatt, The Osborn, The Gurwin Jewish Geriatric Center, Landgent Senior Living-China, Taikang Life Insurance,

EXHIBIT B

Bradford Perkins,
FAIA, MRAIC, AICP
 Chairman

Role: Managing Principal

Selected Experience (continued)

Antara Senior Living-India, Half Century More-Japan, Tata Housing-India.

Healthcare

Memorial Sloan-Kettering Cancer Center, New York University Medical Center, the Hospital for Special Surgery, Duke University, University of Pennsylvania Health System, New York Presbyterian Hospital, Cornell University Medical College, New York Foundling Hospital, Columbia Presbyterian Medical Center, Stamford Hospital, Continuum Health System, Mount Sinai Medical Center of Miami, Northshore LIJ Health System, Maimonides Medical Center, Oakland Childrens Hospital, Brookdale Hospital Medical Center, Rabin Medical Center, and Shanghai International Medical Zone.

Development Companies

Avalon Bay Communities, The Rockefeller Group, M.D. Carlisle, Posco E & C, Olympia & York, Tishman Speyer, Canterbury Green Partnership, Trammell Crow, Forest City, and The Muss Organization.

Corporate

American Broadcasting Company, Banco Bilbao y Viscaya, CSX Resources Inc., Consumers Union, Penn Central Corporation, Coca-Cola Corporation, IBM, Republic National Bank, Great American Insurance, General Motors, La Salle Partners, Renaissance Technologies Corporation, American Express, Chase Manhattan, Morgan Stanley, CS First Boston, Shea & Gould, and Goldman Sachs.

Cultural and Religious Institutions

TKTS, Theater Development Fund, Lower East Side Tenement Museum, Whitney Museum, American Museum of Natural History, Harlem Arts Alliance, Girl Scouts of Westchester and Putnam Counties, The Church of Jesus Christ of Latter-Day Saints, Westchester Reform Temple, the First Presbyterian Church of Stamford, the Archdiocese of New York, and the Mid-Westchester JCC.

Education

Stanford University, Cornell University, the University of Connecticut, New York University, Rockefeller University, Princeton University, the College of Mount Saint Vincent, American University of Beirut, Complutense University of Madrid, Avenues-The World School, Mamaroneck Public Schools, Dobbs Ferry Public Schools, Stamford Public Schools, Green Chimneys School, Miss Hall's School, Solomon Schechter School, Olympia School of Hanoi, New York School Construction Authority.

Hotels, Hotel Development Companies, and Country Clubs

Intercontinental Hotels, Embassy Suites Hotels, Sheraton Hotels, Radisson Hotels, Hilton Hotels, Puerto Rico Department of Tourism, the Charles H. Shaw Company, Praia du Forte, Beach Point Club, Scarsdale Golf Club, and Quaker Ridge Country Club.

International Experience

One or more projects in Japan, China, Vietnam, Cambodia, Thailand, India, Egypt, Israel, Lebanon, Iran, Uruguay, Brazil, Paraguay, Venezuela, Colombia, Ecuador, Italy, Spain, Trinidad, British Virgin Islands, and ten other countries.

Public Clients

City of New York, City of New Rochelle, St. Tammany Parish, Louisiana, City of Stamford, Connecticut, City of Dayton, Ohio, District of Columbia, Westchester County, General Services Administration, Provinces of Ontario and British Columbia, Canada, and the Governments of Trinidad, Iran, Canada, Egypt, Colombia, Guyana, Venezuela, China, and Vietnam.

**Eric C.Y. Fang, AIA, AICP,
LEED AP**
Principal

Role: Core Leadership Team
-Project Director

Eric C. Y. Fang has led large-scale urban design and redevelopments and university and campus planning projects nationally and internationally for public agencies, private developers and large institutions. A regular contributor to professional and academic journals, Mr. Fang brings over twenty years of experience to the team as an architect and urban designer. Mr. Fang's experience includes Arverne-by-the-Sea, the largest waterfront urban renewal site in the United States, Assembly Square, a five-million sf mixed-use development in Somerville, MA, and has worked with transit agencies and cities throughout the country to promote transit oriented development.

Education Graduate School of Design, Harvard University, Master of Architecture, 1990
Columbia University, Bachelor of Architecture, 1985

Memberships Eric is a Registered Architect licensed in New York, New Jersey, and California. He is a member of the American Institute of Certified Planners, and a LEED® Accredited Professional

Awards Arverne-by-the-Sea
Boston Society of Architects/AIA New York 2004 Housing Design Awards
Chamber of Commerce of the Borough of Queens 2004 Excellence in Design
Queens & Bronx Building Association 2004 Building Award of Excellence
Oceanfront Asbury
New Jersey Future 2003 Smart Growth Award
The Waterfront Center, Excellence on the Waterfront, 2002
American Planning Association - NJ Chapter, Outstanding
Redevelopment Plan, 2002

Professional Activities "Mayors Institute for City Design" Meridian, MS September 2008
"TOD to Town Center," lecture delivered to the "Rail-volution 2006: Building Livable Communities with Transit" conference, Chicago
Department of Infrastructure Planning Studies Colloquium, New Jersey Institute of Technology, December 2004
"Design with Transit: The New Jersey Experience," lecture delivered to the "Rail-volution 2003: Building Livable Communities with Transit" conference, Atlanta.
Village of Tuckahoe Planning Board 2004-Present
AIA NY Chapter, Planning and Urban Design Committee
Architectural Juries at NY Institute of Technology, NJ Institute of Technology, 2003-05
LINE: Journal of the San Francisco AIA Chapter, Founding Editor, Chair, Editorial Board; Guest Editor: Spring 1998, Summer 1999
San Francisco Planning and Urban Research Association, Committee on Urban Design, Civic Center Task Force, 1995-1999

Publications "The Hospital and the City" in "Integrating Design & Care In Hospital Planning for New Millennium", 2001.
"Camden 2012," Op Ed
"Urban Renewal Revisited: a design critique," S.F. Planning and Urban Research Association Newsletter, February 2000
Correspondent's File: "Fearing runaway sprawl, Silicon Valley heads downtown," Architectural Record, February 2000
"Chiron Corporation Life Science Center," Architectural Record, June 1999
" From Brown Field to Biotech Campus in San Francisco: UCSF Mission Bay Master Plan Competition," Competitions, Spring 1998
Correspondent's File: "As a once forlorn San Francisco area gains cachet, artists are squeezed out of affordable housing," Architectural Record, May 1998
"Harvard Architecture Review 9: A Journal of Architectural Research," Rizzoli International 1993, Co-Editor

EXHIBIT B

**Eric C.Y. Fang, AIA, AICP,
LEED AP**

Principal

Role: Core Leadership Team
-Project Director

Selected Experience

Assembly Square •

Somerville, Massachusetts

Master plan for a 5 million sf mixed-use waterfront transit oriented development including 2,100 residential units, 450,000 sf retail, 1.75 million sf office. PUD Application approved by Somerville City Council 2006. Project Director

Downtown Brooklyn Redevelopment

Brooklyn, New York

The Downtown Brooklyn Redevelopment Plan focused on creating new streets and public spaces and identifying strategic sites to be assembled for future private development. Since the City's adoption of the plan's recommended zoning, the area has seen over 10 million SF of new development.

Arverne-by-the-Sea

Arverne, New York

This award-winning design knits together the subway and the sea, creating a unique transit-based beachfront community. The radial plan orients each of the neighborhoods around the previously underutilized subway station. The new community's network of public spaces and amenities include a charter school and a neighborhood supermarket.

Together North Jersey

New Jersey

Program Manager for Local Demonstration Project Program, part of a HUD-funded Sustainable Communities Grant. Developed and managed program for 18 Local Demonstration Strategic Planning Projects involving three multidisciplinary project teams.

Perth Amboy Transit District Strategy

Perth Amboy, New Jersey

A strategic plan to create a vision for the downtown as a transit-oriented community including redevelopment of the train station area, rezoning downtown to better accommodate development, and capitalizing on the existing ethnic niche market.

Yonkers Gateway District & Westside Riverfront Redevelopment Plan •

Yonkers, New York

Master Plan for connecting Yonkers' Getty Square, historic train station and Downtown Yonkers' Hudson River waterfront. The Plan features the daylighting of the Saw Mill River, and a new street and block plan that provides the framework for a series of open public spaces and buildings along the waterfront.

Inner M&E Strategic Corridor Planning

New Jersey

Multidisciplinary planning study for a three-mile corridor encompassing the East Orange, Brick Church, Orange and Highland Avenue Stations in Essex County.

Hoboken Green Infrastructure Strategic Plan

Hoboken, New Jersey

Strategic plan including an overall conceptual framework; district by district recommendations for cost effective implementation of green infrastructure best management practices; and city-wide implementation policies and actions.

NJ Transit - Transit Friendly Planning Program Management

New Jersey

Developed a comprehensive and proactive program to guide NJ Transit's Transit Friendly Planning Program into the future. This process included outreach to over 35 civic and real estate industry groups, advocacy organizations, academic institutions, State Agencies and allied NJ Transit units.

Princeton Junction Station Area Vision Plan•

West Windsor, New Jersey

The Vision plan for the 120-acre area around NJT's Princeton Junction Station establishes West Windsor Station's position as a major intermodal center for central New Jersey. The plan rationalizes the myriad transit modes utilizing the station, organizing them around a new bus rapid

* Designates work completed prior to joining Perkins Eastman

**Eric C.Y. Fang, AIA, AICP,
LEED AP**

Principal

Role: Core Leadership Team
-Project Director

Selected Experience (continued)

transit plaza and commuter drop-off area, and establishes a framework for a new mixed use transit oriented neighborhood.

Newark Penn Station Circulation & Vision Plan

Newark, New Jersey

The Plan Penn Station establishes a Near Term plan to create a more attractive and secure environment around the station and to improve transit operations. It also established Long Term Plan focused on future development to complement and benefit from increased pedestrian and transit access to Penn Station.

Hamilton Station, Area Vision Plan •

Hamilton, New Jersey

The Plan for the Hamilton Station Area envisions new mixed-use development that knits together the area's various properties. The Vision Plan provides a detailed concept for development of the NJ Transit property, while incorporating 2,600 commuter parking spaces to accommodate anticipated growth. The core development at the NJ Transit property is intended provide the genesis of a new village center for Hamilton Township.

Special Initiative for Rebuilding and Resiliency (SIRR)

New York City, New York

In the wake of the devastation caused by Superstorm Sandy, Mayor Michael Bloomberg launched the Special Initiative for Rebuilding and Resiliency (SRIR) in January 2013. EE&K supported the SIRR initiative as lead planner for South Queens, an area that included the Rockaway Peninsula, Broad Channel and Howard Beach. EE&K's approach focused on mid-long term rebuilding strategies integrating economic development, coastal protection and hardening of local and regional infrastructure systems.

New York Rising Community Reconstruction Program

New York State

Led a multidisciplinary team to develop plans for four community rebuilding zones, encompassing 13 communities hit hardest by Hurricane Sandy in Staten Island and the south shore of Nassau County. The plans, included robust community engagement and rigorous risk assessment and cost-benefit analysis taking into account future sea level rise and the effects of climate change.

Downtown Camden Strategic Development Plan

Camden, New Jersey

Strategic Development capitalize on the opening of the South Jersey Light Rail line, NJ Transit in partnership with the Delaware Valley River Planning Commission and a group of city leaders asked us to develop a smart growth strategy to guide Downtown development.

Akron Core City Vision Plan

Akron, Ohio

Redevelopment vision that captures the development potential of the institutional partners, such as Akron's University Park, Downtown Akron, the BioInnovation Corridor, and the area bordering Akron General Hospital and Akron Children's Hospital, in tandem with the redevelopment possibilities of the urban core, downtown area of the City of Akron.

Market East Strategic Plan

Philadelphia, Pennsylvania

Vision plan for Market East creates a vision that is integral with strategy; one that is not dominated by one use or project, but is characterized by the diversity of forms and activities that have marked Market Street's colorful history. It seeks to position the Market East District to play a part in a more sustainable future for the City by promoting transit ridership, leveraging the city's existing investment in one of the richest transit hubs to be found in an American City and improving street-level air quality.

* Designates work completed prior to joining Perkins Eastman

EXHIBIT B

**Eric C.Y. Fang, AIA, AICP,
LEED AP**

Principal

Role: Core Leadership Team
-Project Director

Selected Experience (continued)

Philadelphia Intermodal Feasibility Study •

Philadelphia, Pennsylvania

A focused interdisciplinary study done in collaboration with PB Americas that examined potential to create a seamless intermodal connection between long-distance buses, local buses, regional rail, and other surface transportation modes at the Market East Transit hub.

CityCenter Las Vegas

Las Vegas, Nevada

The 66-acre site, designated as CityCenter, was developed into a master-planned urban complex defined by a variety of avenues, places and experiences. As envisioned, CityCenter represents the most significant privately funded project in the United States at this time.

Governors Island

New York, New York

Analysis of the opportunity presented by the redevelopment of Governors Island and the potential framework for development. The development plan provides a series of open spaces; preserves the natural, cultural and historic qualities of the Island; provides opportunities for public education; guarantee public access; and enhances enjoyment of the Island, surrounding waterways and the community's quality of life.

Oceanfront Asbury Waterfront Redevelopment and Master Plan •

Asbury Park, New Jersey

The redevelopment plan now seeks to establish a framework for revitalization which is both in keeping with the strong traditions of the town's history while optimizing its existing development opportunity in a contemporary way.

* Designates work completed prior to joining Perkins Eastman

**Scott Schiamberg, AIA,
LEED AP, AICP**
Principal

Role: Core Leadership Team
-Key Themes and Design

Scott Schiamberg is a Principal at Perkins Eastman with extensive experience in the design of large-scale projects and in the field of sport architecture and event. Scott has worked around the world for major international sports clients and has been intimately involved in the planning and design of some of the most prestigious facilities and sport events including stadia and arenas for teams in Major League Baseball, National Basketball Association, National Hockey League and the planning of Olympic Summer and Winter Games, including serving as an advisor to the 2012 London Olympic Organizing Committee and the 2014 Sochi Winter Olympic Committee.

Prior to joining Perkins Eastman, Scott was at Perkins+Will where he led the design team of the New York City Police Academy - the largest city project above ground - and developed a sport practice at the firm. At Populous he assisted in opening the New York City office and led the design teams on a range of domestic and international stadia and arena projects. Working for the Deputy Mayor of New York City, Scott also served as the Senior Architect for New York City's 2012 Olympic Bid Committee where he was responsible for the design and planning of all competition and non-competition venues and represented the City of New York at the 2004 Summer Olympics and 117th International Olympic Committee Session.

Scott sits on the advisory board of the New York City Business of Sports School. Scott has written and lectured extensively on the history, role, and relationship of the ballpark and the American city. He was a Visiting Scholar in the School of Architecture at the Massachusetts Institute of Technology where he taught and published on his research of the unbuilt church facades of Andrea Palladio.

Education Masters in Architectural Design, Massachusetts Institute of Technology
Masters in City Planning, Massachusetts Institute of Technology
Bachelor of Art and Design, Massachusetts Institute of Technology

Memberships Registered Architect: New York
Licensed Urban Designer
LEED Accredited Professional
American Institute of Architects
American Institute of Certified Planners

Awards & Recognition Business of Sports School Advisory Board, 2011-Present
Lawrence B Anderson Award, MIT School of Architecture Fellowship, 1999-2000
Artpolis International Design Competition, Kumamoto, Japan. First Prize, 1996
Dean's Gallery Award, Council for the Arts, "For Amber Waves of Grain," 1996
MIT Urban Planning Department Wallace Floyd Award, 1996
USAToday Academic All-American, First Team, 1989
Westinghouse Finalist, Top 40, Science Talent Search, 1989

Publications & Speaking Engagements "Fantasy Venues: An Architect's What-Ifs" Sports Illustrated.Com. 08-12-2012
"Olympic Architect's Best of London" Sports Illustrated.Com. 08-03-2012
"New York, London and Sochi: The Planning and Design of The Olympic Games". MIT Sloan School of Management Industry Pioneers Speaker Series. Nov. 8, 2011.
United Nations World Habitat Day. "The Olympics as Catalyst for Sustainable Urbanization: New York
City's Olympic Bid as a Genesis for PlaNYC." New York City, NY. October 4, 2010
"The Planning and Design of Elite Sport Events" New York University. The Preston Robert Tish Center for Hospitality, Tourism and Sports Management. Spring semesters 2006 and '07.

EXHIBIT B

**Scott Schiamborg, AIA,
LEED AP, AICP**

Principal

Role: Core Leadership Team
-Key Themes and Design**Publications & Speaking Engagements (continued)**

"For Golden Age Ballpark in the American Landscape" HOK Sport Lecture Series. Kansas City, Missouri. April 6, 2007

"The Sochi Winter Olympics" Sport 7 Conference. Moscow, Russia. 4-5-2007.

"Architectural Digest - Basketball Edition." Sports Illustrated.Com. 11-15-2006.

"The Planning and Design of the New York City 2012 Olympics," with Thom Mayne.

AIA National Convention and Design Exposition, Las Vegas. 5-20-2005.

"For A Glimpse of Green," Centennial Celebration: Baseball and American Life Conference, Boston. 10-1-2003.

History & Its Technologies Symposium. Princeton University. 3-8-2003.

"The Lost Portico of San Giorgio Maggiore," New England Society of Architectural Historians. 2002.

"Two American Traditions: the Ballpark and the Pastoral Ideal" American Historical Association, Boston, 1999.

"The Ballpark, the Pastoral Ideal and the American City" American Studies Great Lakes Conference. Oxford, Ohio. April 1997.

"The Urban Ballpark in the American Cultural Landscape" Northeast Popular Culture Association Conference. Boston. November 1997.

"What More Can We Ask for than Enclosed Areas of Green," Paper Presented at the J.B. Jackson & American Landscape Conference, University of New Mexico, Albuquerque, NM. Oct. 2-4, 1998.

"American Ballparks and W.P. Kinsella: Celebration of the Pastoral Ideal" Paper Presented with Judith Hakola at the Sport Literature Association Conference, Ithaca College, Ithaca, New York. August 1-3, 1997.

Selected Experience**KACST New Taif Technology City**

Taif, Saudia Arabia

Master planning for a new 100 sq km economic zone being developed in Taif, KSA, funded by the government. One of 13 similar economic zones planned over KSA, this new city will include various science and technology related components, residential, mixed-use, airport, railway, dry docks, etc. There will be a strong focus on sustainability.

Aramco Community Facilities

S. Dhahran, Kingdom of Saudi Arabia

Design for a large housing master plan and community support facilities to include 7 housing building types, schools, mosques, government facilities, community facilities, and clinic. Schools consist of 9 prototypical designs, including an international school, private schools, and public schools, to be implemented on 24 sites.

Rabat Corniche Master Plan Concepts

Rabat, Morocco

Design competition for a transit-oriented, mixed-use development on a 14-hectare site. The project will include an upgrade of the existing Rabat Agdal train station and development of a 52,000 sm shopping center, two hotels (10,100 sm), a 31,000 sm business center, 36,000 sm of residential buildings, and a 2,133 sm sports center.

Trinity Church**Football Training Facility, UMass Amherst***

Amherst, Massachusetts

This dedicated training facility for the University of Massachusetts Football Program provides valuable program and amenity spaces for varsity athletes, press and visitors. The main goal of the project was to provide the university and athletes with a world class facility that both attracts recruits and retains talent. The program spaces include varsity locker rooms, strength and conditioning, sports medicine, press box, VIP lounge and auditorium.

**Scott Schiamberg, AIA,
LEED®AP, AICP**

Principal

Role: Core Leadership Team
-Key Themes and Design

High Street Master Plan*

Columbus, Ohio

Working with the university and Campus Partners, a nonprofit collaboration between the university and the City of Columbus, led development of a plan that has transformed a 2.5-mile stretch of High Street into a vibrant, mixed-use street and an inviting gateway for the university.

Miami Master Plan*

Miami, Florida

Developed comprehensive masterplan for downtown Miami, Florida as part of a joint M.I.T./University of Miami research team. Planning involved linkage of existing downtown urban fabric with proposed and redeveloped parcels, and future mass-transit lines. Urban design was selected by city of Miami officials as basis for future

Bangkok Master Plan*

Bangkok, Thailand

Member of M.I.T. planning team and co-author of four publications regarding strategic planning of Bangkok metropolitan development. Specific focus on urban and transportation planning, including intelligent highway technologies, traffic control and management, mass-transit planning and area traffic control systems.

NYC2012 Swimming Venue*

New York, New York

Architectural Concept and Schematic Design of Olympic Aquatic Center at Williamsburg Waterfront Park for NYC2012 Olympic Candidature. Design took advantage of sweeping views of NYC skyline and showcased NYC2012 identity and brand as design element. Pools were to be permanent legacy while seating for 16,500, tensile roof structure and amenities were to be removed after event.

NYC2012 Sports Venue and Event Planning*

New York, NY

Developed sports facility venue plans for all Olympic performance venues, athlete training facilities, Athlete Village

and Media Center for NYC2012 Olympic Candidature.

New York City Police Academy*

College Point, Queens, New York

The consolidated training facility will provide recruits and officers of the New York City Police Department (NYPD) and New Yorkers with the most advanced law enforcement training facility in the world.

Houston Dynamo Stadium*

Houston, Texas

The new stadium for the Houston Dynamo is planned as one of the central features of Houston's redevelopment. The 22,000-seat stadium will be designed to feature soccer and accommodate multi-use events including concerts, football, and lacrosse.

Super Bowl XLI*

Miami, Florida

Working with NFL and facility staff to identify needs for all user groups including athletes, VIP, media, staff, security, and the fans to ensure the most memorable and seamless experience. Developed operational drawings and plans that efficiently incorporated existing facilities, ongoing construction, and surrounding areas at Dolphins Stadium for Super Bowl XLI.

2006 MLB All-Star Game*

Pittsburgh, Pennsylvania

Working with MLB and facility staff to identify needs for all user groups including athletes, VIP, media, staff, security, and the fans to ensure the most memorable and seamless experience. Developed operational drawings and plans that efficiently incorporated existing facilities, ongoing construction, and surrounding areas at PNC Park for the 2006 Major League Baseball All-Star Game.

EXHIBIT B

Peter David Cavaluzzi, FAIA

Principal and Board Director

Role: Planning Team-
Urban Design

Peter Cavaluzzi, FAIA helped to establish Perkins Eastman's unique approach to architecture in which buildings and public spaces are conceived together to create extraordinary iconic places. Peter's designs are sparked by a creative understanding and insight of each site and place, and usually begin with a simple analytic sketch. His expertise covers the spectrum from complex urban infill sites to sweeping waterfronts in the US and abroad.

His designs for MGM City Center, which brought urbanism for the first time to the Las Vegas Strip, and other transformative large-scale projects have garnered national recognition and numerous national awards. Projects of note include Battery Park City, Beijing Mini City, China; Moynihan Penn Station, New York; Target Field Station Minneapolis, the "Grand Central Terminal for Minneapolis", Science City Union Station, Kansas City; Denver Civic Center Square Transit Station and Market Hall; and Queensway Bay, Long Beach. His awards include: AIA's Honor Award for Science City Museum and Mixed Use at Union Station in Kansas City; a Certificate of Merit Innovative Design from the International Council of Shopping Centers for Circle Centre; Vanke Best Architecture Design award for Beijing Minicity; Weisman Art Museum Plaza ASLA award; and a National AIA Honor Award for Baltimore Inner Harbor East. He has lectured extensively on the design concept of "Open Transit" and on how this design approach is transforming the development of great places within cities across the globe.

Peter is a Fellow in the American Institute of Architects, and holds a Master of Science in Architecture from Columbia University, and a Bachelor of Architecture from the University of Minnesota. He is a Ralph Rapson Fellow at the Minnesota Architectural Foundation. He was a co-founder of New York New Visions for the redevelopment of the World Trade Center in New York and is registered in New York, New Jersey, Maryland and Nevada and is NCARB certified. He is a ULI member of the Transit Oriented Development Council and a ULI Rose Center Fellowship Faculty member.

Education

Columbia University, Master of Science in Architecture, 1987
University of Minnesota, School of Architecture, Bachelor of Architecture, 1984

Licensing and Memberships

Peter is a Registered Architect in New York, New Jersey, Maryland, Minnesota, Nevada. He is NCARB Certified.

Awards

Ralph Rapson Fellow, First Prize Award, A New City Hall in Farmington, MN, 1996
American Institute of Architects, National Honor Award, Baltimore Inner Harbor, 1996
Long Island Vision, Smart Growth Award, Patchogue Main Street, 2009
Queens & Bronx Building Association, Building Award for Excellence in Design & Construction, Palmers Landing Neighborhood, 2007
American Planning Association, New Jersey Chapter, Outstanding Comprehensive Redevelopment Award, Peninsula at Bayonne Harbor Redevelopment Plan, 2005
American Institute of Architects, Kansas City Honor Award, Science City at Union Station, 2001
The WaterFront Center, National Award, Oceanfront Asbury, 1993
The WaterFront Center, Award of Excellence, South Cove, Battery Park City, 1993
Los Angeles Business Council, City Beautification Award, Gateway Center Intermodal Transportation Center, 1997
New Jersey Future, Smart Growth Award, Oceanfront Asbury, 2003
Long Beach City, Design Award, Queensway Bay and Tidelands Waterfront Design, 1998
International Council of Shopping Centers, Certificate of Merit for Innovative

Peter David Cavaluzzi, FAIA

Principal and Board Director

Role: Planning Team-
Urban Design

Design, Circle Centre, 1997
 Art Commission of the City of New York, Award of Merit, Prototype Schools, 1990
 U.S. General Services Administration, Award for Excellence in Design, Alexander Hamilton U.S. Custom House, 1994
 Queens County Builders & Contractors Association, Award for Excellence in Design & Construction, PS 43, 1996
 City Club of New York, Albert S. Bard Award of Excellence in Architecture, South Cove, Battery Park City, 1989
 City of New York Department of General Services, Design Excellence Award, Queens Courthouse East Wing Addition, 1993

Professional Development

Urban Land Institute Rose Fellow, 2014-2015
 Urban Land Institute Transit Oriented Development Council Member, 2013-Present
 New York New Visions, Committee Chair, 2001 to present
 Riverside South Task Force, New York City Council appointee, 1996 to present
 AIA/New York Chapter, Housing Committee, 1995 to present
 Architectural League, 1995 to present
 The Waterfront Center, 1994 to present

Selected Experience

Destination Medical Center

Rochester, Minnesota
 Perkins Eastman’s design for the Destination Medical Center (DMC) set the vision for Minnesota’s largest development project, positioning Mayo Clinic as the world premier center for health and transforming the downtown City of Rochester. The master plan establishes six unique places designed for all ages to live, work, play and thrive in Rochester and anchor the growth of the city for the next 20 years.

the views; maintain the iconic Bridgeport Identity; create multiple environments; and develop waterfront amenities & public access to the waterfront.

Sunnyside Yards

Queens, New York
 The plan envisions a new transit-oriented downtown for Long Island City that will fully realize the City’s recent upzoning of the area. The focus is on the new station and a major public space at Queens Plaza, which transforms one of the most chaotic places in the city and leverages the city’s preexisting investment in transit to catalyze a potential 12 million square feet of new development.

Arverne-by-the-Sea

Arverne, New York
 This award-winning design knits together the subway and the sea, creating a unique transit-based beachfront community. The radial plan orients each of the neighborhoods around the previously underutilized subway station. The new community’s network of public spaces and amenities include a charter school and a neighborhood supermarket and a mixed-use main street.

Bridgeport Waterfront Development

Bridgeport, Connecticut
 This mixed-use project is sited along the Long Island Sound on the former Remington Rayovac factory site. The principles guiding the design include extending the existing system of parks; maximize

Pier 1 Waterfront Development

Boston, Massachusetts
 Part of an overall master plan, Pier 1 includes 600+ units of luxury housing on the site of a former MASSPORT warehouse. Adjacent to a series of new parks, a marina, and local mass transit, the project is fully integrated with the neighboring community. The development provides a continuous public esplanade at the water’s edge, while continuing to function as a “working wharf,” and adds a modern twist to the Pier’s precedents.

EXHIBIT B

Peter David Cavaluzzi, FAIA

Principal and Board Director

Role: Planning Team-
Urban Design

Selected Experience (continued)

Buffalo Inner Harbor*Buffalo, New York*

We created a development plan that will bring life back to the water in the City of Buffalo. The “Canal Side” Plan will create new uses and attractions around a series of world class public spaces. Supporting these anchor uses will be several mixed use blocks which incorporate continuous street level retail, new residential development, and a new hotel.

CityCenter Las Vegas*Las Vegas, Nevada*

The 66-acre site, designated as CityCenter, was developed into a master-planned urban complex defined by a variety of avenues, places and experiences. As envisioned, CityCenter represents the most significant privately funded project in the United States at this time.

World Trade Center Site**Traffic & Infrastructure Master Plan***New York, New York*

Beginning with the Port Authority of New York & New Jersey’s primary mission of providing transportation facilities of the highest quality and efficiency, the firm prepared a framework for redevelopment for the former World Trade Center Site that builds off of the plan for the new Downtown Terminal and Concourse that will link PATH trains with downtown subway lines and other modes of transit.

Yonkers Waterfront, Master Plan*Yonkers, New York*

The Master Plan for the downtown Yonkers waterfront extends the existing fabric of the city to a new mixed-use community on the Hudson River. Main Street Place features a wide avenue with housing over street level retail shops leading to a waterfront plaza, restaurant and the landmarked Yonkers Pier.

Gateway Center*Los Angeles, California*

- The Gateway Intermodal Transit Center, America’s largest intermodal transportation facility, links the LAMTA’s buses, long distance and commuter rail, light

rail and subway system, together with a 3,000-car park-and-ride facility.

- Through the stately new 56,000 sf East Portal Building, commuters have direct access under one roof to every available means of ground transport, including cars, buses, subways, commuter rails, and Amtrak.
- Patsaouras Transit Plaza is a lushly landscaped open space on two levels that serves as an outdoor waiting room and the connection point for buses and cars
- Patsaouras Plaza Bus Station | a new vision for Patsaouras Plaza in order to enhance the passenger experience for BRT users of the El Monte Busway

Harbor Point Master Plan*Baltimore, Maryland*

Harbor Point is one of the last major development sites on Baltimore’s Inner Harbor. Located at the entrance to the Inner Harbor, this 27.4 acre remediated brownfield site is just south of the Inner Harbor East Development and adjacent to historic Fells Point. Building on the strong tradition of these neighborhoods, Harbor Point is now poised to be the final component in the completion of the Baltimore waterfront revitalization.

Harbor Point Wills Pier*Baltimore, Maryland*

Wills Pier is one of the initial developments to emerge at Harbor Point, a 27.4 acre site located prominently at the entrance to Baltimore’s Inner Harbor adjacent to historic Fell’s Point. A key element behind the design of Harbor Point originates with the addition of piers for development as a means of attracting new office tenants.

Target Field Station*Minneapolis, Minneapolis*

Conceived of as Minneapolis’ Grand Central Station, Target Field Station is transit and cultural nexus that will have over 500 trains per day including light and commuter rail stations connecting buses, bikes, and cars. Sited adjacent to Target Field Stadium between downtown

Peter David Cavaluzzi, FAIA

Principal and Board Director

Role: Planning Team-
Urban Design

Selected Experience (continued)

and the thriving North Loop loft district, the project integrates neighborhood, stadium, transit and future mixed-use development through the careful sculpting of public space.

Lake Street Transit Station

Minneapolis, Minneapolis

New Bus Rapid Transit (BRT) station in Minneapolis that provides access to new BRT service on an elevated portion of I-35W. The station is on two levels, with environmentally controlled waiting areas at each level for waiting passengers, and clear, open vertical circulation including glass-enclosed elevators between them

Denver Civic Center Square

Denver, Colorado

Design of a new, highly-visible station that will accommodate more bus and car traffic, become a major connector in Downtown Denver, and be a vibrant space that invites new, mixed-use development opportunities in the years to come. Redesigned transit station at Civic Center Square will feature a cascading staircase and elevated terrace with generous views of Civic Center Park. The station will also feature a new "Lantern Canopy" that will frame visitors' view of the Colorado State Capitol Building.

Moynihan Penn Station

New York, New York

Worked with NY State's Moynihan Station Development Corporation to provide design concepts for the public areas and reviews of work prepared by the real estate venture. The research and framework was focused on working with the state, the city, four operating railroads using the existing facility, as well as the real estate venture and dozens of consultants; the team ensured the quality and success of the public environments, forging connections to the larger neighborhood, and developing design solutions.

Northern Intermodal Transit Center

Houston, Texas

Design of a new \$300 million intermodal transit center, to be located north of the University of Houston-Downtown and Interstate 10. The center is destined to become the main hub for many of the services offered by Houston's Metro, serving as the starting and ending point for bus routes, rail lines, bus rapid-transit lines and commuter rail.

Oceanfront Asbury Waterfront Redevelopment and Master Plan

Asbury Park, New Jersey

The redevelopment plan now seeks to establish a framework for revitalization which is both in keeping with the strong traditions of the town's history while optimizing its existing development opportunity in a contemporary way.

Science City at Union Station

Kansas City, Missouri

When we were called on to create a master plan to restore and revitalize the station and its surrounding neighborhood, we drew on the idea of a new and bold kind of "union." The result is Science City, the first of a new generation of science/technology centers, combining an interactive museum with a theme park, theater, retail, and Amtrak and commuter rail service.

Secaucus Junction Station Square

Secaucus, New Jersey

The plan contains a comprehensive vision for the lands within the southern end of Secaucus near and adjacent to Secaucus Junction, a new NJ Transit rail hub, and a soon to be completed NJ Turnpike Exit 15x. The plan outlines a concept that will result in the creation of a human-scaled, mixed-use village that will capitalize on the new public transportation infrastructure, connect to existing neighborhoods within Secaucus and engage the Hackensack River corridor in a sensitive manner.

EXHIBIT B

Annisia Cialone
LEED AP, AICP
 Senior Associate

Role:

Annisia Cialone has over fourteen years of experience on large-scale urban design and strategic master planning projects for both public and private clients. Her experience includes large-scale mixed use projects, transit oriented development, waterfront developments, higher education and cultural institutions. Ms. Cialone's integrated outlook on the design process encompasses the relationship between the political, social, and financial processes that create the built environment. As program manager for Together North Jersey's Local Demonstration Project Program she oversaw and managed a program of 18 Strategic Planning Projects. Rounding out her professional experience, Ms. Cialone has taught both architectural and urban design for summer programs at Amherst and Harvard Universities, served as a design critic at many universities including Columbia, City College, NYIT, and Parsons, and led Urban Design Workshops in NYC and Jersey City Public Schools.

Education Harvard University, Master of Architecture in Urban Design, 2003
 The Cooper Union for the Advancement of Science & Art, Bachelor of Architecture, 1998

Memberships Annisia is a member of the New Jersey chapter of the American Planning Association (APA), a member of the American Institute of Certified Planners, and a LEED Accredited Professional. She also provides new development oversight as a board member of Jersey City's Harsimus Cove Association.

Selected Experience

Albert Einstein College of Medicine •
Bronx, New York
 The Master Plan provides a highly flexible, cost-effective and sustainable roadmap for campus expansion. The goal is to create a more coherent, convenient and pleasant campus experience, one that draws people onto campus and provides them with an inspiring setting for scientific education, collaboration and research.

Arverne-by-the-Sea •
Arverne, New York
 This award-winning design knits together the subway and the sea, creating a unique transit-based beachfront community. The radial plan orients each of the neighborhoods around the previously underutilized subway station. The new community's network of public spaces and amenities include a charter school and a neighborhood supermarket and a mixed-use main street.

Arverne Retail Transit Plaza •
Arverne, New York
 As the main subway arrival and departure point for beachgoers and resident commuters, the retail transit plaza is the key-stone to the Arverne-By-The-Sea master-plan. With its long curved plaza reaching east and west along the new Rockaway Beach Boulevard and the memory of the demapped 68th street piercing the site north and south, the retail transit plaza offers pedestrian links to communities new and old.

CityCenter Las Vegas •
Las Vegas, Nevada
 The 66-acre site, designated as CityCenter, was developed into a master-planned urban complex defined by a variety of avenues, places and experiences. As envisioned, CityCenter represents the most significant privately funded project in the United States at this time.

Federal Building No 2 Adaptive Reuse, Sunset Marketplace •
Brooklyn, New York
 The proposed buildings, in both program and architectural character, relate to the area's industrial past and present. Sunset Marketplace aims to preserve New York City's industrial architectural fabric by protecting and reusing the existing Federal Building No. 2 while featuring its industrial users. The mixed-use aspect of the project will help to invigorate the area light-industrial and help to revitalize the area at large. This will broaden the cul-

* Designates work completed prior to joining Perkins Eastman

Annisia Cialone
LEED AP, AICP
Senior Associate

Role:

Selected Experience (continued)

tural landscape and add to its diversity.

Harper Master Plan*

Palatine, Illinois

We developed concepts to realize Harper’s vision as a leading 21st-century Community College, recognizing the needs of an increasingly diverse student body for campus places that enhance the college experience.

Hoboken Green Infrastructure Strategic Plan

Hoboken, New Jersey

Strategic plan including an overall conceptual framework; district by district recommendations for cost effective implementation of green infrastructure best management practices; and city-wide implementation policies and actions.

Inner M&E Strategic Corridor Planning
New Jersey

Multidisciplinary planning study for a three-mile corridor encompassing the East Orange, Brick Church, Orange and Highland Avenue Stations in Essex County.

Newark Downtown Redevelopment *
Newark, New Jersey

This plan seeks to enhance the city’s existing resources by building on Downtown’s unique characteristics and coordinating ongoing initiatives, such as the Passaic Riverfront redevelopment, the McCarter Highway, the Arena, James Street Commons, and the University Science Park. The Plan proposes an expanded vision of Downtown Newark, addressing housing, schools, and retail and entertainment development.

Perth Amboy Transit District Strategy
Perth Amboy, New Jersey

A strategic plan to create a vision for the downtown as a transit-oriented community including redevelopment of the train station area, rezoning downtown to better accommodate development, and capitalizing on the existing ethnic niche market.

San Pedro Waterfront

Master Plan Development *

San Pedro, California

The San Pedro Waterfront and Promenade Master Development Plan is set to transform the waterfront of the City of Los Angeles into the magnificent “Gateway to the Pacific.” In the Plan, the working Port of Los Angeles, one of the busiest and largest ports in the world, will be integrated with thriving recreational and cultural attractions.

SUNY Downstate Master Plan

Brooklyn, New York

The Facilities Master Plan project is part of a systemwide effort being led by the State University Construction Fund (SUCF) to develop Master Plans for 32 SUNY campuses. The Facilities Master Plan for the campus documents current building conditions, establishes program needs for facilities to support the College’s mission and goals, and advances new building and open space design concepts for the future of the campus.

SUNY New Paltz Site and Landscape Master Plan *

New Paltz, New York

Developed a long-range, comprehensive vision including a framework to integrate existing buildings, potential sites for development, outdoor places, and vehicular and pedestrian circulation systems for the 226-acre campus.

Together North Jersey

New Jersey

Program Manager for Local Demonstration Project Program, part of a HUD-funded Sustainable Communities Grant. Developed and managed program for 18 Local Demonstration Strategic Planning Projects involving three multidisciplinary project teams.

* Designates work completed prior to joining Perkins Eastman

EXHIBIT B

Susan Favate, AICP

Principal

Role: Core Leadership Team -
Planning

Susan Favate is a Principal with experience in environmental and comprehensive planning. At Perkins Eastman, Susan has worked with private and public-sector clients on projects including land use and zoning impact analyses, comprehensive planning, SEQR review and market analyses.

Prior to joining Perkins Eastman, Ms. Favate spent five years as a writer and editor for Dow Jones Newswires.

Education

Master of Urban Planning, New York University, Robert F. Wagner Graduate School of Public Service

Bachelor of Arts in Journalism and Mass Communication, University of North Carolina at Chapel Hill, School of Journalism & Mass Communication

Memberships

Susan is a member of the New York Metro and New Jersey chapters of the American Planning Association (APA). She is also a member of the Chatham, New Jersey Planning Board.

Selected Experience**City of Bridgeport:****Land Use Policies Update**

Bridgeport, Connecticut

Update to the City's 1996 Master Plan, intended to guide the city as it forges a new identity through revitalization. Key issues include neighborhood planning, land use, open space and economic development.

Update to the Village's 1986 Master

Plan. Significant planning issues

include village growth, land use and

zoning; environmental protection;

housing; historic preservation; open

space and recreation; parking; and

promoting the Central Business District

as the primary retail shopping area of

the Village.

City of Newburgh: Local Waterfront Revitalization Program

Newburgh, New York

Coordination and preparation of an updated LWRP for the City to incorporate major redevelopment projects. Key issues include public access to the waterfront, consistency of land uses between private parcels and public elements, improved urban design, and expansion of pedestrian links between the waterfront and upland areas.

Village of Mamaroneck:

Planning Advisory Services

Mamaroneck, New York

Ongoing planning services, such as

site plan reviews including SEQR, traf-

fic and transportation, neighborhood

context and site layout, as well as

zoning code amendments, planning

studies, and environmental reviews on

behalf of the Planning Board.

Village of Briarcliff Manor: Master Plan

Briarcliff Manor, New York

Update to the Village's 1988 Master Plan. Major issues included preserving open space throughout the Village, managing future growth along key corridors, promoting development that would maintain existing character and strengthening the Central Business District.

Village of Port Chester: Local Waterfront Revitalization Program

Port Chester, New York

Update of the Village's LWRP, a plan

for the future development and rede-

velopment of the Byram River and

Long Island Sound waterfront. The

Plan includes extensive graphics and

mapping, an analysis of existing con-

ditions and environmental constraints

and a harbor management plan.

Village of Mamaroneck: Comprehensive Plan

Mamaroneck, New York

Town/Village of Harrison:

Comprehensive Plan Update

Harrison, New York

Update of the draft Comprehensive

Susan Favate, AICP

Principal

Role: Core Leadership Team -
Planning

Plan to incorporate additional analysis of the downtown and Platinum Mile area, a 4.5-mile stretch of corporate parks along I-287. Key zoning recommendations included changes to expand the allowable uses in the office corridor and to protect the character of Harrison's two-family district.

**Inner Morris & Essex
Strategic Corridor Project**

Township of Orange and City of East Orange, New Jersey

Planning assistance to the municipalities of Orange and East Orange in connecting four rail stations to neighborhood revitalization, local economic development strategies and regional prosperity. The project culminated in a collaboration between the two communities in identifying their common issues and opportunities, and laid the groundwork for the creation of a multi-jurisdictional coalition to advance transit-oriented and equitable development priorities in the region.

**Town of Greenwich:
Cos Cob Neighborhood Plan**

Greenwich, Connecticut

Preparation of a neighborhood plan for a waterfront community within Greenwich, examining a range of issues and incorporating input from public workshops and an online survey. Recommended strategies include establishment of a Village District, several targeted zoning changes to strengthen local businesses and potential improvements to Route 1 to enhance its pedestrian-friendliness and aesthetics.

**Town of East Hartford: Plan of
Conservation and Development**

East Hartford, Connecticut

Update to the Town's 2003 Plan of Conservation and Development, with a special emphasis on three study areas: Founders Plaza along the Connecticut River waterfront, Rentschler Field and Silver Lane and Goodwin College/South Main Street. The focus was to

maximize economic development potential of these areas and to connect them to East Hartford's central business district. Other issues included neighborhood preservation, promotion of mixed-use development and encouragement of market-rate housing.

**Village of Rye Brook:
Comprehensive Plan**

Rye Brook, New York

Preparation of the Village's first-ever comprehensive plan, building on significant prior planning efforts and a robust public outreach process. The plan examined a range of issues, with a special focus on the existing commercial area, exploring the potential to transform this area from an auto-oriented suburban shopping area to a traditional Village Center. Recommendations also included suggested improvements to Village parks and the creation of interconnected passive open spaces.

City of Stamford: Master Plan Update

Stamford, Connecticut

Update of the Master Plan for Connecticut's third largest city. Key areas of focus included leveraging its role as a regional center, managing commercial growth, improving vehicular and transit mobility, improving and connecting the Downtown and South End neighborhoods and planning for greater sustainability.

**Rockland County Comprehensive
Plan**

Rockland County, New York

Development of a long-term Comprehensive Plan for a suburban and semi-rural county, to address a range of land use, environmental, infrastructure and transportation issues. The Plan provides general recommendations on future land use policies to implement those strategies, address key matters under direct County jurisdiction and identify potential land use conflicts.

EXHIBIT B

Frank S. Fish, FAICP

Principal

Role: Planning Team -
Comprehensive Planning

Frank Fish is an urban planner with experience in both public and private sectors. A major focus of his work has been in comprehensive planning, development advisory services, land use controls, zoning approvals and implementation techniques, neighborhood studies, and real estate feasibility in municipalities throughout the tri-state region.

Mr. Fish previously worked as a senior planner and project manager of Llewellyn-Davies Associates, and as a project manager for the New York State Urban Development Corporation's Southern Regional Office.

Education

Master of Science, Planning, Pratt Institute
Bachelor of Arts, Political Science, Boston College
Associate of Arts, Classics, St. Thomas Seminary

Memberships

Mr. Fish is a Fellow of the American Institute of Certified Planners and serves on the Board of the American Society of Consulting Planners. He has served as a Past President of the New York Metropolitan Chapter of the American Planning Association, and is a member of the Connecticut Chapter.

**Teaching and Professional
Development**

New York University, Robert Wagner School of Public Service, Adjunct Professor of Planning

Selected Experience**Bridgeport Master Plan**

Bridgeport, Connecticut
Update of the City's major land use policy planning documents. This comprehensive planning project will provide a roadmap for future development and redevelopment in an urban center that is poised for significant economic growth.

downtown and diversifying its retail base. The Zoning Ordinance was updated to provide a series of "special permit" uses, which would require additional review by the Planning Board prior to a grant of approval.

**Grand Central Terminal Transfer of
Development Rights**

New York, New York
Analysis of the development potential of Grand Central Terminal surrounding properties. This analysis helped evaluate the mechanisms for transferring unused development rights from one site to another to preserve landmark buildings. Creation of the new sub-district resulted in the transfer of 285,000 sf of air rights from the Grand Central site to another site for a new building housing the headquarters of Bear Stearns & Co.

**Garden City Zoning Study of County
Properties**

Garden City, New York
Rezoning of 85 acres of County-owned property. The study included zoning analysis, and research and data on potential development scenarios and impacts to the Village.

**Bronxville Master Plan
and Zoning Ordinance Update**

Bronxville, New York
Community Plan and zoning code update on behalf of the Village of Bronxville. Critical issues included preserving the small town charm and historic character of Bronxville's

**Hackensack Meadowlands
Development Commission (HMDC)
Zoning Code Revision**

Hackensack, New Jersey
Revision and update to the HMDC's zoning code as a follow-up to the Special Area Management Plan (SAMP). Services included organization of the new zoning code, development of area and bulk schedules, and creation of a new zoning map.

Frank S. Fish, FAICP

Principal

Role: Planning Team -
Comprehensive Planning

Harrison Comprehensive Plan

Town/Village of Harrison, New York
Update of the 1988 Master Plan. The new plan will provide planning action guides for geographically specific areas in town and will be a readable, concise guide for Harrison's decision-makers on resolving local planning issues.

Mamaroneck Master Plan Update

Mamaroneck, New York
Update to an earlier plan prepared in 1986. Initially prepared updates on existing land use data, demographics, housing and population. Subsequent sections of the Plan focused on specific areas within the Village including residential neighborhoods, the industrial area, commercial sites and the harbor area.

Nassau County Comprehensive Master Plan Update

Nassau County, New York
Development of a Master Plan that addresses the many interrelated land use, environmental, socioeconomic, infrastructure and transportation issues facing the County over the next twenty years.

Pawling Master Plan and Zoning Code

Pawling, New York
Master plan, zoning ordinance, and Generic Environmental Impact Statement (GEIS) for the Village. Plans featured a new town green and proposed a new rail station, commercial structures, and public buildings.

Philadelphia Zoning Code Update

Philadelphia, Pennsylvania
Land Development Codes update, focusing on the commercial and industrial land uses within the City, and identifying the existing code's shortcomings.

Rockland County Comprehensive Plan

Rockland County, New York
Development of a long-term Comprehensive Plan for a suburban and semi-rural county, to address

a range of land use, environmental, infrastructure and transportation issues. The Plan provides general recommendations on future land use policies to implement those strategies, address key matters under direct County jurisdiction and identify potential land use conflicts among municipalities.

Rockville Centre Code Revision

Rockville Center, New York
Revisions to the Village's zoning code and map. The objectives were to modernize and reorganize the code to strengthen the Village's urban quality, require higher performance standards of applicants, provide site plan review, and eliminate confusing or unclear aspects that created interpretation and enforcement problems.

SWRPA Regional Plan of Development

South Western Region, Connecticut
Regional Plan of Conservation and Development, including detailed analyses of housing, land use, open space, transportation, demographics, and economic development issues facing the region.

Tarrytown Waterfront

Tarrytown, New York
Waterfront development Advisory Services. Services include giving advice to the Village on a major waterfront development proposal, and reviewing a proposed development plan and providing recommendations for improvements to enhance site layout and circulation.

Trenton Land Development Ordinance Update

Trenton, New Jersey
Update of the City's land development ordinance and create a new zoning map. The goal of the project is to incorporate and promote principles of smart growth, transit-oriented development (TOD), sustainable design and pedestrian-friendly development.

EXHIBIT B

Stanton Eckstut, FAIA

Principal and Board Director

Role: Planning Team -
Place Making

Stanton Eckstut is a Principal and Board Director of Perkins Eastman. Stan's work encompasses large-scale development, higher education buildings and plans, primary and secondary schools, transit systems, office buildings, waterfronts, and courthouses.

Throughout such wide-ranging projects, there remains one primary constant: a dedication to complementing form and shape with use and context. Regardless of their scale, Stan's projects all represent his dedication to creating great places, places that will surpass expectations and thrive within a community's collective experience.

Many of Mr. Eckstut's projects have received awards and critical acclaim. In 2006, he received a Distinguished Service Award from the Citizens Housing & Planning Council, and in 2004 he was given a Distinguished Achievement Award from the New York Society of Architects. Perhaps Mr. Eckstut's most praised project, Battery Park City was honored with ULI's prestigious Heritage Award.

Education

Master of Architecture, University of Pennsylvania
Bachelor of Architectural Engineering, Pennsylvania State University

Licensing and Memberships

Stan is a Registered Architect licensed in New York, New Jersey, Pennsylvania, Connecticut, Arizona, Virginia, Maryland, Florida, Texas, Louisiana, and Ohio. He is a member of the American Institute of Architects College of Fellows and is certified by the National Council of Architectural Registration Boards (NCARB).

Awards

Urban Land Institute, Heritage Award, Battery Park City, 2010.
Green DOT, Merit Award, MEETH Building–The Beekman Hill International School, 2009.
American Institute of Architects, Newark-Suburban Chapter, Gold Medal for Design, New York Blood Center Blood Processing Facility, 2007.
American Institute of Architects, New Jersey Chapter, Merit Award, Franklin L. Williams Middle School, 2007.
Distinguished Service Awards, Citizens Housing & Planning Council, 2006.
American Institute of Architects New York Chapter, Award of Merit, Binghamton University Appalachian Collegiate, Center, 2005.
New York Society of Architects, Distinguished Achievement Award, 2004.
American Institute of Architects, Kansas City Chapter, Design Excellence Award, Science City @ Union Station, 2000.
Los Angeles Business Council, Beautification Award, Gateway Center, 1997.
Los Angeles Business Council, Beautification Award, District Plan, 1997.
American Institute of Architects National Honor Award in Urban Design, Inner Harbor East, 1995.
American Institute of Architects National Honor Award, Citation of Excellence, Battery Park City, 1990.
The Waterfront Center, Award of Excellence, South Cove, Battery Park City, 1993
City Club of New York, Albert S. Bard Award of Excellence in Architecture South Cove, Battery Park City, 1989.

Teaching and Professional Development

Urban Land Institute Urban Development | Mixed Use Council
Columbia University Graduate School of Architecture, Former Director, Urban Design
Municipal Art Society of New York, Chair, Streets Committee
National Building Museum, Washington, DC, Board of Trustees
New York State Museum Institute, Board of Trustees
General Services Administration Peer

Stanton Eckstut, FAIA

Principal and Board Director

Role: Planning Team -
Place Making

Battery Park City

New York, New York

This design for a new mixed-use community on a 92-acre landfill on Lower Manhattan’s Hudson River waterfront created a new paradigm for large-scale urban development.

- The 1979 Master Plan for Battery Park City represented a bold statement of confidence about the enduring value of urban life. The Plan envisioned Battery Park City as an extension of the Downtown street grid, organizing the neighborhood around classic New York public space typologies
- The 1.2 mile Esplanade is the central feature of the Battery Park City Master Plan. It defines the Hudson River edge of lower Manhattan, provides access to the waterfront, and serves as a prototype for public spaces throughout Battery Park City
- South Cove was designed to continue the New York City park theme established in the Battery Park City Esplanade, while introducing new materials, furnishings and plant materials
- Liberty Green & Liberty Luxe Residential Towers were designed on the final two development parcels. These two residential towers will employ several cutting edge sustainable technologies, which will result in LEED Gold Certification. Occupancy of the concrete-frame towers is anticipated for 2011, completing Battery Park City

Paseo Colorado

Pasadena, California

The design turned this mall inside out, knitting the new development back into the downtown street grid. By introducing a mix of offices, hospitality, retail and residential above the existing retail, the design reused much of the mall’s existing structure as well as its underground parking garage

Gateway Center

Los Angeles, California

- The Gateway Intermodal Transit Center, America’s largest intermodal transportation facility, links the LAMTA’s buses, long distance and commuter rail, light rail and subway system, together with a 3,000-car park-and-ride facility.
- Through the stately new 56,000 sf East Portal Building, commuters have direct access under one roof to every available means of ground transport, including cars, buses, subways, commuter rails, and Amtrak.
- Patsaouras Transit Plaza is a lushly landscaped open space on two levels that serves as an outdoor waiting room and the connection point for buses and cars
- Patsaouras Plaza Bus Station | a new vision for Patsaouras Plaza in order to enhance the passenger experience for BRT users of the El Monte Busway

MASCO Longwood Medical and Academic Area (LMA) Long Range Vision

Boston, Massachusetts

MASCO is a non-profit organization dedicated to enhancing Boston’s Longwood Medical and Academic area (LMA) for the benefit of the 24 Academic, Medical and Cultural institutions that comprise its membership. Perkins Eastman has been engaged by MASCO to study ways to develop the public realm within the district and improve connectivity between its institutions.

Circle Centre

Indianapolis, Indiana

Design of a mixed-use redevelopment to revitalize downtown Indianapolis, the project includes a two-to-three story shopping mall; cinemas and restaurants; the Indianapolis Artsgarden — a public pavilion for the arts; and the renovation of the Claypool Courts at the Embassy Suites Hotel

EXHIBIT B

Stanton Eckstut, FAIA

Principal and Board Director

Role: Planning Team -
Place Making**Baltimore Inner Harbor East***Baltimore, Maryland*

Design for a residential dimension to the City's successful Inner Harbor, the mixed-use program provides for residential facilities, two major office buildings, a hotel, and ground-level retail space ranging from a supermarket to waterside shops and restaurants

MetroTech Master Plan*Brooklyn, New York*

MetroTech brings together academic and business interests within Downtown's existing street grid. The design establishes a remarkable set of public environments accompanied by a detailed set of guidelines to address street-level treatment, materials, and massing

Queens County Criminal Courthouse*Queens, New York*

- The goal of the Master Plan was to complete the Queens Civic Center; provide state-of-the-art facilities equally appropriate for all the complex's constituencies; and give physical expression to the principle that justice is for the people
- The East Wing, West Wing & Lobby Additions are tied seamlessly into the existing building. We renovated the existing courtrooms and added another 32, bringing the total to 50, and created new space for the central juror facility, the police central booking facility, and offices for the Department of Probation and for the Criminal Court Clerk

Queensway Bay*Long Beach, California*

The key to the revitalization plan for the 320-acre Long Beach waterfront is to connect the north and south sides of Queensway Bay to create one unified harbor environment, while retaining the ability to continue the annual Long Beach Grand Prix in its improved venue

Rainbow Harbor*Long Beach, California*

Rainbow Harbor established a vibrant waterfront identity for downtown Long Beach and a established Long Beach as one of California's major waterfront destinations. The design significantly expanded the 60-acre harbor

Hollywood & Highland*Los Angeles, California*

Home to the Oscar Awards, this mixed use development uses a series of public spaces to serve both as forecourts and as outdoor stages. Spaces and buildings are linked by three promenades The Monumental Stair leads visitors to Babylon Court, the central public space designed as a recreation of the epic set of D.W. Griffith's "Intolerance"

Arverne-by-the-Sea*Arverne, New York*

This award-winning design knits together the subway and the sea, creating a unique transit-based beachfront community. The radial plan orients each of the neighborhoods around the previously underutilized subway station. The new community's network of public spaces and amenities include a charter school and a neighborhood supermarket and a mixed-use main street

World Trade Center Site**Traffic & Infrastructure Master Plan***New York, New York*

Beginning with the Port Authority of New York & New Jersey's primary mission of providing transportation facilities of the highest quality and efficiency, the firm prepared a framework for redevelopment for the former World Trade Center Site that builds off of the plan for the new Downtown Terminal and Concourse that will link PATH trains with downtown subway lines and other modes of transit

Anthony Russell

Principal

He was born and educated in London, arrived in New York in 1963, subsequently establishing this multi-disciplined design office in 1972. With a broad interest in many aspects of design, Tony functions as creative director on most Russell Design projects.

For over three decades, he has guided a diverse body of strategic communications for blue chip organizations such as JPMorgan Chase, The Alliance for Downtown New York, Pfizer, Credit Suisse, Ameriprise Financial, Curtiss Wright, CIT Group and NASDAQ. Russell Design has also worked extensively in the not-for-profit world for City Harvest, Children's Aid, and Safe Horizon on their annual reports, fundraising materials and corporate sponsorship materials.

Mr Russell is a president emeritus of the national American Institute of Graphic Arts, a former professor of design at Cooper Union and New York University and is on the Board of GreenBlue, a not-for-profit environmental organization.

EXHIBIT B



Maeve Valley Bartlett

Director Business Development

Education

JD, Suffolk University Law School.
Boston, MA

BA, English Literature, Wheaton
College Norton, MA, 1980

Years of Experience

 26

Professional Associations

Admitted to the Massachusetts Bar

Ms. Bartlett has over 25 years of experience developing and implementing energy and environmental law and policy in both the administrative and legislative arenas within federal and state government and across transportation, energy, and environment functions. He has reputation for consensus building on divisive issues with extensive experience in project development and permitting, transportation policy and programs, government programs to foster alternative energy, and government policies for climate preparedness and mitigation.

Experience

Executive Office of Energy and Environmental Affairs, Energy and Environmental Agency Portfolio, Boston, Massachusetts (Secretary). Member of eight-person cabinet of the Governor, directly responsible for the energy and environmental agency portfolio of the Commonwealth. Oversees and manages all the energy and environmental agencies, the Department of Public Utilities, the Department of Energy Resources, the Department of Environmental Protection, the Department of Conservation and Recreation, the Department of Fish and Game and the Department of Agricultural Resources, as well as offices and divisions under the Executive Office such as MEPA, Coastal Zone Management, Division of Environmental Police; and the Energy Facility Siting Board.

U.S. Environmental Protection Agency, Toxic Substances Control/Clean Air/Emergency Planning and Community Right-To-Know Acts, Boston, Massachusetts (Enforcement Counsel). Enforced the Toxic Substances Control Act, the Clean Air Act (CFC provisions) and the Emergency Planning and Community Right-To-Know Act. Provided legal opinions on enforcement matters. Developed and implemented litigation and negotiation strategies.

U.S. Environmental Protection Agency, Office of the Deputy Administrator, Washington, DC (Special Assistant). Managed the external dealings of the Deputy Administrator, including interactions with the regulated community and environmental advocates. Acted as the liaison for the Deputy Administrator to EPA regional offices.

Massachusetts State Senate, Office of Assistant Majority Leader, Boston, Massachusetts (Legal Counsel). Within the Office of the Assistant Majority Leader, drafted legislation and formulated strategy to see legislation into law. Formed coalitions and researched and interpreted statutes and case law. Worked with the Leader for the passage of the River Protection Act.

Massachusetts State Senate, Office of Senate Chair, Boston, Massachusetts (Environmental Policy Analyst). Within the Joint Committee on Natural Resources, Office of the Senate Chair, promoted the overall environmental policy of the Massachusetts state senate, including the passage of 21E reforms and the Watershed Protection Act.



Gary Lawrence

Vice President Chief Sustainability Officer

Education

MA, Public Administration, University of Georgia
BA, Philosophy and Economics, Central Washington University

Years of Experience 30

Professional Associations

American Planning Association
Design Futures Council, Senior Fellow
2014 Nexus Conference University of North Carolina at Chapel Hill
International Advisory Committee
Council on Tall Buildings and Urban Habitats, Editorial Board
The Green Parking Council, Advisory Board Member
World Economic Forum, Member
Global Agenda Council on Climate Change
EastWest Institute, Senior Fellow
Global Adaptation Institute, Advisory Board
World Business Council on Sustainable Development, Liaison Committee Member Urban Infrastructure Initiative Member
Sustainability Accounting Standards Board Advisory Board
“Unified Design” Co-author Published 2008

Mr. Lawrence is Vice President and Chief Sustainability Officer for AECOM Technology Corporation (NYSE: ACM), an \$8-billion global provider of professional technical and management support services. AECOM's 45,000 employees – including architects, engineers, designers, planners, scientists, and management and construction services professionals – serve clients in more than 140 countries around the world.

In this role, he leads AECOM's sustainability efforts by managing AECOM's extensive resources and skills in sustainability for projects across the enterprise. He is also an AECOM spokesperson and thought leader on sustainability issues.

Prior to joining AECOM, he served as the urban strategies leader at Arup. Previously, he led Sustainable Strategies and Solutions Inc. and served on the faculty of the University of Washington's College of Architecture and Urban Planning. He was also planning director for the City of Seattle, where he led development of one of the world's first comprehensive plan dedicated to sustainability.

His 20 years of global sustainability experience also include serving as advisor to U.S. President Clinton's Administration Council on Sustainable Development, the U.S. government at the United Nation's Habitat II, the U.S. Agency for International Development, the Brazilian President's Office, the British Prime Minister's Office, the European Academy for the Urban Environment in Berlin and the Organization for Economic and Community Development in Paris on matters of sustainable development, economics and environmental policy. His writing and lectures have helped shape sustainability theory, policy and practice throughout the world.

During his 30-year-plus career in public and private policy and management, his leadership skills have contributed to various global initiatives engaging in research and practice to mitigate climate change and adaptation strategies.

EXHIBIT B



Alden S. Raine, PhD

National Practice Leader in Transit-Oriented Development

Education

PhD, Political Science, University of Michigan, Ann Arbor, 1974
 MA, Government, Boston University, 1970
 BA, Government, Harvard University, 1968

Years of Experience 42

Professional Associations

The Boston Harbor Association, Board of Trustees (2003-Present)
 Rail-Volution, Invited Presenter (2003-2008, 2011-2013); Boston Host Committee 2009
 Lecturer, Harvard Graduate School of Design (1998-2000)
 Urban Land Institute, Associate Member (1997-Present)

Mr. Raine has 38 years' experience in senior-level management of transportation and urban development projects. As AECOM's National Practice Leader in Transit-Oriented Development, his recent successes include three landmark projects that recently opened for business: Assembly Square, the new Orange Line station and 66.5-acre TOD district in Somerville, and the multimodal mixed-use hubs at Denver Union Station and St. Paul Union Depot. He has advised developers, transit agencies, and local governments throughout the US, Canada, and Puerto Rico. He is a frequent presenter at Rail~Volution and other TOD forums, and played a key role in bringing Rail~Volution to Boston in 2009.

From 1994-1999, as Principal of Raine Associates, Inc., he managed the public approval process for Providence Place, one of the largest urban retail centers ever built in the US and the centerpiece of Providence, RI's, downtown revitalization plan. The project adjoins the train station, spans the Amtrak main line, and defines the strategic riverfront space between the State House and the historic downtown.

Mr. Raine was Executive Director of Massport from 1991-1993. Under his leadership, Massport:

- worked with the Mass Highway Department to conclude final design and right of way assembly and begin construction of the seaport and airport segments of the Artery-Tunnel;
- in partnership with the City, BRA, and MBTA, oversaw the seminal planning of the South Boston Waterfront and Silver Line, while negotiating the World Trade/Seaport ground lease;
- advanced seaport modernization through improvements at Connolly, Black Falcon, and Moran;
- planned and launched the Logan Airport Modernization Program (Logan 2000), including the landmark 1993 Community Mitigation Agreement; and
- created Massport's East Boston parks program and settled several airport boundary issues by negotiating the Bremen Street park agreement, launching Piers Park, and building Al Festa Field

From 1983 through 1990, Al was Director of the Governor's Office of Economic Development and Chair of the Development Cabinet. In this capacity, he was Governor Dukakis' senior policy coordinator for development, infrastructure, and land use, and the Administration's principal liaison with the City of Boston and the BRA. He coordinated the state's effort to locate Roxbury Community College and the Reggie Lewis Athletic Center on the Southwest Corridor, and partnered with the BRA and the MBTA to launch the redevelopment of Parcel 18. He was the state's principal representative in the complex City-state decisions that resulted in the New Boston Garden. Taking a special interest in Boston Harbor, he led the Administration effort to pass the MWRA



MIKYOUNG KIM, FASLA | design director

Mikyoung is an award-winning international landscape architect who has over twenty years of design experience. She has expertise in a variety of urban scales including plazas designs, campus masterplans, streetscape design and community masterplans. With her unique background in music and the fine arts, her firm’s design work creates unique choreographed experiences in the public realm. Mikyoung’s work has been featured in numerous publications including, The New York Times, The Wall Street Journal, The Washington Post, the Chicago Tribune, Dwell Magazine, Landscape Architecture Magazine, and Architectural Record.

As design director, Mikyoung brings a hands-on approach to her work, engaging constituents together through the design process. MYKD has earned critical acclaim for its sensitivity to human engagement and inventiveness with materiality. From 1994 to 2012, Mikyoung was a professor at the Rhode Island School of Design and served as Chair of the Landscape Architecture department for six years during her tenure. Currently, she holds a Professor Emerita position.

Relevant Projects

Northeastern University: Huntington Ave Vision
Masterplan
Boston, MA

Durham SmArts Masterplan
Durham, NC

San Antonio Arts Masterplan
San Antonio, CA

888 Boylston Street - Prudential Plaza
Boston, MA

Seaport: Pier 4 Park
Boston, MA

Hancock Tower Roof Terrace
Boston, MA

Boston Children’s Hospital - Green Masterplan
Boston, MA

Chapel Hill Arts Masterplan
Chapel Hill, NC

Brookline Place Masterplan
Brookline, MA

Education

Harvard Graduate School of Design
Master of Landscape Architecture

Oberlin College and Conservatory
BA Sculpture and Art History
Piano Performance Minor, Oberlin Conservatory

Awards

American Institute of Architects
8 Design Honors for public plazas and play spaces

American Society of Landscape Architects
Four National Honor Awards for design of playgrounds,
landscape and graphic design

The Urban Waterfront Commission
Honor Award for Chongae Restoration Project

Americans for the Arts
Year in Review Honor Award for Jackson Memorial Garden

Boston Society of Architects
12 Design Honors for Play spaces, gardens, and institutional designs

Boston Society of Landscape Architects
4 Design Awards for Institutional work in Seoul, Korea,
Honor Award for Levinson Plaza

EXHIBIT B

THE DSG BOSTON 2030 TEAM**Chuck Campion**

One of the country's most respected political and corporate campaign strategists, Chuck Campion is chairman and co-founder of the Dewey Square Group. In the two decades since its founding, he and co-founders Charlie Baker and Michael Whouley have grown the company into an industry leader in public affairs and grassroots organizing.

One of the country's most respected political and corporate strategists, Campion specializes in the formulation and execution of comprehensive public affairs strategies for a wide range of clients, including Fortune 100 companies, national business and labor groups and major nonprofit organizations. With nearly 30 years of experience in business, government and politics, he has guided successful large-scale campaigns and provided counsel to business and government leaders on a wide range of public affairs issues.

Campion has been involved in every presidential election since 1980 and has served in senior positions in numerous federal, state and local campaigns. He served as a Special Assistant to Vice President Walter Mondale and worked for the Democratic National Committee and on key campaigns in New Hampshire, Ohio, New Jersey, and Illinois.

Lynda Tocci

Lynda Tocci has earned a reputation as a highly-effective campaign organizer and manager with a winning record in the political, public, and private sectors.

A principal in the Dewey Square Group's Boston office, Tocci focuses on state and local government relations with an expertise in the development and execution of social media and grassroots strategies.

With more than 25 years of experience in strategic planning and campaign management, she has developed and managed grassroots organizations for a variety of candidates and managed ballot initiatives in Massachusetts, New Hampshire, Iowa, Oregon, Florida, and nationally.

In 2012, Tocci served as a senior advisor for Elizabeth Warren's grassroots organization which achieved a record win at the party convention, shattered existing voter contact efforts and delivered an historic turnout operation setting the bar for the application of new Get-Out-the-Vote technology. Additionally, she has managed highly contentious municipal campaigns in Springfield, Revere and Boston and managed the grassroots and several statewide ballot questions.

In 2008, Tocci served as director of Hillary Clinton's Get Out The Vote (GOTV) effort in New Hampshire. She later returned to New Hampshire in the general election to direct the field organization effort for President Barack Obama and Senator Jeanne Shaheen, helping to secure solid victories for both candidates and the Democratic ticket.

In 2004, Tocci managed the Massachusetts office for Senator John Kerry's Presidential Campaign and also directed Kerry's successful get-out-the vote effort for New Hampshire. From 1998 to 2002, she served as Deputy Treasurer and Chief of Staff for the Massachusetts State Treasurer's office.

Tom McShane

One of the original principals of the Dewey Square Group, Tom McShane specializes in the development and implementation of coordinated strategic campaigns regarding environmental and energy policy issues, major project development permitting, and environmental impact review compliance.

For 12 years, McShane served as the primary environmental lobbyist for the Massachusetts executive branch under three different Administrations, building the coalitions and consensus for passage of all environmental statutes in the 1980s. Later, as Chief of Staff in the Executive Office of Environmental Affairs, McShane helped to develop and implement the Secretary's coordinated strategic internal and external communications plans.

In 1991, McShane was appointed by Governor William Weld as the Undersecretary of the Executive Office of Environmental Affairs, becoming Massachusetts' second ranking environmental official.

McShane remains deeply involved in the Walden Woods Project and the Thoreau Institute. He is one of the founding directors of the Island Alliance, the organization that successfully led to the designation of Boston's Harbor Islands as a new National Park.

He has also served as co-chairman of the Greater Boston Chamber of Commerce Energy & Environment Committee and as Chairman of the Massachusetts League of Environmental Voters.

Mary Anne Marsh

Mary Anne Marsh brings more than 20 years of experience in public policy, communications, and electoral politics to the Dewey Square Group's Boston Practice.

Prior to joining DSG, Marsh was the senior vice-president of integrated services for the Boston-based company, FH/GPC. Her experience includes providing strategic counsel for many national grassroots organizations for dozens of public policy campaigns and media relations for Fortune 500 companies. She has also worked with numerous political clients such as Senator John Kerry, Senator Edward M. Kennedy, and Massachusetts State Treasurer Shannon O'Brien. She also directed Victory '92 for the Massachusetts Democratic Party.

Marsh is an expert communicator who plans and executes brand, PR and crisis communications strategies for her clients. She is a Democratic political analyst on the Fox News Channel. Her commentary and analysis can be heard on a variety of national/local media such as WCVB-Channel 5 and WBZ-AM 1030 Boston, The Boston Globe, Boston Herald, Associated Press, The Washington Post, The New York Times, and USA Today.



EXHIBIT B

Michael Whouley

A co-founder and principal of the Dewey Square Group, Michael Whouley has more than 20 years of experience in the arena of national issues and public affairs and is considered a national expert on grassroots and grassroots outreach and mobilization.

Whouley has been a key strategist in many of the nation's high-profile public policy debates. Prior to founding the Dewey Square Group in Boston, Whouley designed grassroots strategies for political candidates and private sector clients through his firm, Whouley and Associates.

Whouley was also widely recognized as the National Field Director for the Clinton/Gore '92 presidential campaign, and later as National Campaign Manager for Vice President Gore during the 1996 reelection. Immediately following the Clinton/Gore victory, he was appointed director of the Office of Priority Placement in the White House Office of Personnel. During the 2000 election, Whouley served first as an advisor to the Gore campaign, and later as Chief Political Strategist at the Democratic National Committee.

In 2004, Whouley acted as a senior advisor to the John Kerry campaign. He later returned to the DNC as General Election Director, overseeing the largest election operation in party history. In 2006, Whouley was hired by the Democratic Congressional Campaign Committee to oversee the national GOTV activities that helped lead to a historic 29-seat gain and Democratic control of Congress.

Denis Kennedy

A principal at the Dewey Square Group with more than 25 years of experience in journalism, research and government, Denis Kennedy works on the development and execution of public affairs, grassroots and communications strategies for both national and Massachusetts clients.

Before joining DSG, Kennedy was Director of Public Information at the Massachusetts Office of Campaign and Political Finance, where he served as press spokesperson and helped shape policy and rulings as a senior staff member. He developed the office's outreach program to candidates, committees and the public through seminars, publications, research studies and the web and also worked to devise and advance the office's legislative agenda. He was named Press Secretary of the Year three times by the State House press corps.

Kennedy previously worked as a reporter for the Ottaway chain of daily newspapers in Eastern Massachusetts, covering state and local government and numerous political campaigns. Before becoming a journalist, he was an editor and senior writer for a division of Time-Life Books, where he co-authored books on the Vietnam War and a history of the Medal of Honor.

Kennedy holds a bachelor's degree from Harvard University.



Maria Cardona

A seasoned public policy advocate and political strategist, Maria Cardona has more than two decades of experience in the government, politics, public relations and community affairs arenas. Recognized among the most influential Latinos in the country, Cardona heads DSG’s Multicultural and Public Affairs practices. She founded DSG’s Latino Strategies practice, “Latinovations,” leveraging her reach in the Latino community by advocating on Latino issues, guiding clients on “best practices” for coalition building and support for their positions, products, and brands within the Hispanic community, and spearheading multicultural campaigns. She is also known for her work as a political commentator, and is currently a CNN and CNN en Español political contributor, and who appeared frequently on MSNBC, FOX, Univision and Telemundo prior to signing on exclusively with CNN. She is regarded as one of the nation’s top 100 most influential Latinos.

While at DSG, Cardona served as a Senior Advisor and spokesperson to the Hillary Clinton for President Campaign during the 2008 Democratic primary election, serving on the campaign’s Hispanic outreach team. During the 2008 general election, she was a key surrogate for the Obama for America election campaign, a role she revisited during the most recent 2012 presidential election.

Before joining DSG, Cardona led the New Democrat Network’s (NDN) outreach initiative with Hispanics nationwide as a senior vice president. Her government and political background includes service as director of communications for the Immigration and Naturalization Service (INS) and five years at the Department of Commerce, first as Deputy Press Secretary and later as Press Secretary. During her time at the Commerce Department, she acted as lead communications strategist for the passage of NAFTA in 1993. She also served as communications director for the Democratic National Committee from 2001 to 2003.

Cardona serves on the Boards of Directors of numerous organizations dedicated to Latino issues and youth including Hoops Sagrado, New America Media, Citizenship Counts, PODER PAC, Friends of the National Museum of the American Latino, and the National Hispana Leadership Institute.



EXHIBIT B

Minyon Moore

Minyon Moore is considered one of the nation's top strategic thinkers with extensive experience in political and corporate affairs and public policy. She joined Dewey Square Group as a principal in 2002 and heads the State and Local Affairs and Multicultural practices.

Moore served under President Clinton as Assistant to the President and Director of White House Political Affairs and Director of White House Public Liaison. In this capacity, she served as the principal political adviser to the President, Vice President, First Lady and senior White House staff, with primary responsibility for planning outreach and directing the political activities of the White House. She also developed and coordinated legislative strategy, Administration policy, and communications planning with senior White House staff.

After working in the White House Moore was CEO of the Democratic National Committee, responsible for the day-to-day management and oversight of the Party's activities, including political operations, communications, research strategy, fundraising, and fiscal and administrative operations.

Moore was previously National Political Director for the DNC during the 1996 election cycle. She collaborated with the Democratic Congressional and Senatorial Campaign Committees and the Democratic Governors Association to develop and institute the framework and infrastructure for the DNC's first nationwide Coordinated Campaign base vote activities, specialty media and minority polling operations. She also served in high-level positions on the 1984 and 1988 presidential campaigns of Jesse Jackson and Governor Michael Dukakis.

Moore has been a guest lecturer at the Harvard University Kennedy School of Government and Yale University and is a graduate of the digital filmmaking program at Boston University. She serves as a board member for several organizations including the Writers Guild Foundation, the School of Global Journalism & Communication at Morgan State University, and the National Council of Negro Women.





Kathryn J. Madden, AICP

Kathryn Madden has been working with cities and institutions to shape their future for over 25 years. Her professional practice focuses on the regeneration of urban districts and strengthening institutional campuses as centers for learning, health, and economic development. Ms. Madden provides a leadership role that integrates community and national perspectives to define a strong, sustainable local identity. With the goal of boosting economic potential, she develops strategies to overcome implementation barriers ranging from organization structure to development regulations.

Her district plans have led to significant new investment, coordinated between public, private, and institutional sectors. She advises institutions on campus plans and growth strategies, including space programming and real estate. At national conferences, Ms. Madden has spoken recently about economic development, medical districts, and the university-city interface.

Ms. Madden teaches planning studios at the Harvard Graduate School of Design, lectures at Clark University, and is the lead faculty for Planning and Urban Design within the Career Discovery Program. Prior to opening her own firm, she was a Principal at Sasaki Associates.

URBAN PLANNING PROJECTS

- Bayonne Military Ocean Terminal Reuse Plan; Bayonne, New Jersey
- Bedford Comprehensive Plan; Bedford, Massachusetts
- Broadway Corridor Action Plan; Chelsea, Massachusetts
- Bryn Mawr Master Plan & Transit Revitalization District, Bryn Mawr, Pennsylvania
- Cambridge Conversations Community Outreach, Cambridge, Massachusetts
- Cambridge Redevelopment Authority Strategic Plan, Cambridge Massachusetts
- Columbus Riverfront Vision Plan; Columbus, Ohio
- E. Baltimore Neighborhood Plan & Implementation Strategy; Baltimore, Maryland
- East River State Park; Brooklyn, New York
- Erie Canalway National Heritage Corridor; New York
- Fernald Community Vision, Waltham, Massachusetts
- Flint Downtown Plan; Flint, Michigan
- Foundry Redevelopment Strategy, Cambridge, Massachusetts
- Governors Island Open Space Plan; New York, New York
- Greenville Downtown Master Plan; Greenville, South Carolina
- Hudson River Waterfront Park Plan; Manhattan, New York
- Kansas City Downtown Development Strategy; Kansas City, Missouri
- Lynchburg Downtown and Riverfront Redevelopment; Lynchburg, Virginia

EDUCATION

- Massachusetts Institute of Technology, Master of City Planning
- Massachusetts Institute of Technology, Master of Science in Architectural Studies
- University of Southern Maine, Bachelor of Arts in Geography

PROFESSIONAL AFFILIATIONS

- American Institute of Certified Planners
- International Downtown Association

ACADEMIC EXPERIENCE

- Harvard Graduate School of Design, Urban Planning Studios, 2006 to current
- Harvard Career Discovery, Urban Planning & Design, Lead Faculty, 2009 to current
- Clark University, International Development, Community and Environment, *Planning for Community Development*, 2013 to current

PUBLICATIONS AND PRESENTATIONS

- Planning for Neighborhood Health*, Southern New England APA, 2014
- Make No Little Plans*, Keynote Speaker, Providence Symposium on Visions for the City, Fall 2011
- Accommodating Institutional Growth*, with David Gamble, Urban Land, Sep/Oct 2011
- Rising to Meet the Innovation Economy*, American Planning Association, 2011
- Urban Universities: Translating Ideas into Jobs*, International Downtown Association, 2009

EXHIBIT B



Medford Square Master Plan; Medford, Massachusetts
 Narragansett Landing; Providence, Rhode Island
 Nationwide Arena District Plan; Columbus, Ohio
 Naval Undersea Warfare Center Base Reuse; New London, Connecticut
 New Charles River Basin Implementation Strategy; Cambridge, Massachusetts
 New London Downtown Waterfront Plan; New London, Connecticut
 Penn Corridor; Reading, Pennsylvania
 Pequonnock River Master Plan; Bridgeport, Connecticut
 Pleasant Street Corridor Master Plan; Watertown, Massachusetts
 Portsmouth Northern Tier Feasibility Study; Portsmouth, New Hampshire
 Providence 2020 Downtown Investment Strategy; Providence, Rhode Island
 RiverPlace Master Plan; Reading, Pennsylvania
 Schuylkill Gateway; Philadelphia, Pennsylvania
 Shirley Avenue Community Action Plan; Revere, Massachusetts
 Stamford VITA Health and Wellness District; Stamford, Connecticut
 Stamford Harbor Area Development Plan; Stamford, Connecticut
 Stamford Mill River Corridor Plan; Stamford, Connecticut
 Watertown Economic Development Study; Watertown Massachusetts
 Watertown Arsenal Design Review; Watertown, Massachusetts
 West Warwick Arctic District Plan; West Warwick, Rhode Island
 Wharf District Parks Design Review; Boston, Massachusetts
 Worcester Site Services & Facility Planning, DCAMM; Worcester, Massachusetts
 Worcester Economic Development Action Plan; Worcester, Massachusetts

INSTITUTIONAL PLANNING PROJECTS

Buffalo-Niagara Medical Campus, Neighborhood Plans; Buffalo, New York
 Carlow College Master Plan; Pittsburgh, Pennsylvania
 College of the Holy Cross Master Plan; Worcester, Massachusetts
 Community College of Allegheny County Master Plan; Pittsburgh, Pennsylvania
 Dartmouth-Hitchcock Medical Center Real Estate Strategy; Lebanon, NH
 Fordham University Space Planning; New York, New York
 Hospital Hill Medical District; Kansas City, Missouri
 John Carroll University; University Heights, Ohio
 Johnson and Wales University Master Plan; Providence, Rhode Island
 New England Medical Center; Boston, Massachusetts
 Northeastern University Strategic Planning; Boston, Massachusetts
 Sacred Heart University Campus Master Plan; Fairfield, Connecticut
 University of Massachusetts Lowell Gateway District Plan; Lowell, Massachusetts
 University of Wisconsin-Milwaukee Master Plan; Milwaukee, Wisconsin
 University of Scranton Campus Plan; Scranton, Pennsylvania

PUBLICATIONS AND PRESENTATIONS CONT.

Medical Campuses and their Host Communities, American Planning Association, 2009

LEED ND and Beyond, International Downtown Association, 2007

Leading Across Sectors, MIT Leadership Panel, August 2005

Changing the Future of Ports, Port Technology, 2004

Redefining the University/City Interface, SCUP College and Community in Context, North Atlantic Conference, 2003

Universities and Downtowns: A New Opportunity for Partnership, International Downtown Association, 2002

Silver Bullet or Tipping Point: Revitalization of Kansas City, Indianapolis, and Cleveland, International Downtown Association, 2001

AWARDS

American Planning Association, Daniel Burnham Award for a Comprehensive Plan, Erie Canalway National Heritage Corridor Preservation and Management, 2008

Providence 2020 Downtown Investment Strategy: Excellence Award, American Society of Landscape Architects; Merit Award, Boston Society of Landscape Architects; Charter Award, Congress for the New Urbanism, 2006

American Institute of Architects, Institute Honor Award for Regional and Urban Design, Schuylkill River Gateway, Philadelphia, Pennsylvania, 2003

The Waterfront Center, Excellence on the Waterfront Honor Award, Narragansett Landing, Providence, Rhode Island, 2000

www.maddenplanning.com

**M. David Lee, FAIA
President
Architect . Urban Designer**



M. David Lee, FAIA, NOMA, is the Stull and Lee president and managing partner. He is a graduate of the University of Illinois and Harvard Graduate School of Design. He holds joint degrees in Architecture and Urban Design. He is a former Adjunct Professor at the Harvard Graduate School of Design and has served on the faculties of the Rhode Island School of Design and the Massachusetts Institute of Technology. Mr. Lee is a Fellow in the American Institute of Architects and is a past President of the Boston Society of Architects. Mr. Lee lectures and consults nationally and internationally on matters of urban design and architecture. Appointed by former Mayor Menino and the then Chairman of the Mass Turnpike Authority, Mr. Lee chaired the Citizens Advisory Committee charged with creating a civic vision and guidelines for air rights over the Mass Turnpike in Boston. The widely acclaimed effort received national American Institute of architects Honor Award for Urban Design.

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Kevin A. Benjamin RA



EXHIBIT B

Gary Hack

Professor and dean emeritus

City and Regional Planning, PennDesign

[University of Pennsylvania](#)

Gary Hack is professor emeritus of urban design in the School of Design, University of Pennsylvania. From 1996-2008 he served as dean of the School and is a former chairman of the Philadelphia City Planning Commission. He practices and writes about large scale urban design, and has prepared plans for over 40 cities in the US and abroad.

Before joining Penn, he was professor of urban design at MIT and served as chair of the department of urban studies and planning. Professionally, he was principal in the firm, Carr, Lynch, Hack and Sandell. Through his firm he directed the planning of the West Side waterfront in New York City, which involved the reconstruction of the West Side highway as an urban boulevard, and 4.5 miles of parks and promenades adjacent to it. It required extensive involvement of over 70 groups over a five year period. Construction of the system of parks and pier reclamation is currently nearing completion.

Also in New York, he was principal in charge of the design and construction of Rockefeller Park at Battery Park City, an 8.5 acre park that serves as the key open space in Lower Manhattan. It was designed through close consultation with the area's residents, and has been voted the most loved park in Manhattan. The park served as the prototype for the parks along the West Side Waterfront.

Gary Hack also served as principal urban designer for many projects, including: the planning of the East Riverfront in Detroit; the urban design of the Hwa Shan cultural district in the center of Taipei, Taiwan; the urban design and planning of the redevelopment of Prudential Center in Boston. He was a member of the Studio Libeskind team that won the competition for the World Trade Center redevelopment in New York, and participated in the preparation of the urban design guidelines for the project. He headed the team that prepared The Bangkok Plan, a strategic plan for development of the city.

In the 1970's Gary Hack served as general manager for development and demonstration projects of CMHC and the Ministry of State for Urban Affairs in Ottawa. In that capacity, he oversaw the planning of Harbourfront in Toronto, the Vieux Port in Montreal, the Vieux Port in Quebec City, Market Square in St John, NB, and other projects across Canada.

He is the author of several books on urban development, including *Local Planning* (with Eugenie Birch, Paul Sedway and Mitchell Silver), *Site Planning*, the standard text in the field (with Kevin Lynch), *Global City Regions* (with Roger Simmonds), *Urban Design in a Global Context* (with Zhongjie Lin), and *Local Planning* (with others).

He was educated in architecture at the University of Manitoba (B.Arch '64) and University of Illinois (M.Arch 66), and in planning at the University of Illinois (MUP '67) and at MIT, where he received his PhD in 1976. He received an honorary Doctor of Laws degree from Dalhousie University in 2006.



Karl F. Seidman is an economic development consultant and Senior Lecturer at MIT's Department of Urban Studies and Planning. His MIT courses have completed over 100 technical assistance projects for development finance organizations and 21 economic development and Main Street revitalization plans, including award-winning plans for New Orleans' St. Claude Avenue and Boston's Hyde Park, Egleston Square, and Hyde-Jackson Square commercial districts. His experience includes the preparation of economic development and commercial district plans and strategies, the design, management, and evaluation of development finance and economic development programs, and the financing and supervision of complex development projects.

Karl Seidman's accomplishments include:

- Building a \$120 million state real estate finance and development authority;
- Preparing over 25 local and regional economic development plans;
- Completing feasibility studies, market analyses, financing packages, and marketing plans for multiple development projects;
- Authoring laws that established two Massachusetts business finance agencies; and
- Participating in national evaluations of federal and foundation economic and community development programs.

Karl has special expertise in commercial district revitalization. Beyond his graduate course, he is the author of *Revitalizing Commerce for American Cities: A Practitioner's Guide to Urban Main Street Programs* based on research in three cities, prepared an evaluation of the Boston Main Street program and serves as a Trustee for the Boston Main Streets Foundation.

He also has strong experience and expertise in the design, management and evaluation of development finance organizations and programs. Karl's experience includes serving as Deputy Director and CFO of a state real estate finance and redevelopment agency (MassDevelopment) and providing strategic planning, market analysis, program design and evaluation and impact assessments for federal, state and local government development finance programs, CDFIs and private financial institutions.

As a leader in the economic development field and professional associations, he is a former board member of the Council for Urban Economic Development, a long-time board member and past president of the Northeastern Economic Developer's Association and convened a one year practitioner learning network on equitable and sustainable economic development through MIT's Mel King Fellows Program.

Karl Seidman holds a master's degree in public policy from Harvard's Kennedy School of Government and a bachelor's degree in political science from Amherst College. He is the author of *Coming Home to New Orleans: Neighborhood Rebuilding after Katrina* and *Economic Development Finance* and numerous consulting reports.

EXHIBIT B

Douglas I. Foy

Douglas Foy is a founder and CEO of Serrafix Corporation, a strategic consulting firm and business incubator focused on energy, the environment, transportation, and climate change. The Serrafix portfolio includes companies focused on energy efficiency, hot water district heating, and advanced storm water management. The Serrafix consultancy has helped dozens of cities across America -- ranging in size from New York to Pittsfield (MA) -- develop and implement large-scale energy efficiency and building retrofit programs. Serrafix also advises the Secretaries of Transportation in 18 states regarding fiscal and environmental sustainability.

Prior to launching Serrafix in 2006, Mr. Foy served as the first Secretary of Commonwealth Development in the administration of Massachusetts Governor Mitt Romney. In leading this "super-Secretariat", Mr. Foy oversaw the agencies of Transportation, Housing, Environment, and Energy, with combined annual capital budgets of \$5 billion, operating budgets of \$500 million, and a total workforce of more than 11,000. These four agencies are responsible for the infrastructure of the Commonwealth, including roads, bridges, transit, parks, sewers, water supply, energy, and housing. During his government service, Foy's agencies developed Massachusetts' first comprehensive transportation plan (with an emphasis on transit and fix-it-first); the nation's most comprehensive climate action plan; and numerous programs, policies, and investments to promote sustainable development and smart growth throughout Massachusetts.

Before his service in the Romney administration, Mr. Foy served for 25 years as the President and CEO of the Conservation Law Foundation, New England's premier environmental advocacy organization. Among its hundreds of prominent cases, CLF lawsuits forced the cleanup of Boston Harbor, helped create the first and still the most comprehensive utility sponsored energy efficiency programs in the country, prevented offshore oil drilling on the prime fishing grounds of Georges Bank, forced significant increases in transit investment, banned off-road vehicles from the beaches and dunes of the Cape Cod National Seashore, and dramatically reduced childhood lead poisoning throughout the region. CLF had offices in all six New England states.

Foy currently serves on the corporate boards of Ameresco (NYSE), Acumentrics (fuel cells), RainBank (Chairman) (stormwater), Renew Energy Partners (Chairman) (energy efficiency), HotZero (Chairman) (hot water district heating), and GreenerU (college and university sustainability and energy efficiency); and on the non-profit boards of the Ocean Genome Legacy Foundation, SmartPower, and Conservation Law Foundation.

In 1992 President George H.W. Bush recognized Foy's work on energy efficiency with the President's Environmental and Conservation Challenge Award, the country's highest conservation award. In 2006, Foy was named the recipient of the national Woodrow Wilson Award for Public Service from the Woodrow Wilson Center, the nation's memorial to President Wilson. Foy also received from Princeton University, his alma mater, its highest honor bestowed on a graduate, the Woodrow Wilson award, for his public interest achievements. Foy has also been named to the Hall of Fame of his high school alma mater, Mountain Lakes (NJ) High School. In 2009, the Queen of England bestowed on Foy the Order of the British Empire (OBE).

Mr. Foy, a member of the 1968 USA Olympic Rowing Team and the 1969 USA National Rowing Team, graduated from Princeton University as a University Scholar in engineering and physics, attended Cambridge University in England as a Churchill Scholar in geophysics, and graduated from Harvard Law School. He is married with two grown children.

RICHARD B. PEISER, Ph.D., is the first Michael D. Spear Professor of Real Estate Development in the Department of Urban Planning and Design at the Harvard Graduate School of Design (GSD). Prior to coming to Harvard in 1998, he was Associate Professor of Urban Planning and Development at the University of Southern California where he founded and directed the Lusk Center for Real Estate Development, and the Master of Real Estate Development Program.

At Harvard, he founded and served as the first director of the university-wide Real Estate Academic Initiative. He also founded and co-directs the Advanced Management Development Program. He has served as director of the Master of Urban Planning Concentration in Real Estate and the Master of Design Studies Program in Real Estate and Project Management at GSD.

Professor Peiser has published over 100 articles in academic and professional journals. His primary research focuses on developing an understanding of the response of real estate developers to the marketplace and to the institutional environment in which they operate, particularly in the areas of urban redevelopment, affordable housing, and suburban sprawl. His current research is on mixed use development, non-performing loan resolution, and urban modeling. His recent book, *Professional Real Estate Development: the ULI Guide to the Business (third edition)* was selected as one of the best real estate books published in 2012 by the National Association of Real Estate Editors. The International Council of Shopping Centers has just published *Prestige Retail: the Design and Development of High End Luxury Retail*, co-edited with Bing Wang. He teaches real estate development and finance as well as field studies on complex urban development problems.

Professionally, he has developed affordable housing in Texas and California as well as land and industrial properties. He also has been active as a partner in an investment company in China and as a valuation and economic damage expert in selected litigation cases. He currently serves on the board of Berkshire Income Realty, a publicly traded company based in Boston, and on the Board of Overseers for the New England Wildflower Society. He holds a B.A. from Yale University, and MBA from Harvard University, and a Ph.D. from Cambridge University.

Boston Experience

Professor Peiser has lived and worked in the Boston area for the past fifteen years. Over the years, he has been involved with a number of research projects and design/development studios and field studies on Boston including the following:

“Goodwin Proctor’s decision to move to the Seaport District,” Portman Research Project on Mixed Use Development, with Ray Torto, Harvard Design School Sponsored Research, 2014-2015.

“Kendall Square,” Mixed Use Development Case Study, Portman Research Project on Mixed Use Development, with Ray Torto, Harvard Design School Sponsored Research, 2014-2015.

“University Science Park,” Mixed Use Development Case Study, Portman Research Project on Mixed Use Development, with Ray Torto, Harvard Design School Sponsored Research, 2014-2015.

“Complete Streets Come of Age,” with Corey Zehngebot, *Planning*, American Planning Association, pp 26-32, Vol. 80, No. 5, May, 2014.

Moderator for session on Technology and Urban Development at Mayor Walsh’s town hall, *Understanding and Improving Cities: Policy/Research Partnerships in the Digital Age*, December 12, 2014, District Hall, Boston.

EXHIBIT B

Advanced Management Development Program, Team Competition, 2014: *Redeveloping the East Boston Waterfront.*

Field Studies in Real Estate Urban Planning and Design, Fall, 2014: *Transit Oriented Development in Chelsea, MA.*

Field Studies in Real Estate Urban Planning and Design, Spring, 2014: *Housing for the Asian Community and Economic Development in Malden, MA*

Advanced Management Development Program, Team Competition, 2014: *Redeveloping downtown Lawrence.*

Field Studies in Real Estate Urban Planning and Design, Spring, 2007: *Transit-oriented development at Westwood Station.*

Other projects:

Somerville Union Square

Boston Downtown Crossing

Boston Prudential Center

Hanoi 2050 Master Plan
Hanoi, Vietnam

SIZE 35.5M SF | SERVICES PLANNING

Perkins Eastman, as the lead planners in a large international team, developed a comprehensive master plan for Hanoi, the capital of Vietnam. The plan sets a framework to guide the city’s development for the next 20 years. Additionally, it established a vision for 2050, by which time Hanoi plans to become one of the great world capitals.

The plan calls for preservation of the city’s historic core and shifts much of the future growth to a new zone surrounding the core, as well as five new towns, with the intention of preserving 70 percent of Hanoi as farmland and natural park areas in a zone called the “green corridor”. The master plan sets policies for transportation, infrastructure, social services, urban design, and urban management.

Awards

- AIA New York, Design Award-Urban Design: Merit Award, 2011

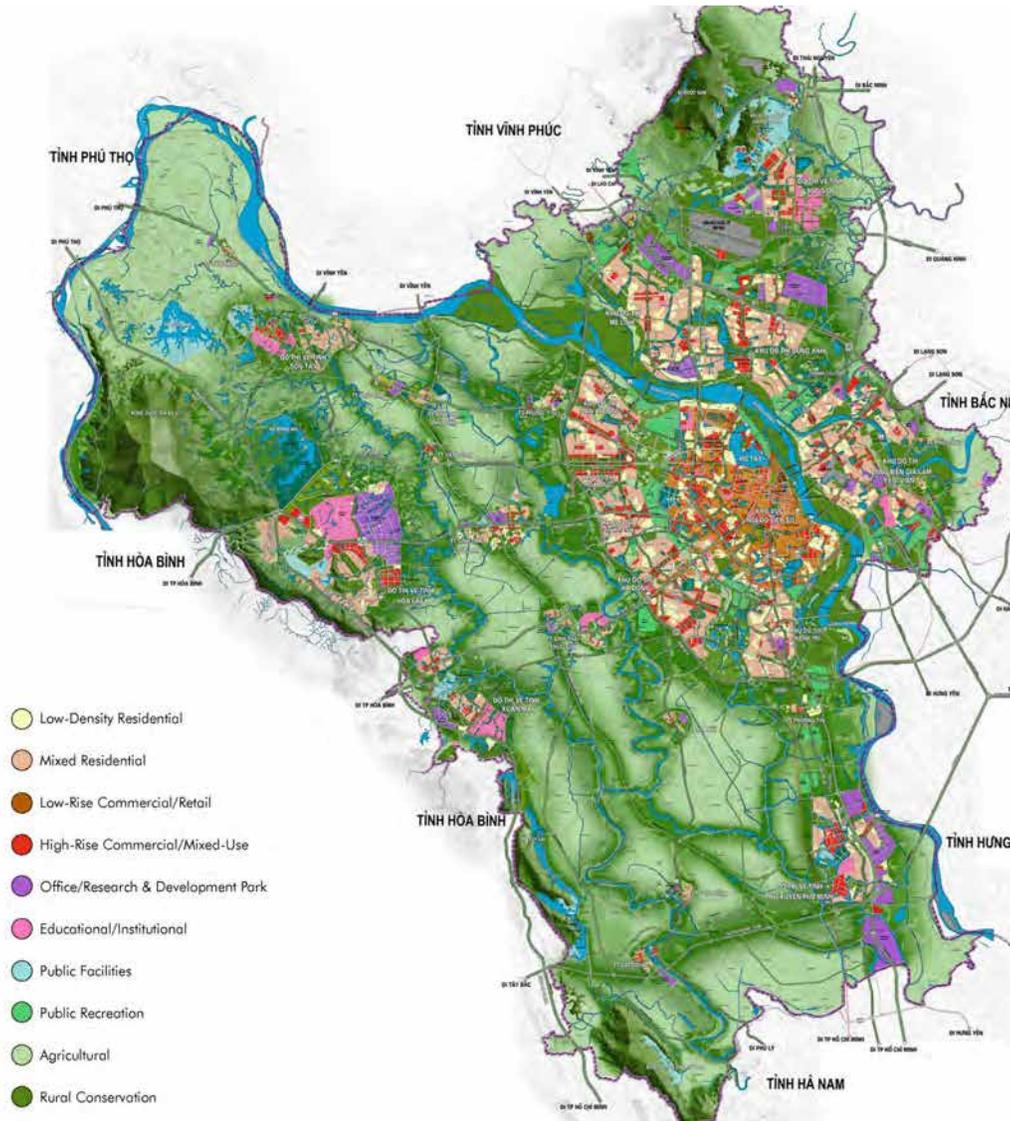
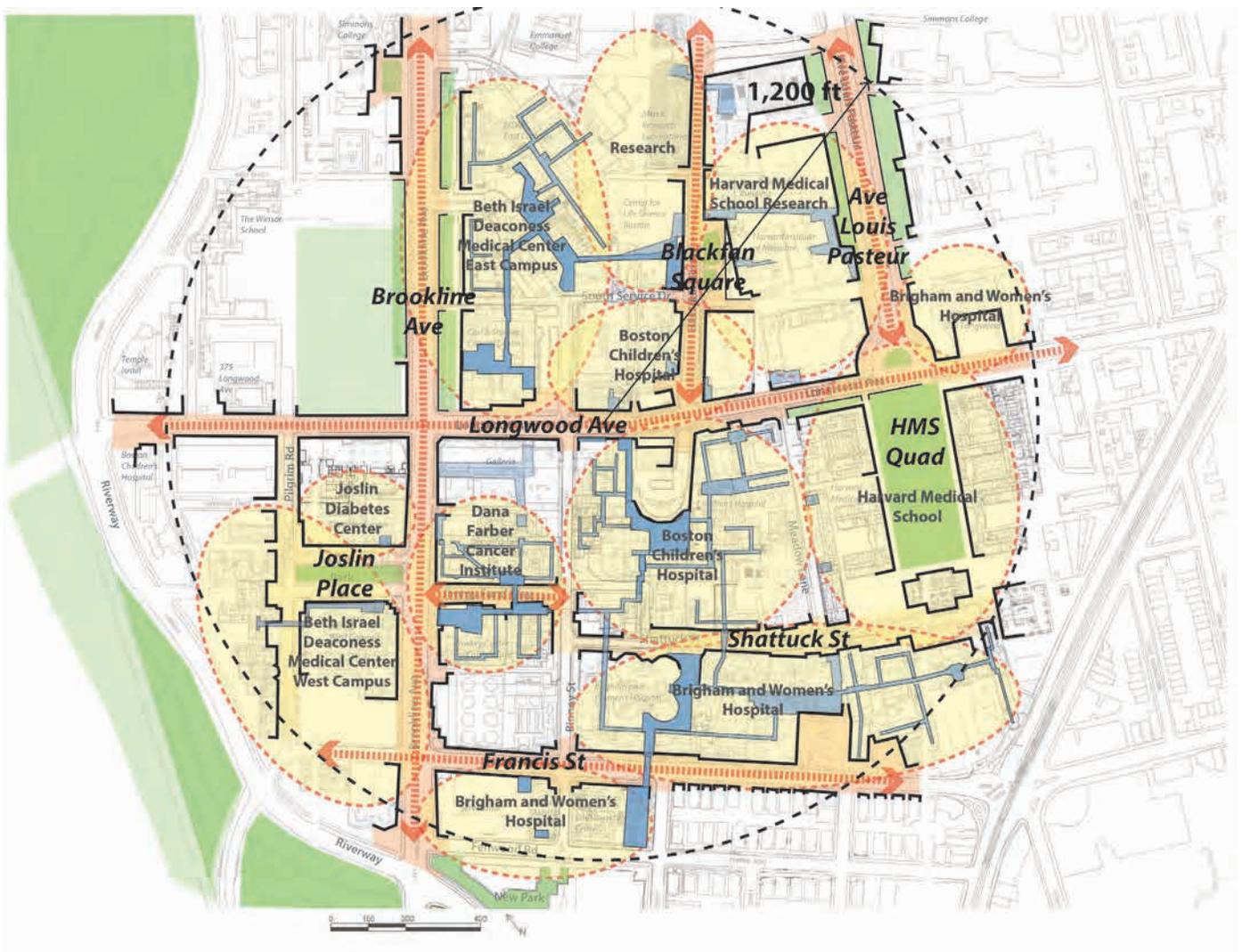


EXHIBIT C

Longwood Medical Area District Planning Study
Boston, Massachusetts

CLIENT MASCO (MEDICAL, ACADEMIC AND SCIENTIFIC COMMUNITY ORGANIZATION)

MASCO is a non-profit organization dedicated to enhancing Boston's Longwood Medical and Academic area (LMA) for the benefit of the 24 Academic, Medical and Cultural institutions that comprise its membership. Perkins Eastman studied ways to develop the public realm within the district and improve connectivity between its institutions.



Battery Park City
New York, New York

SIZE 92 ACRES | SERVICES MASTER PLANNING

Battery Park City, designed as an entirely new mixed-use community on a 92-acre landfill on Lower Manhattan’s Hudson River waterfront, created a new paradigm for large-scale urban development. The development is organized around a series of public environments such as the Esplanade, South Cove, and Rector Place, which rank among New York’s most cherished and enduring places. It also includes the design of several strategically important buildings, including Liberty Green and Liberty Luxe, which were designed for LEED® Gold certification.

At a time when gloomy pessimism about New York’s future as a livable city prevailed, the 1979 Master Plan for Battery Park City represented a bold statement of confidence about the enduring value of urban life. The Plan envisioned Battery Park City as an extension of the Downtown street grid, organizing the neighborhood around classic New York public space typologies. The first phase of the Master Plan, Rector Park—a small and highly focused example of what was to come. The Plan also established a unique set of design guidelines for the Battery Park City Authority to encourage and ensure the architectural variety and quality found in many of New York’s older neighborhoods. While Rector Place was completed in the 1980s, it has taken over twenty more years to build out the rest of the Battery Park City Master Plan, a plan that mapped out 92 acres including a commercial and retail district, two residential districts, marinas, and a generous amount parks,

open space, and public streets. The last two sites in Battery Park City, two “green” residential towers, are currently under construction. They round out what has become a living, breathing example of mixed-use development—a neighborhood that is both urban and sustainable in its truest sense.

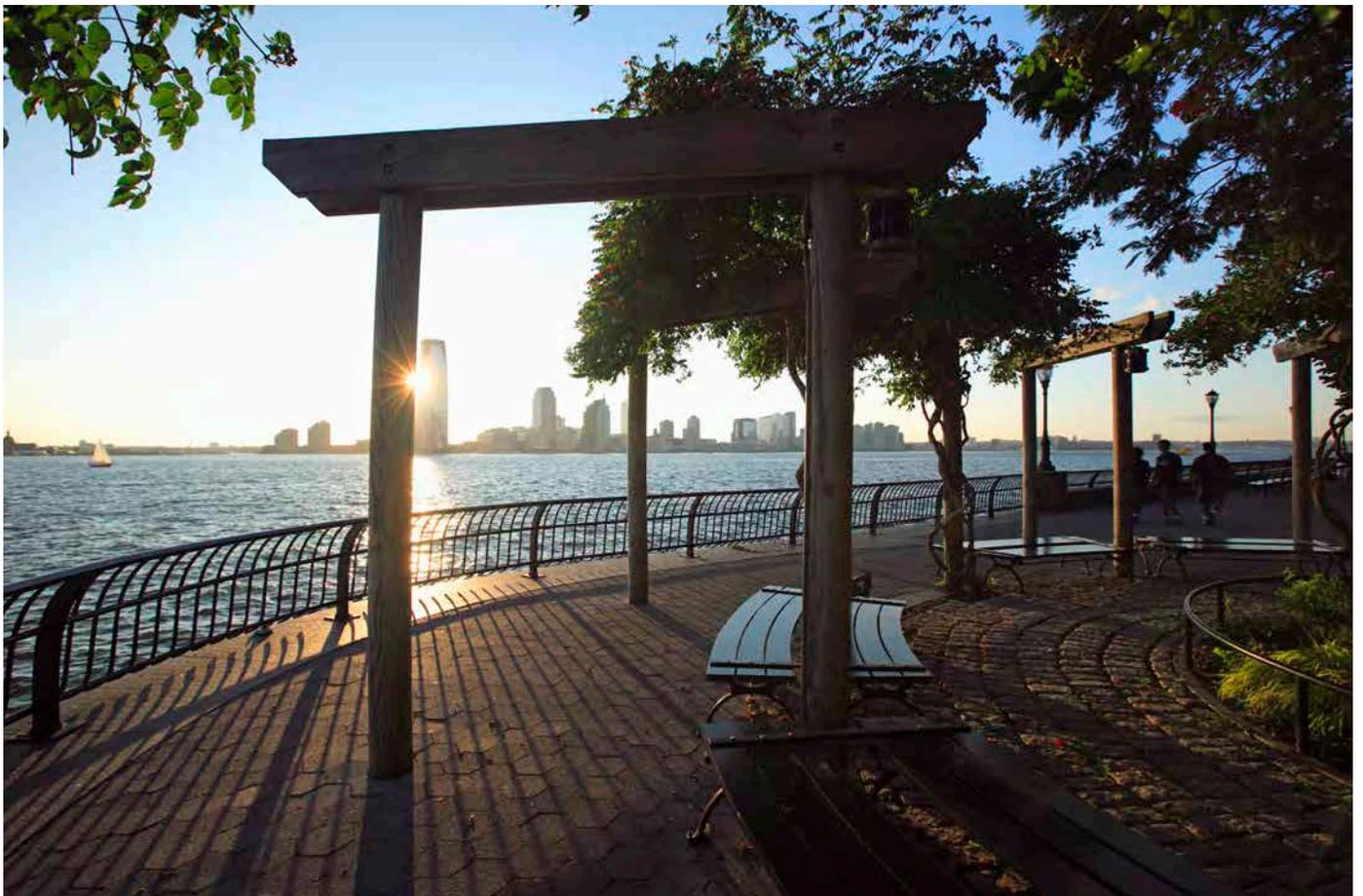
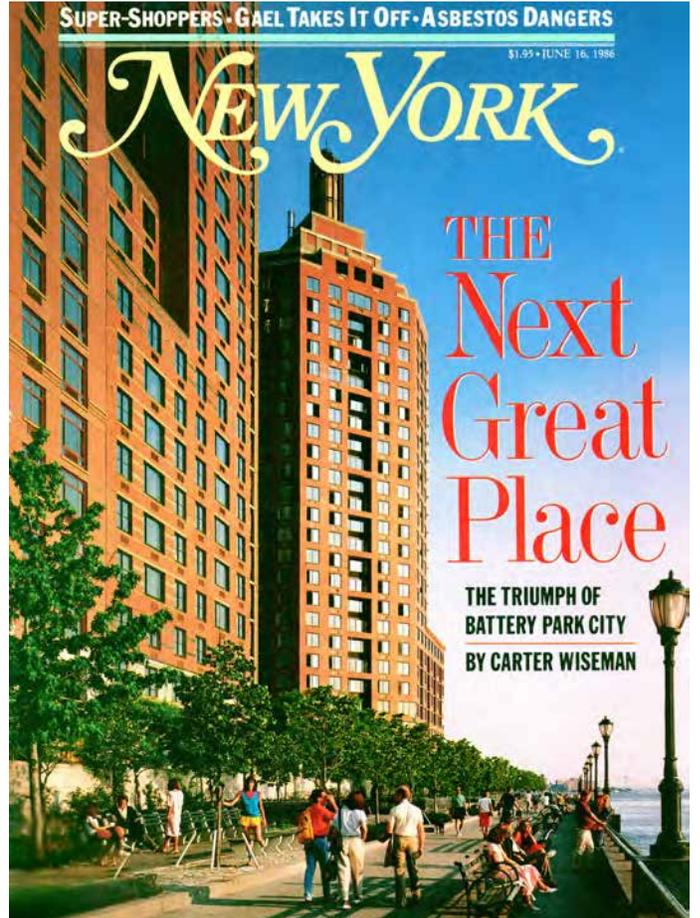
Awards

- Urban Land Institute, Heritage Award, 2010
- The Waterfront Center Award of Excellence, 1993
- AIA Citation of Excellence in Urban Design, 1991
- AIA National Honor Award, Citation of Excellence, 1991
- American Institute of Architects National Honor Award Citation of Excellence, 1990
- Art Commission of the City of New York Award of Merit, 1990

Publications

- *Architectural Record*, “Battery Park City: It’s a Wrap,” August 2011
- *TIME Magazine*, “Best of the Decade,” January 1990
- *New York Magazine*, “The Next Great Place,” June 1986





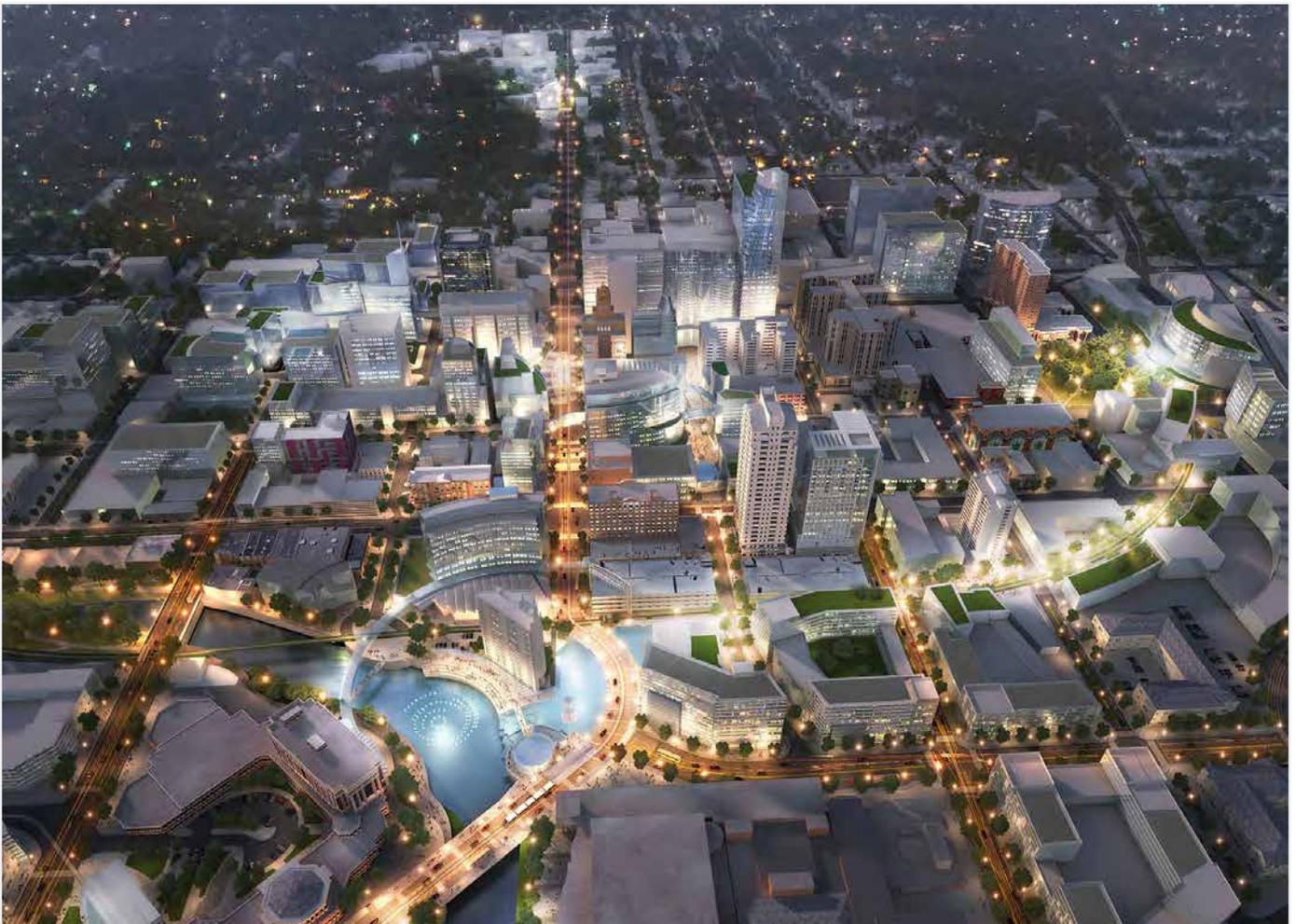
Destination Medical Center
Rochester, Minnesota

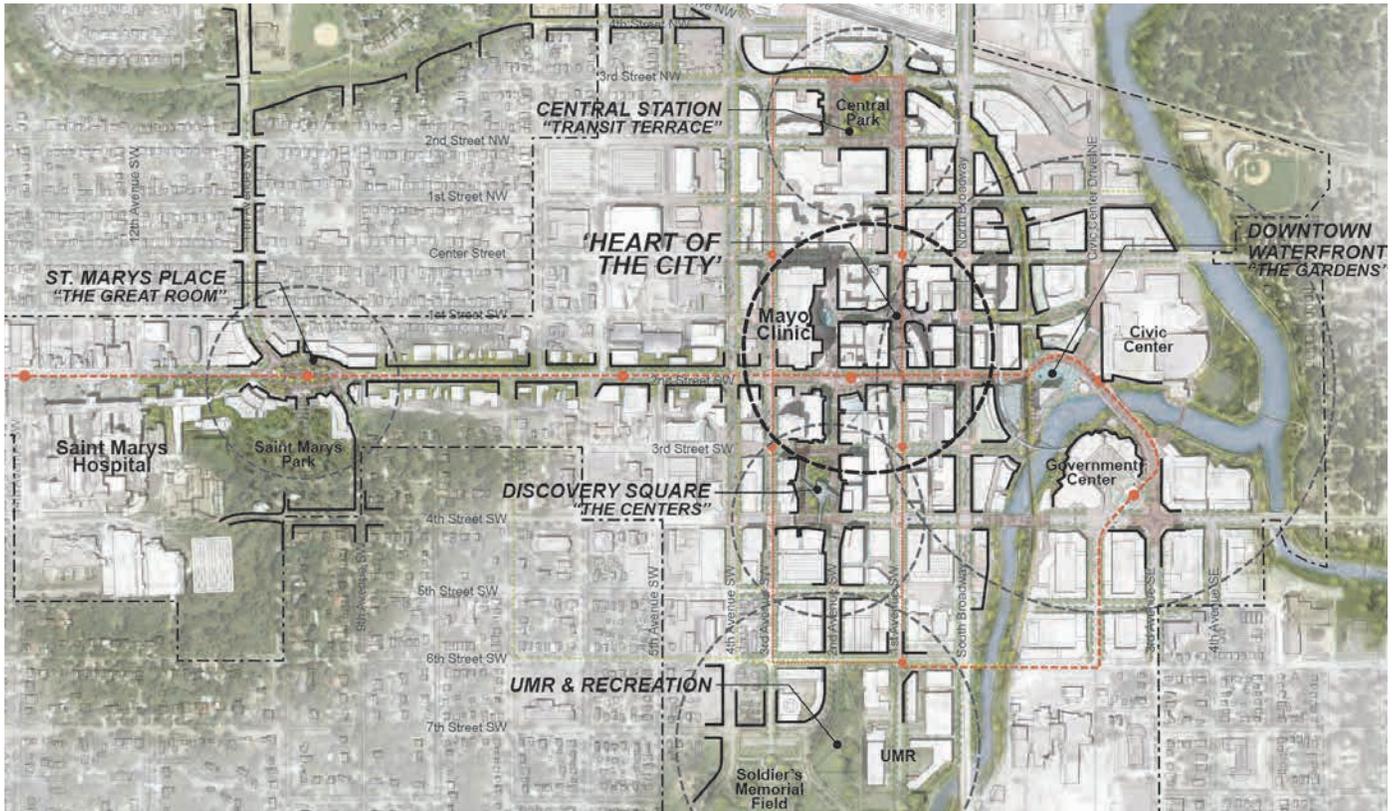
SIZE 12,000,000 SF | SERVICES MASTER PLANNING | CLIENT MAYO CLINIC

Perkins Eastman’s design for the Destination Medical Center (DMC) set the vision for Minnesota’s largest development project, positioning Mayo Clinic as the world premier center for health and transforming the downtown City of Rochester. The master plan establishes six unique places designed for all ages to live, work, play and thrive in Rochester and anchor the growth of the city for the next 20 years.

The design seeks to be market driven and match the business objectives of Mayo Clinic and the city with built-in flexibility. In addition to the health care marketplace, the master plan includes significant residential and mixed-use components, making the overall development a comprehensive urban vision plan with neighborhoods that appeal to residents and visitors alike. The first phase will be an expansion at the heart of Mayo and is designed to be small enough to be completed easily but large enough to initiate the vision.

The DMC vision is bold. It enhances and extends the City of Rochester so that it can evolve in exciting and dynamic ways, while at the same time feeling like a natural evolution of the city fabric and culture. The result is a master plan for a unique integrated city development that will attract visitors from across the region and beyond. The development will feature one-of-a-kind, timeless elements and places designed to generate enormous value.





Downtown Brooklyn Redevelopment: Urban Design and Development Plan
Brooklyn, New York

SERVICES URBAN DESIGN

Downtown Brooklyn is New York City’s third largest central business district and one of the best-served sites in the city by transit. In order to assure the area will continue attracting new development and successfully compete with the market attraction of Northern New Jersey, the Downtown Brooklyn Council is working to further improve the environment for new development.

Perkins Eastman was commissioned to lead an urban design and development plan to contribute to the revitalization of the area’s commercial core and prepare for future growth. Our work focused on creating new public spaces, upgrading existing public spaces, streets and transit facilities, identifying strategic sites to be assembled for future private development, and recommending a rezoning plan.

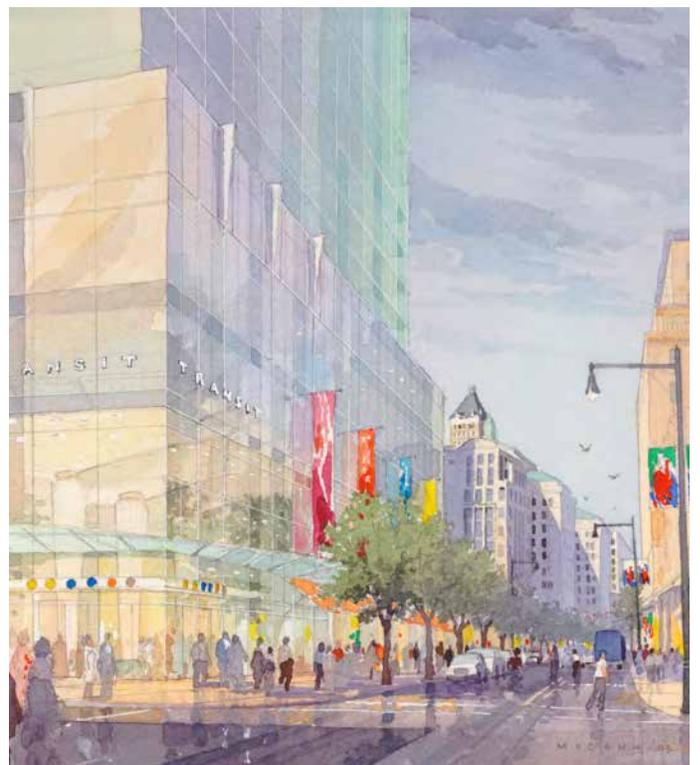
The guiding principle of our work was that an improved public environment will add tremendous value to critical downtown parcels and help attract private investment. Specific design recommendations include a new public park providing an address for three new office

towers along Willoughby, a streetscape plan for Flatbush Avenue that spreads the benefits of new development to adjacent neighborhoods, and a new public plaza at the Jay Street station, providing an additional development magnet near Borough Hall.

Since implementation was also a primary concern, Perkins Eastman collaborated with Washington Square Partners on an economic and market strategy, identifying public/private investment approaches to attract commercial, academic and residential development. The team also worked closely with many Brooklyn stakeholders and constituents throughout the process to build public consensus around the plan.

The plan was approved unanimously by the NYC City Planning Commission.





Philadelphia Market East
Philadelphia, Pennsylvania

SIZE 1.5 MILLION SF | SERVICES MASTER PLAN | CLIENT PHILADELPHIA INDUSTRIAL DEVELOPMENT CORP.

Despite vital neighborhoods like Chinatown and Washington Square West, an outstanding transit infrastructure, and attractions like the Independence Mall and the Pennsylvania Convention Center, Philadelphia’s Market East District has never lived up to its potential. Perkins Eastman created a plan for Market East with a vision that is integral with strategy—one that is not dominated by one use or project, but is characterized by the diversity of forms and activities that have marked Market Street’s colorful history. It seeks to position the Market East District to play a part in a more sustainable future for the City by promoting transit ridership, leveraging the city’s existing investment in one of the richest transit hubs to be found in an American City and improving street-level air quality.

The vision is based on key strategies for restoring Market Street’s role as Philadelphia’s Main Street: bringing everyone onto Market Street, focusing on places instead of projects by improving Market Street’s pedestrian environment; promoting a mix of uses; and creating a new expanded intermodal transit center. The plan also creates opportunities for Chinatown and Jefferson to expand and envisions bold new connections to the Delaware River Waterfront and the adjacent loft district.

The plan was adopted by the Philadelphia City Planning Commission in December 2009.



EXHIBIT C

Akron Core City Vision Plan
Akron, Ohio

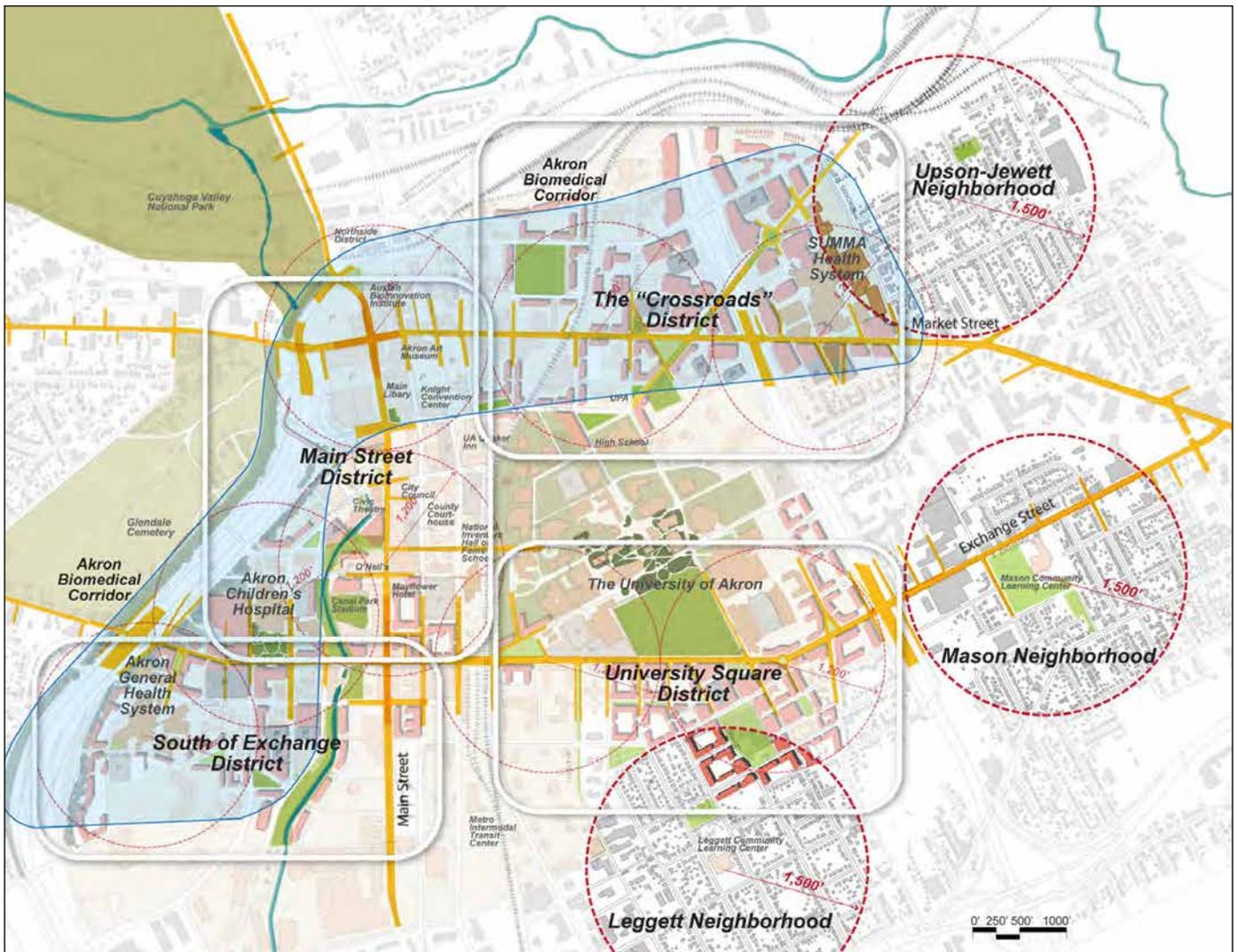
FIRM PERKINS EASTMAN
SERVICES MASTER PLANNING

CLIENT REFERENCE JASON SEGEDY, DIRECTOR, AKRON METROPOLITAN AREA TRANSPORTATION, 330.375.2436, JSEGEDY@AKRONOHIO.GOV

Akron is a city with a rich history, a committed civic leadership and a wealth of cultural and natural assets. As the city emerges from a period of decline, it has looked to new anchors, including the University of Akron, and three major medical institutions that have established positions in major growth areas of medicine and higher education.

In order to put forth a new vision for the core city, the University Park Alliance, a community development corporation sponsored by the Knight Foundation, and the City of Akron’s major medical and educational institutions, chose Perkins Eastman to develop a plan to leverage the activities of the Core City’s key stakeholders for the maximum benefit of the City, and help each advance its own respective

plan. The plan sought to identify new opportunities and solutions that none of the core city’s key institutions, such as Children’s Hospital, Akron General Hospital, Summa, and The University of Akron, would have pursued individually. The plan combined a big picture vision for the city’s future with pragmatic strategies for implementation. By doing so, four new mixed-use urban districts have been created that are anchored by three key catalyst projects, each built around public-private-institutional partnerships.



New York Rising Community Reconstruction Program
New York, New York

SERVICES PLANNING, ARCHITECTURE | CLIENT NEW YORK STATE HOUSING RECONSTRUCTION CORPORATION

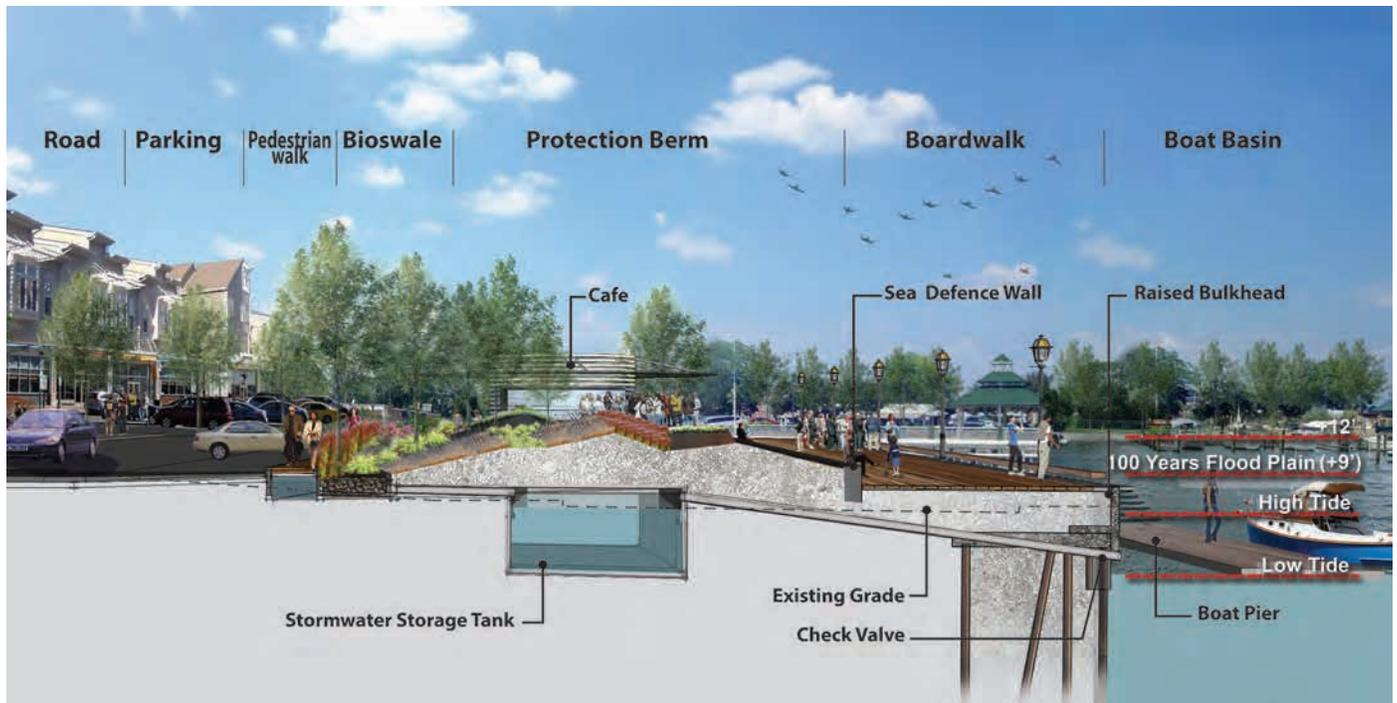
As part of the NY Rising Community Reconstruction Program, Perkins Eastman led a multidisciplinary team to create Community Rebuilding and Reconstruction Plans for four areas that were seriously impacted by Superstorm Sandy, and are vulnerable to the impacts of climate change: the East and South shores of Staten Island, and three areas in the south shore of Nassau County in Long Island: the “Five Towns,” South Valley Stream, Bay Park and East Rockaway.

The project’s goal is to identify and build community consensus around a set of innovative, but implementable projects to position the communities for funding rebuilding and resilience projects. The plans address short and medium term needs for post-Sandy recovery and rebuilding, and long term plans for improving each community’s resilience in the face of climate change and rising sea levels. Each

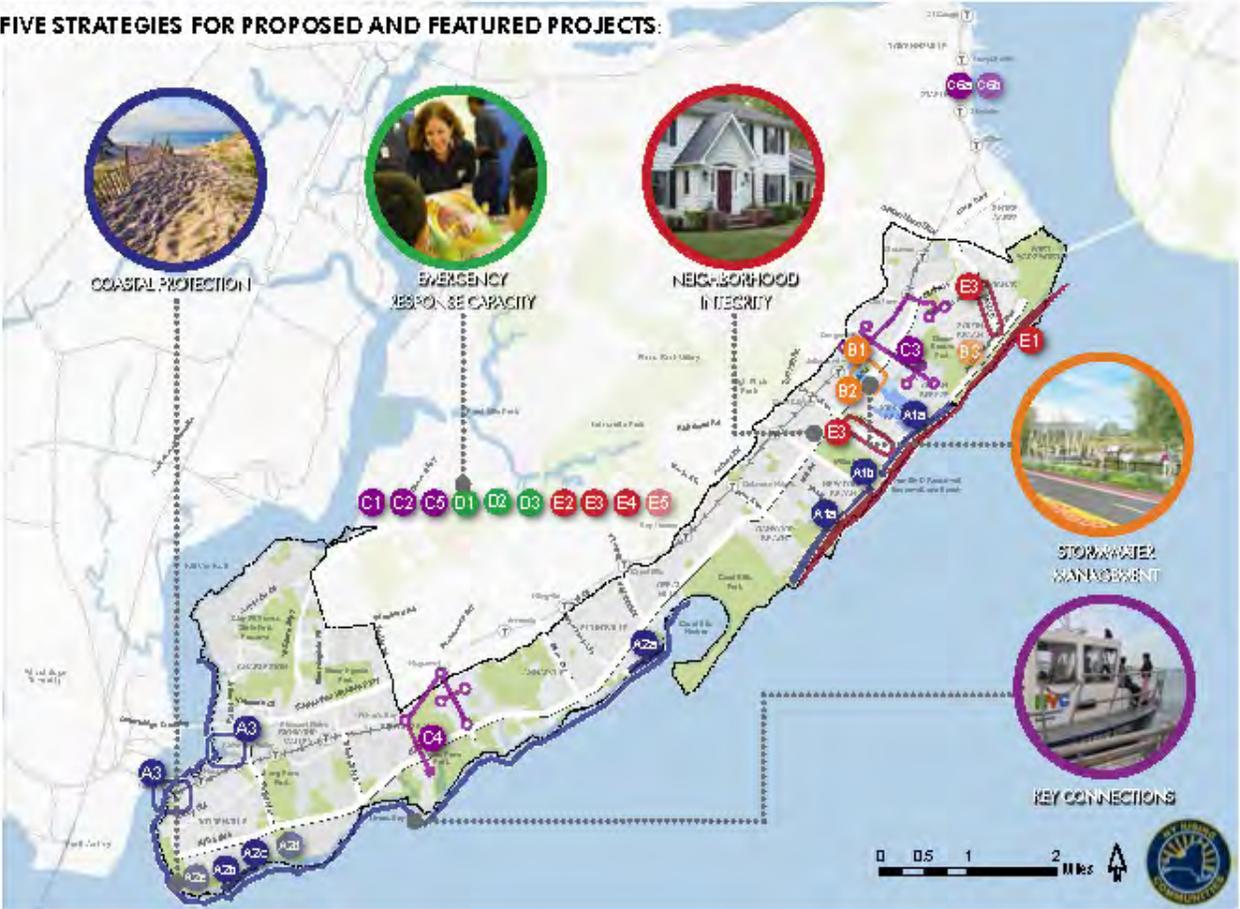
plan encompasses proposals addressing coastal defense, green infrastructure, economic development, housing and community capacity building. The plans have been recognized with awards from the Governor’s “Rising to the Top” awards program for Resilient Economic Growth and Green Infrastructure. These awards secured a total of \$6 million in additional funding for resilience and rebuilding projects for Staten Island and South Valley Stream.

Awards

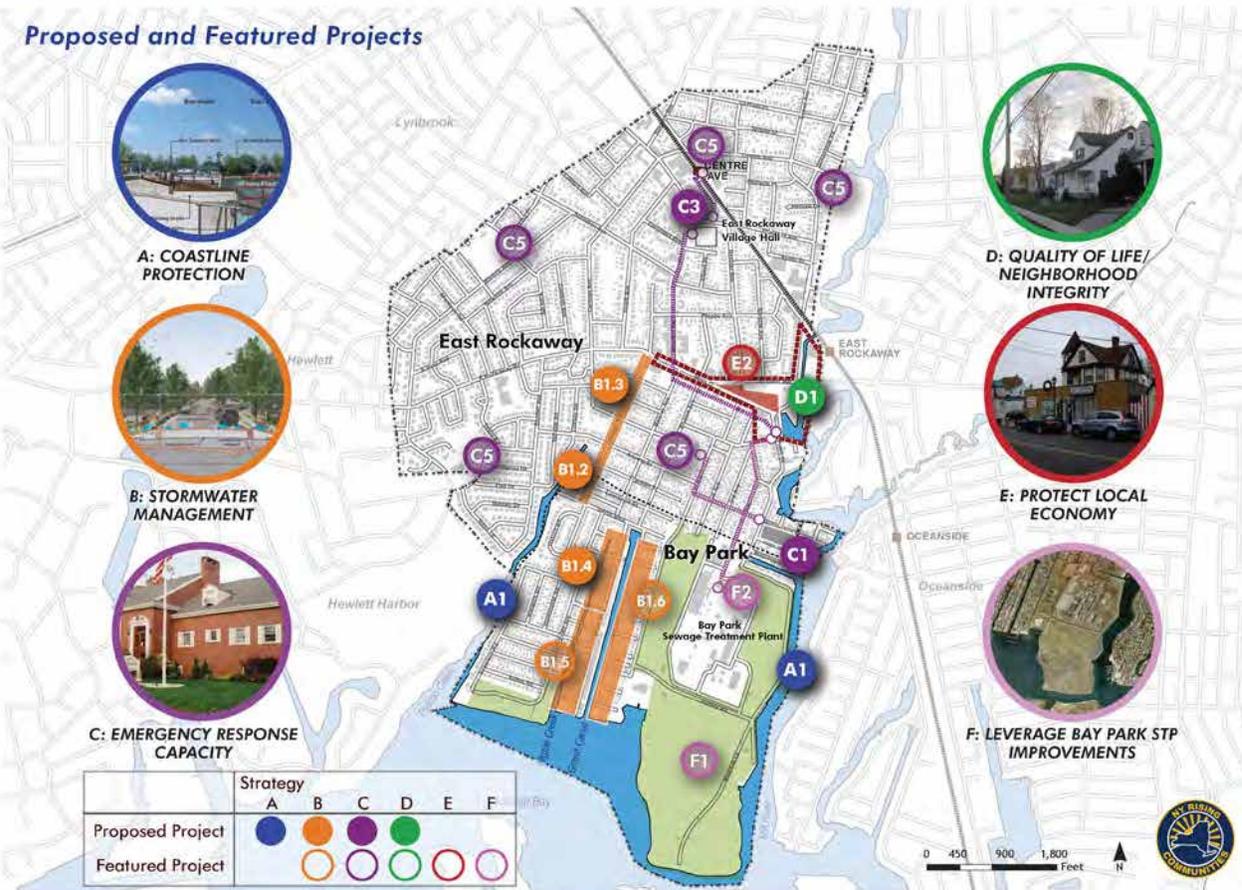
- American Planning Association/NY Metro Chapter 2014 Meritorious Achievement Award.



FIVE STRATEGIES FOR PROPOSED AND FEATURED PROJECTS:



Proposed and Featured Projects



The Wharf
Washington, District of Columbia

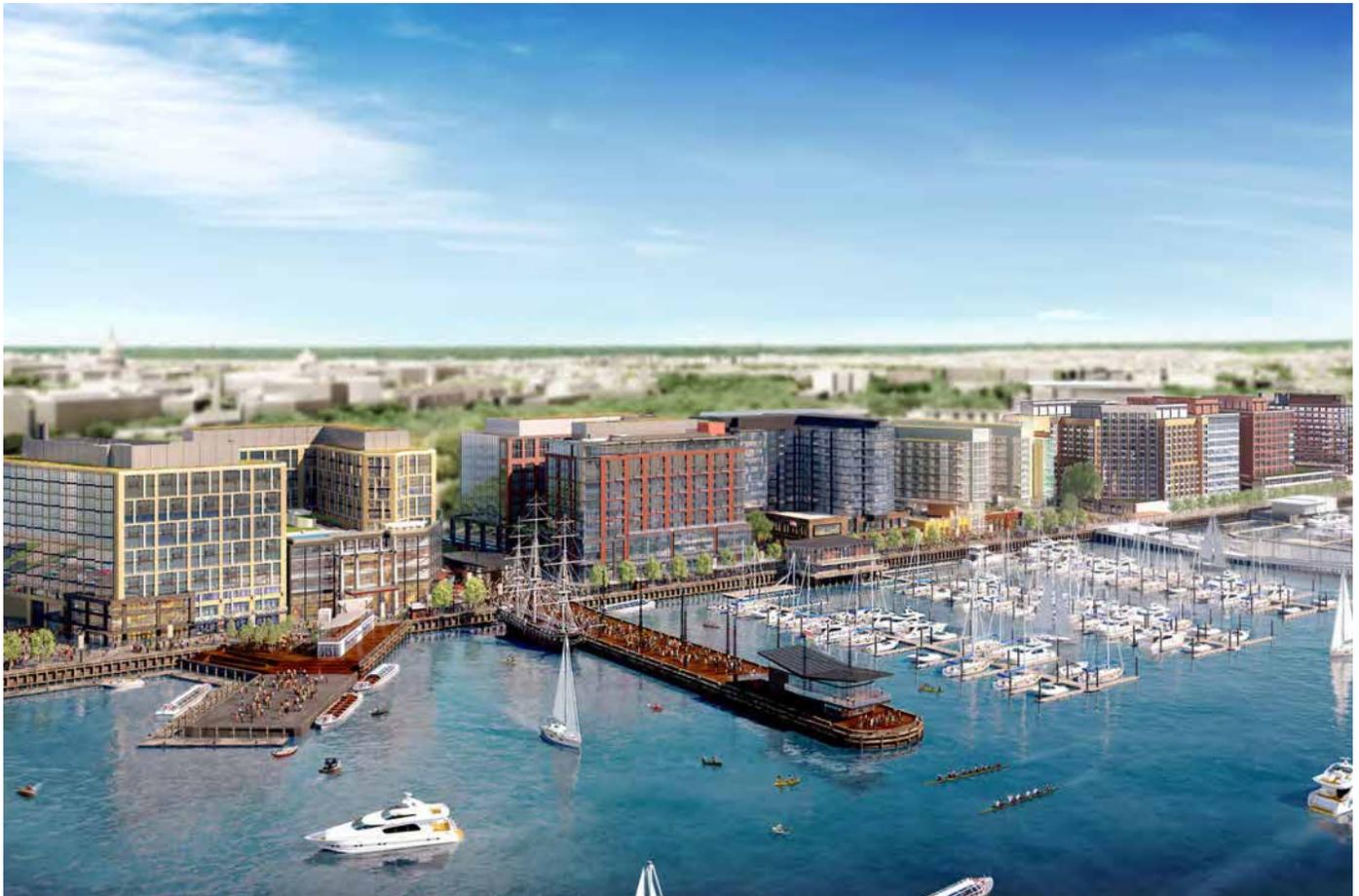
SIZE 27 ACRES LAND, 25 ACRES WATER | SERVICES MASTER PLANNING, ARCHITECTURAL DESIGN | CLIENT HOFFMAN-MADISON WATERFRONT LLC

Washington, DC’s Southwest Waterfront historically functioned as an active commercial port, but in recent decades, it has become dormant and increasingly isolated from the greater DC community. Waterfront activity is limited to two quiet marinas, a sparse assortment of restaurants, closed businesses, and a narrow walkway. The design for DC’s The Wharf seeks to restore the connection between the city and its waterfront by integrating land and water functions, creating an enduring place that will become a highly sought-after destination for residents and tourists throughout the Washington Metropolitan Area.

A water plan guides the site’s land-side development in order to ensure that water uses are its focal point. Transient docking, public water transportation, and maritime programming invite activity to the site from the water side. All maritime activity connects to the land through a series of programmable piers that host events and recreational use, serving as an extension of the city’s grid into the water. These active piers connect to a central promenade at the core of the site, drawing pedestrians past the shoreline and uniting land and maritime uses in a lively, 24-hour setting.

In order to create a lively urban destination, the design team emphasized placemaking in the design of the site’s master plan. A variety of outdoor spaces celebrate the District’s character, creating attractive places that provide the community and its visitors an enjoyable and enriching experience. The design of the site’s structures focuses on the pedestrian’s perspective, creating a family of buildings along the Wharf, each with its own identity, resulting in a captivating street-level environment.

The \$2 billion waterfront development is located less than one mile south of Washington, DC’s National Mall and one mile west of Nationals Park. It comprises 27 land acres and 24 water acres, and will be completed in three phases. The first phase, which encompasses 1.5M sf of development, includes office, retail, residential, hotel, and cultural land uses, and focuses on activating water uses through the creation of a programmable pier and transient docking.





**Together North Jersey Local Demonstration Project Program
Newark, New Jersey**

SERVICES PROGRAM MANAGER AND PLANNING | CLIENT NJ TRANSIT

Since 2012, the firm has served as Program Manager for the \$2.6 million Local Demonstration Project Program for Together North Jersey, a consortium led by Rutgers University’s Bloustein School, NJTPA and NJ TRANSIT. One of the primary goals of the Regional Plan for Sustainable Development (RPSD) currently being undertaken by Together North Jersey, is to expand the field of focus for transit oriented development and the components needed to build successful transit oriented communities. This effort is being advanced through a series of 18 local demonstration projects currently being completed throughout the North Jersey region in places as diverse as Flemington, Newark, Passaic, Perth Amboy, Asbury Park, Neptune Township, the Oranges, and Kingwood.

The focus of these projects has been to complement efforts to promote development around transit with efforts to strengthen connections to major employment destinations for existing residents, in the process expanding access to opportunity and addressing equity issues associated with transit oriented development. In our role as program manager, the firm has developed the program, set up and run a competitive application and selection process for the technical assistance awards, developed protocols for project delivery, coordinated local and state agency involvement, conducted extensive public and public agency engagement, executed community engagement using social media and strategies to target traditionally marginalized populations, and set overall direction for the three multidisciplinary project teams assigned to the projects.

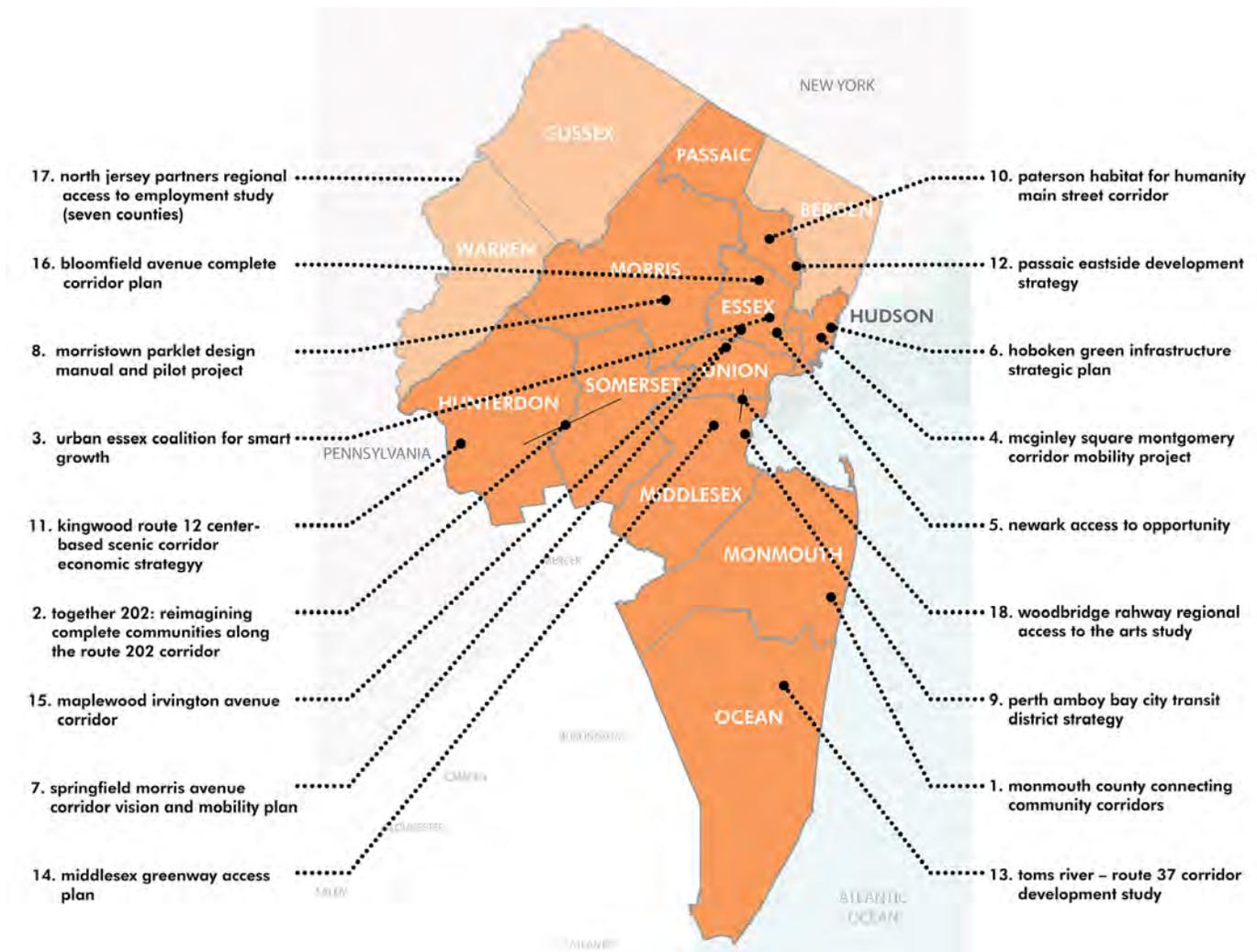


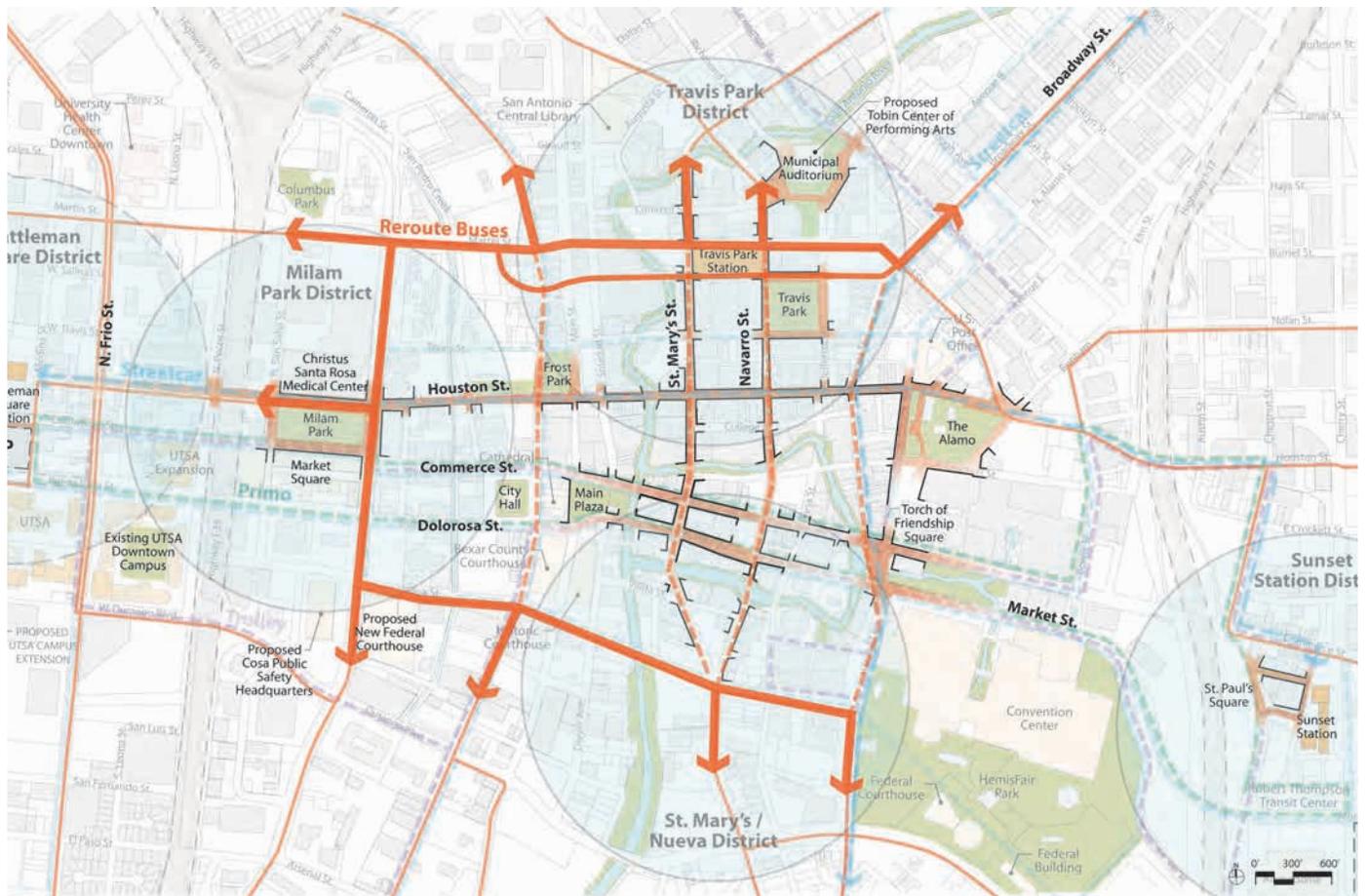
EXHIBIT C

VIA San Antonio Downtown Master Plan San Antonio, Texas

SERVICES MASTER PLANNING, ARCHITECTURE

Perkins Eastman collaborated with Jacobs and VIA Metropolitan Transit to develop a Downtown Transit Plan for San Antonio, Texas. The study was intended to create a vision for VIA's future downtown transit system by defining service and facilities improvements to support mobility, connectivity, economic development, livability, and sustainability. We are evaluating existing and proposed transit services, transit ridership, and public infrastructure to develop a comprehensive plan for efficiently interconnecting all transit modes in downtown San Antonio.

The team's evaluation resulted in the optimization of passenger transfer between modes, improved levels of service, new passenger facilities, reduced automobile and pedestrian congestion, economic development opportunities, and an enhanced urban environment. Additionally, they identified the need and prepared conceptual designs for multiple new bus, intermodal, and mixed-use facilities to be phased in over several years, in coordination with development opportunities for the private sector in associated districts.



Sunnyside Yards Pedestrian Connection & Air Rights Study
Queens, New York

SIZE 12 MILLION SF | SERVICES PLANNING

Perkins Eastman collaborated with Weidinger Associates to complete a study and conceptual designs for the MTA to examine and develop pedestrian connections between the existing Queens Plaza and Queensboro Plaza subway stations and the future Long Island Rail Road Station planned for Long Island City.

Within the study, the joint venture explored how existing infrastructure could be leveraged to improve the environment for development; identified possible sites and recorded designs for new LIRR stations; and created pedestrian connections between the LIRR, other nearby transit, and the adjacent neighborhoods. Transforming this intertwined network of transit infrastructure required close collaboration with a broad base of constituents, including city and state transit departments and public agencies.

The plan envisions a new transit-oriented downtown for Long Island City that will fully realize the City’s recent upzoning of the area. The focus is on the new station and a major public space at Queens Plaza, which transforms one of the most chaotic places in the city and leverages the city’s preexisting investment in transit to catalyze a potential 12 million sf of new development.

The plan skillfully weaves together a network of a pedestrian bridge, decks, and subway stations to provide new pedestrian routes along the nearly 2,200 linear feet between the new station and the Queensboro Plaza subway station. The new access will make the vast infrastructure of Sunnyside Yards an accessible and integrated transit amenity for this emerging new business district.



EXHIBIT C

Bridgeport Waterfront Development
Bridgeport, Connecticut

SIZE 566,000 SF | SERVICES PLANNING

The Bridgeport Waterfront Development creates a waterfront destination for the residents of Bridgeport Connecticut. This mixed use project is sited along the Long Island Sound on the former Remington Rayovac factory site.

The principles guiding the design include extending the existing system of parks; maximize the views; maintain the iconic Bridgeport Identity; create multiple environments; and develop waterfront amenities & public access to the waterfront.

The 13-acre development includes 1200 residential units, 70,000 sf of Neighborhood Retail/Restaurants, a boardwalk, piers, a marina for 65 mid-ships, a beach and 2 acres of open space with parking for 2,500 vehicles.



Qingdao Harborfront
Qingdao, China

SIZE 228,300 SM | SERVICES URBAN DESIGN | CLIENT SHANGHAI HUIGANG REAL ESTATE DEVELOPMENT COMPANY, LTD.

Riding on China’s continuing economic growth and recent success of hosting the Olympics Water Sports, Qingdao is evolving into a city of global fame. As its golden coast on the Pacific is now near its completion, the city turns its focus on the industrial harbor on the Jiaozhou Bay. Historically, the City’s “front door” and the central core have been oriented toward the Sea, while its industrial port operations, the “backyard activities”, faces the Bay. As Qingdao evolves into a world-class city, it is poised to transform its backyard into a new and significant gateway.

The proposed site, close to the city core and directly on calmer waters of the Bay, inherits a tremendous potential to become a vibrant new district on an active harborfront setting—an environment that will only reinforce the diverse quality of waterfront developments in Qingdao. However, being located at end of the city that directly faces the harsh winter winds and is severed by all kinds of transportation problems poses substantial challenges in attracting developments worthy of its strategic location. This puts the emphases on learning from international and domestic experiences that have dealt with these particular issues.



EXHIBIT C

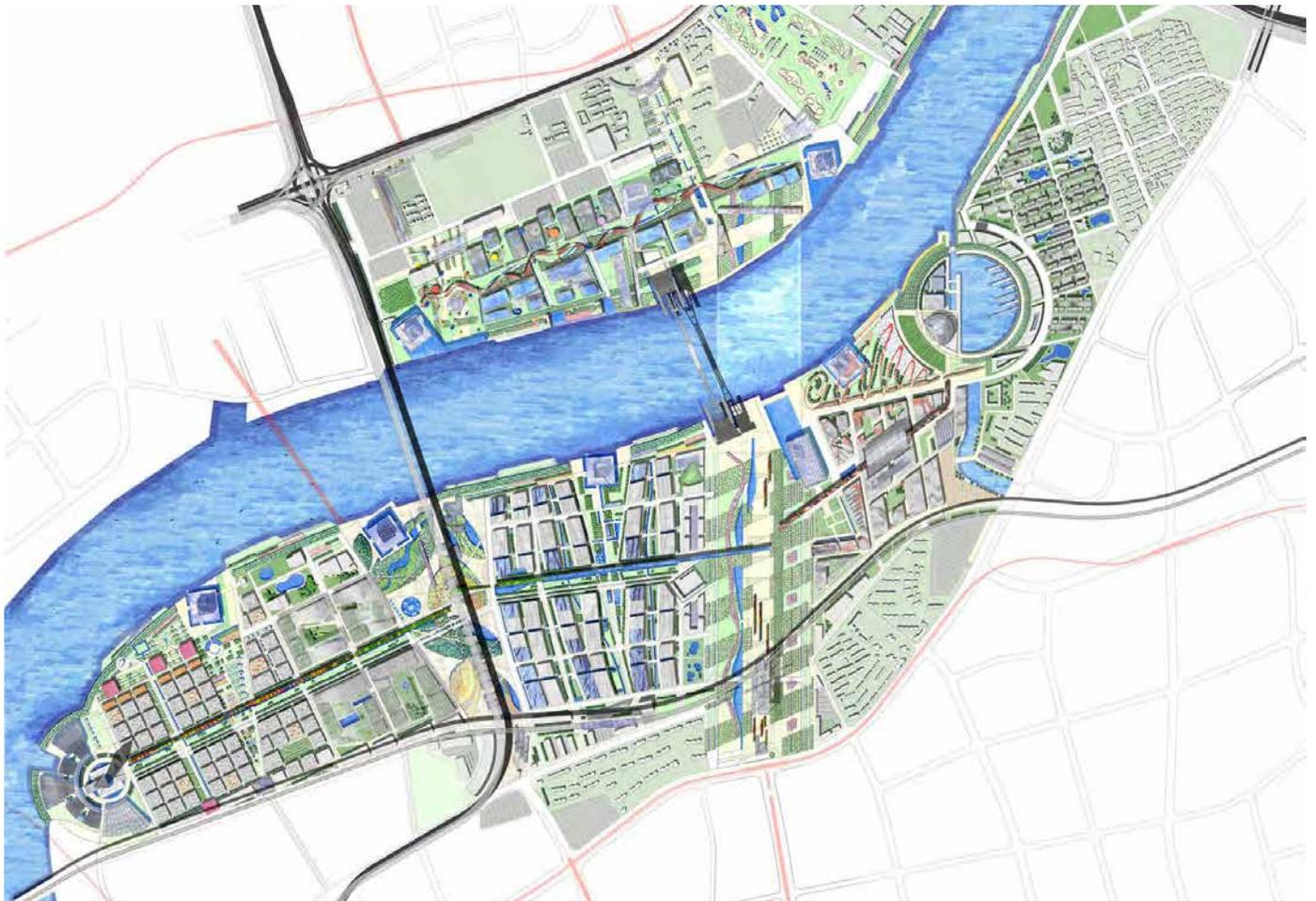
Shanghai World Expo 2010
Shanghai, China

SIZE 5.28M SM | SERVICES PLANNING

The City of Shanghai selected Perkins Eastman as one of three international finalists to plan the city's World Expo in 2010. The team developed final plan concepts for the 5.28M sm (two square-mile) Expo, which is expected to attract 70 to 100 million visitors—possibly the largest in history. The City has set aside more than 6 kilometers (3.7 miles) on both sides of its downtown riverfront as the future site for this major event.

The Expo's theme, "Better City, Better Life," was interpreted by the Perkins Eastman team through the development of a conceptual framework focused on the river, surrounded by a "string of pearls" along which the permanent pavilions and landmark structures would be constructed. The proposed framework for the Expo includes infrastructure, parks, roadways, transportation, and cultural facilities that will guide the development of future neighborhoods in the heart of Shanghai after the Expo concludes.

The Expo is organized into parcels of seven concept cities, each representing new urban paradigms reflecting urban life in the 21st century. The plan is further organized using the framework of the river, and is further articulated with theme pavilions, boulevards, plazas, and landmark structures.



**Bridgeport Master Plan
and Zoning Code**
Bridgeport, Connecticut

The City of Bridgeport (population 135,676) retained Perkins Eastman to update all its major planning and zoning documents. The comprehensive project created a once-in-a generation roadmap for future development and redevelopment in an urban center poised for significant economic growth. The BFJ team prepared the City's Comprehensive Economic Development Strategy (CEDS), a Master Plan of Conservation and Development, Zoning Regulations Update, Downtown Plan with new zoning and urban design requirements, a diagnosis of the city's provision of planning, building, engineering, and economic development services, and three infrastructure plans, including a Stormwater Management Manual.

Perkins Eastman also provided development application assistance to the Planning and Zoning Commission and the Zoning Board of Appeals. The BFJ team coordinated with a separate consulting team that prepared a housing study, and with the Neighborhood Revitalization Zone committees. The project began under one mayoral administration and was completed under a successor, with no change in timetable, budget, or deliverables. The project was grounded in real public participation through frequent public sessions, committee work, and a dedicated website with email capability.

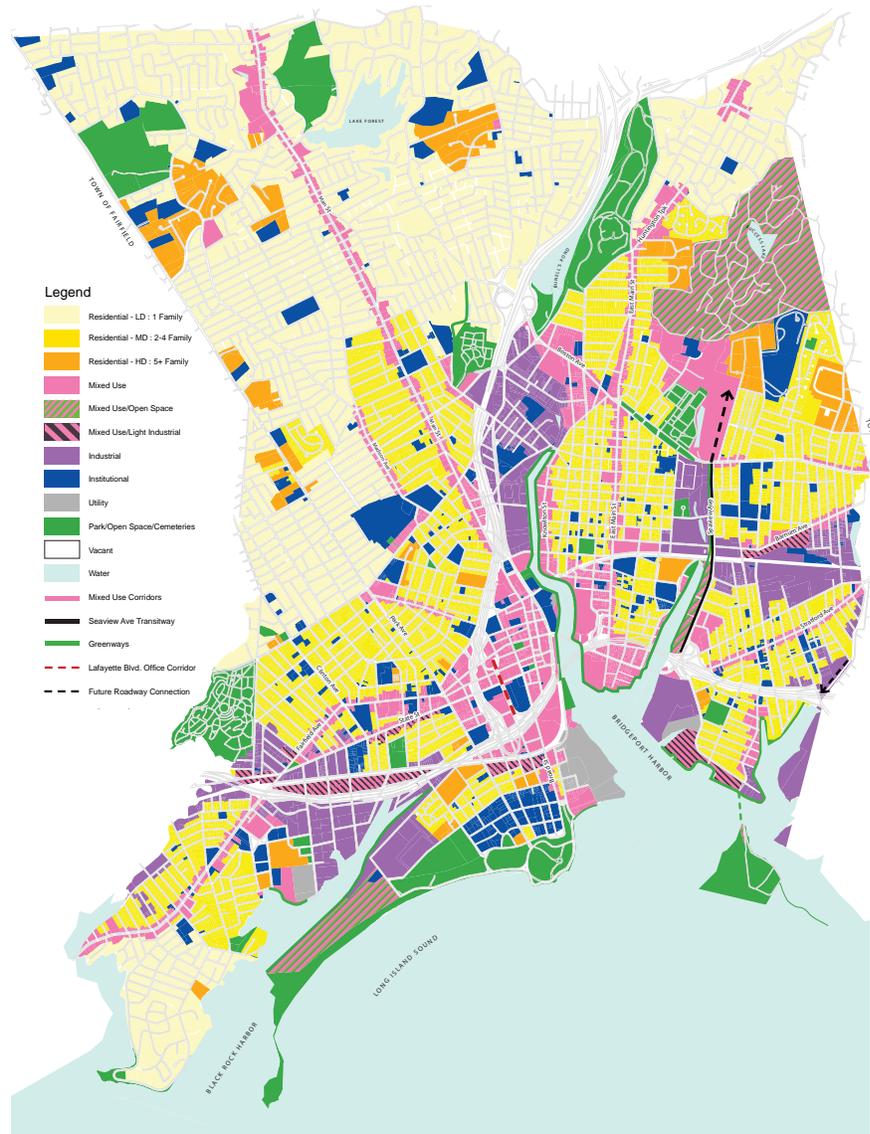


EXHIBIT C

**Nassau County
Comprehensive
Master Plan Update**

Nassau County, New York

Perkins Eastman is currently working with Nassau County, Long Island to develop a Master Plan that addresses the many interrelated land use, environmental, socioeconomic, infrastructure and transportation issues facing the County over the next twenty years. The Plan describes the County Executive’s vision of “New Suburbia” for this first generation suburb, which is now approaching 60 years old. The goal of New Suburbia is to preserve what residents love about Nassau County, including its residential neighborhoods, parks, low crime and great schools, while addressing the formidable challenges of high property taxes, retention of young people, traffic congestion and underserved communities. The Master Plan will provide an action plan for a achieving a sustainable future for Nassau County and realizing the vision of New Suburbia.



**Rockland County
Comprehensive
Development Plan**

Rockland County, New York

Perkins Eastman worked with the Rockland County Legislature to develop an update to their Comprehensive Plan. The County’s Comprehensive Plan is a 20-year plan that addresses the many interrelated land use, environmental, socioeconomic, infrastructure and transportation issues facing the County. The Plan created a framework for future capital expenditure decisions by the County government. It also provided general recommendations on future county land use issues and policies to implement these strategies, addressed key matters under direct County jurisdiction and identified specific land use and zoning conflicts among municipalities that should be resolved to allow for better functioning of zoning regulations.

The Plan emphasized preserving residential areas and open space, creating additional amenities for residents and visitors, reinforcing existing county centers, fostering and maintaining well-designed business and industrial corridors and clusters, identifying areas for business development, promoting sustainability and “green” technology, encouraging energy efficiency, and promoting integrated vehicular, mass transit, paratransit, bicycle and pedestrian transportation infrastructure. It also addresses current land use and transportation issues facing Rockland County, such as the arrival of sewer infrastructure to western portions of the county, the uncertain future of the county’s fossil fuel power plants, water shortages, the impact of the Indian Point nuclear power plant and the lack of capacity on the Tappan Zee Bridge.

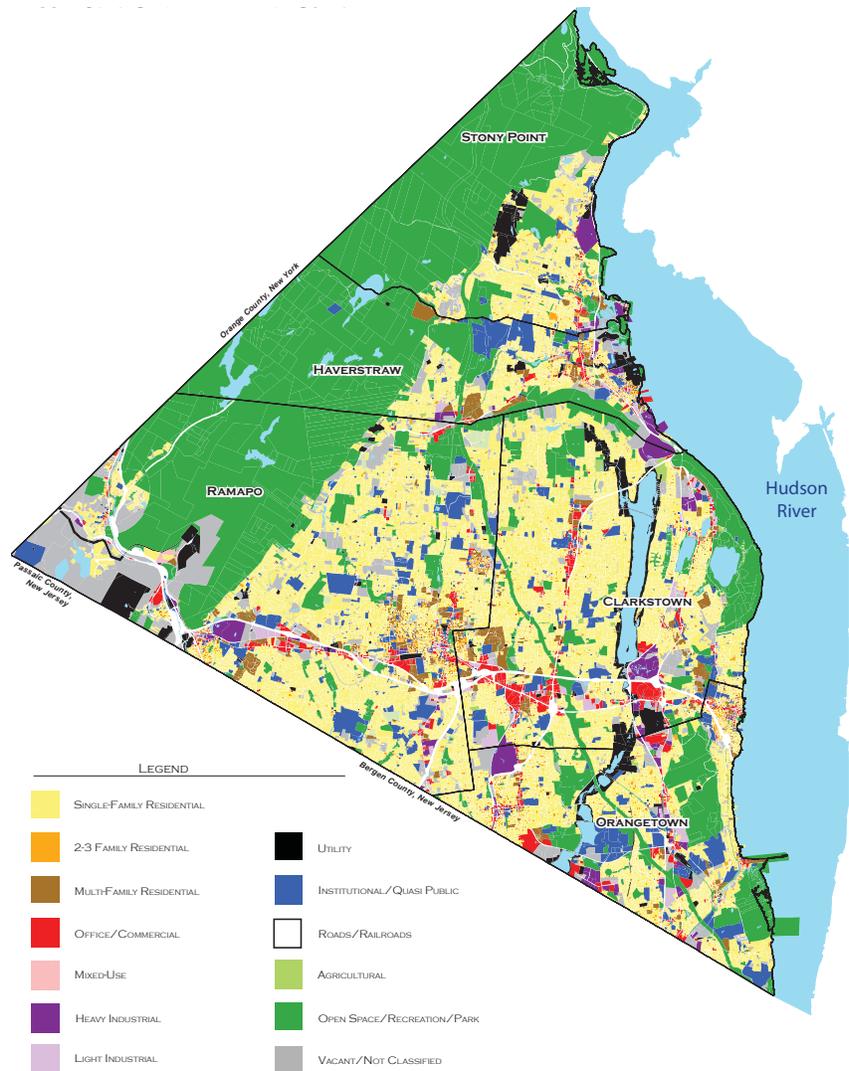
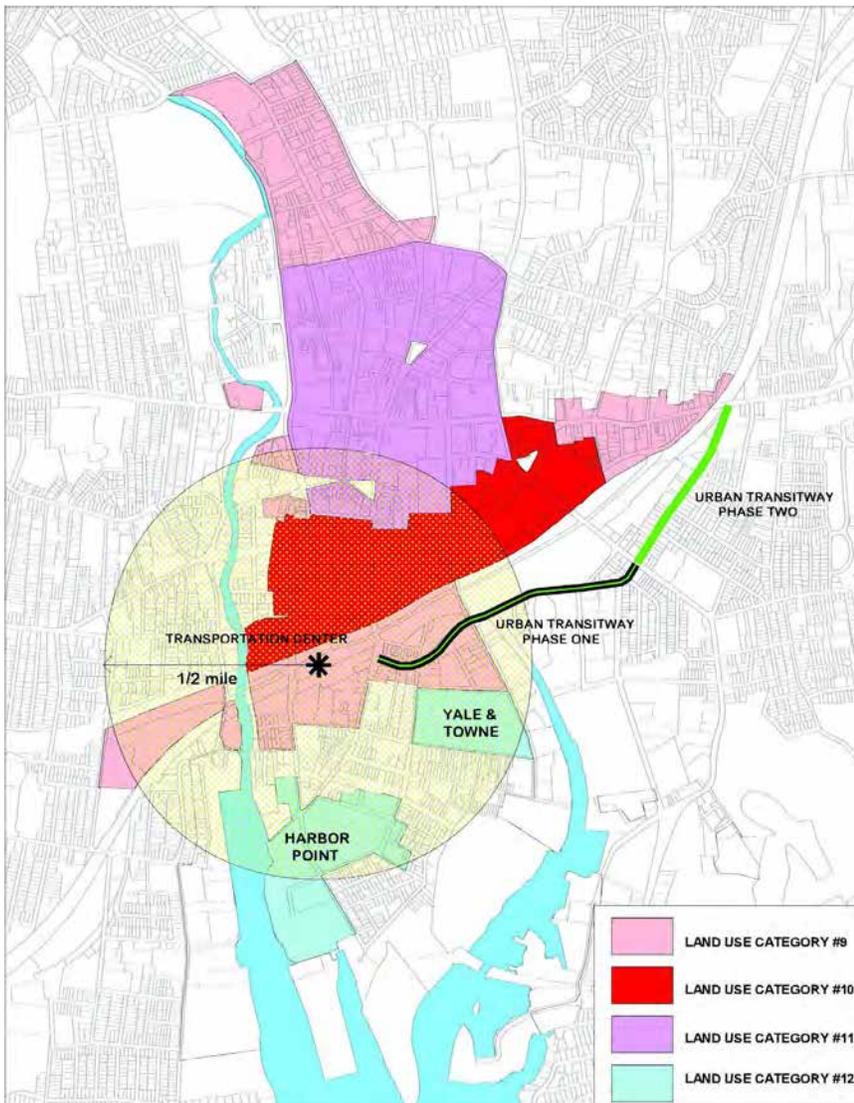


EXHIBIT C

Stamford Master Plan
Stamford, Connecticut

In 2012, the City of Stamford engaged Perkins Eastman to update the City’s 2002 Master Plan. A comprehensive update of the 2002 Plan is needed to respond to the significant level of development activity and demographic changes of the last decade and to expand and refine policies, particularly as applied to the Downtown, the Stamford Transportation Center and adjoining neighborhoods. Stamford is in the midst of a building boom unparalleled in its history. With a vibrant Downtown, lively mixed-use development in the South End, expanded transit oriented development around its train station, a diversity of residential neighborhoods, an expanded Mill River Park and 13 miles of waterfront, Stamford has become Fairfield County’s go-to destination for new businesses, residents and visitors.

Stamford is now at a critical juncture in its history. Decisions that are made over the next 10 years will be crucial in determining the City’s future. The 2012 Master Plan will serve as the principal tool in guiding the City’s growth and development patterns, providing both a vision of the future and a means by which citizens and government can be guided to act together in responding effectively to the challenge of providing a better quality of life for Stamford.



AECOM

The Atlanta BeltLine and Old Fourth Ward Park



Over the past nine years, AECOM has partnered with the City of Atlanta and Atlanta Beltline, Inc. (ABI) to shape one of the most unique and transformational public-private initiatives in the United States. In the early 2000's, the City of Atlanta began investigating the redevelopment and reuse of the historic BeltLine corridor, an industrial rail line that encircles some of Atlanta's oldest neighborhoods within two miles of downtown Atlanta. The evolving concept envisions reusing this corridor for transit, trails, and open space, tying together previously disconnected neighborhoods and unlocking the redevelopment potential of significant amounts of transitioning industrial lands. The BeltLine has quickly become a top priority for the City because it touches on such a wide range of interests.



The BeltLine, while still a work in progress, has moved to implementation. Much of the work that began years ago has sprung from the ground and the BeltLine has taken shape for the City's residents as not just an idea, but a physical reality. One such project is Old Fourth Ward Park. The park sits within one of Atlanta's most underserved neighborhoods that has recently seen an influx of development due to BeltLine's initiatives. This is a unique urban park for the City that serves both as a usable open space and as a stormwater detention facility, helping to retrofit an under-designed urban stormwater system.

Client: Atlanta BeltLine, Inc.
Tina Arbes, Chief Financial Officer
Georgia Public Broadcasting
740 Bismark Road, Atlanta, GA 30324
Tel: (678) 686-0321
Email: by telephone only

Project details
Year completed: ongoing
Duration: early 2004 to present
Location: Atlanta, GA
Total dollar value: Old Fourth Ward Park - \$200,000 (planning); \$25 million (implementation)

EXHIBIT C

AECOM

San Diego Association of Government's Planning and Environmental Services



For many years, AECOM has provided a variety of services in support of the San Diego Association of Government's (SANDAG) Regional Comprehensive Plan (RCP) and Regional Transportation Plan/Sustainable Communities Strategy (RTP/SCS) efforts. As part of our services, AECOM staff members were integrally involved with development of SANDAG's first Smart Growth Concept Map. AECOM also helped develop Program EIRs for the most recent RCP and the most recent RTP/SCS. The 2050 RTP/SCS EIR provided a program-level analysis of impacts related to regional growth and multi-modal transportation improvements for the entire San Diego region. Impacts were detailed for three separate time periods: 2020, 2035, and 2050. In response to input received from the public and decision-makers throughout development of the RTP/SCS and EIR, the EIR also provides an extensive analysis of alternatives. To meet statutory deadlines, development of the EIR was fast-tracked once the preferred RTP/SCS was established.

Currently, we are assisting SANDAG in updating the evaluation criteria and plan performance measures for San Diego Forward. The goal of this work effort is to identify criteria and measures that best allow the public and decision-makers to evaluate how well regional plan alternatives and the preferred plan meet established objectives. These collaborative processes with SANDAG staff have provided our team deep knowledge of the region's environmental, political, and planning context,

and an understanding of the resources and tools available to analyze land use, transportation, and environmental impacts throughout the region. This knowledge is essential to provide the best strategy for efficiently and competently completing this work program.

AECOM is also collaborating with SANDAG on the TOD Implementation Strategy. This work effort involves identifying key factors that affect the viability and ultimate success of TOD, with case studies both locally and nationally. The goal of this effort is to identify prioritized actions for SANDAG and its member agencies to implement that will facilitate TOD.

Client: San Diego Association of Governments (SANDAG)

Rob Rundle, Project Manager
401 B St #800, San Diego, CA 92101
Tel: (619) 699-1900
Email: rob.rundle@sandag.org

Project details

Year completed: Ongoing
Duration: 5 years
Location: San Diego County, CA
Total dollar value: \$1.5 million

AECOM

Practice Lines:
Masterplanning
Landscape Design
Architecture
Sustainability
Transportation
User Research
Economics
Infrastructure

Status:
Ongoing

Location: San Francisco, CA USA
Client: Forest City

Pier 70 Master Plan and Sustainability Plan

AECOM is assisting developers, Forest City (in partnership with the Mayor’s Office of Economic and Workforce Development and the Port) to create a 28-acre next-generation neighborhood along an underutilized stretch of San Francisco’s central waterfront. Integrated within the 70-acre Pier 70 site (including active ship building and historic resources), the project will provide an authentic extension of the adjacent Dogpatch neighborhood, create new linkages with the Bay, and attract high-tech and creative industries.

During the Phase 1 Waterfront Master Plan, which was unanimously approved by the Board of Supervisors in 2013, AECOM’s multi-disciplinary team included project management, planning, urban design, landscape design, green infrastructure, user research, transportation, and architecture. The AECOM team was also responsible for the coordination of Forest City’s geo-technical, environmental assessment and remediation, historic architecture and preservation, and project costing sub-consultants.

Currently, the team’s work is focused on enhanced transportation services and a comprehensive Sustainability Plan, seeking to establish Pier 70 as San Francisco’s premiere “Eco-District”. Recent services include a Transportation Demand Management (TDM) strategy, bicycle planning, pneumatic (vacuum) waste assessment, energy and water feasibility studies (including renewables and district energy), business case analysis of district-level sustainability strategies, detailed 3-D sun and shadow studies, low impact stormwater calculations and design implications analysis, and sea level rise and climate adaptation strategies. Throughout, AECOM also leads the policy and regulatory analysis, ensuring that the project will not only meet, but exceed applicable State and local goals and standards (SB375, Title 24, LEED, et al).

Transformation of this historic area is designed to attract the nexus of high-tech and creative industries currently fueling the new economy. These tenants need culturally rich environments to inspire creativity and innovation, realized at Pier 70 through an animated ground plane and flexible “smart” buildings. This sustainable development will include a dynamic network of waterfront and inland open spaces, unique entertainment and retail amenities, and a mix of uses that complements the surrounding area and fosters an active neighborhood.



NOTE: MASTER PLAN MATERIALS REMAIN CONFIDENTIAL TO DATE

EXHIBIT C

AECOM

Design + Planning
Economics + PlanningEnergy
Environment
Transportation
Water

Completed 2013

New York, NY
Client: New York City Department of
Environmental Protection

PlaNYC GHG Mitigation Study and Economic Assessment

AECOM was tasked by Mayor Bloomberg's Office of Long Term Planning and Sustainability to look beyond the goals and strategies of the current PlaNYC 2030, and its goal of achieving a 30% greenhouse gas reduction by 2030, to an 80% reduction by 2050. PlaNYC 2030 has made great progress for the City, including achieving a 16% reduction in emissions to date (2012/2013) from 2005 levels and now wishes to consider how it might achieve the New York State goal of 80x50. The project, funded by NYSERDA's Greener Greater Communities Fund, had three main components.

The first task included analysis to work out whether such a reduction goal is technically possible, at what societal cost, and to determine which actions would need to be taken in the next five years to make sure the City sets the right course to achieve it.

The second task included an economic and fiscal impact analysis of key GHG reducing policies within PlaNYC 2030 as well as proposed action for the 80x50 plan. This analysis utilized a customized REMI model to evaluate construction, operations and maintenance, and long-term productivity benefits accruing to the city's economy, with particular emphasis on policies leading to energy reduction in buildings.

Finally, the City wanted to develop a deeper understanding of their greenhouse gas emissions - what activities are causing these emissions where, and how this information can be used to pinpoint where specific emissions reduction measures should be implemented. The third task included an audit of the current City GHG inventory, a review of emerging GHG inventorying protocols that the City might elect to adhere to for future iterations of the inventory and an analysis of data necessary for attributing GHG emissions more discretely throughout the city.



AECOM

Design + Planning

Ongoing

San Francisco, CA US
Client: San Francisco Public
Utilities Commission

Green Infrastructure Early Implementation Projects: Sewer System Improvement Program

The San Francisco Public Utilities Commission (SFPUC) has embarked on a 20-year Sewer System Improvement Program (SSIP) for the City of San Francisco's combined sewer system. AECOM, as part of the AECOM/Parsons joint venture, has been tasked to develop six green infrastructure early implementation projects with a budget of \$47M to reduce combined sewer discharges and flooding while also informing future collection system planning and design.

These early implementation projects include a variety of green infrastructure technologies which will allow the City of San Francisco to gather information regarding all aspects of green infrastructure implementation from public outreach and environmental permit requirements to localized hydrologic performance and maintenance requirements. The City of San Francisco recognizes that in addition to improving the sewer system, green infrastructure enhances recreational areas, beautifies streets, improves pedestrian conditions, and can create a more livable habitat for San Francisco birds, native plants, and residents.

Currently, AECOM is developing design alternatives and construction drawings through 35% design for technologies that include creek daylighting, permeable pavement, bioretention planters and rainwater harvesting systems. AECOM has led an extensive public outreach effort that includes over 14 public workshops, 9 online survey websites, and 30 stakeholder meetings. In addition, AECOM is assisting the development and implementation of a rigorous monitoring program that will inform performance and design standards for future green infrastructure projects.



EXHIBIT C

AECOM

Design + Planning
Economics + Planning

Studios: San Francisco, Seattle

Completed: 2009

Seattle, WA USA
Client: City of Seattle

Seattle Energy Efficiency Policy Analysis for New Buildings

The City of Seattle convened a Green Building Task Force of recognized building, design, and real estate finance professionals to develop a policy regime to achieve the goal of carbon neutrality for all new construction by 2030. The City hired AECOM to analyze policy options for new buildings and to produce briefing materials to be presented to the Task Force members, in an effort to develop a set of recommendations of the Mayor for a system of incentives and mandates.

To support the policy assessment process, AECOM developed a system of metrics and ratings to analyze and compare eight policy proposals: Green Investment Fund, Green Building Feebate, Density Bonus, Green Priority Permitting, Mandatory Green Building Performance Standards, Green Building Code, Energy Code Update, and District Heating Policy. Using real estate development projections and energy model outputs from AECOM's proprietary Sustainable Systems Integrated Model™ (SSIM), each policy's performance was modeled and quantified in terms of benefits (energy savings and/or monetary benefit to developer) and costs (to city and developer). Using these metrics and qualitative assessments of policy feasibility in the Seattle context, each policy was rated under the following parameters: cost effectiveness, energy efficiency potential, economic impact, cost of policy implementation, and administrative feasibility. To aid in the comparative analysis, these findings were compiled in case study reports, policy scorecards, summary presentations, and synthetic visual tools/graphics.



AECOM

Design + Planning

Ongoing
Project Budget: \$1.1MM

Santa Clara County, CA USA
Client: County of Santa Clara
Demetra McBride, Sustainability Dir.
408.299.6413

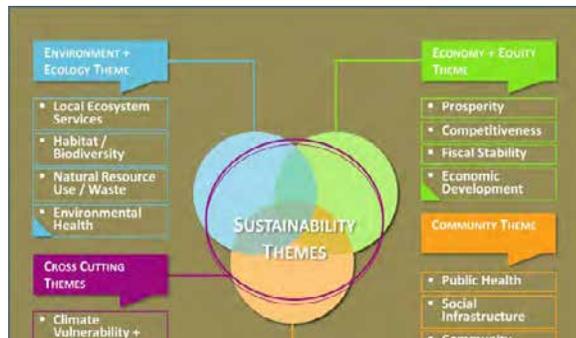
Silicon Valley 2.0

A Climate Action and Adaptation Strategy for Strategic Growth and a Prosperous Region

Silicon Valley is home to roughly 3 million residents, and is the 4th most ethnically diverse and culturally rich community in the United States. It contains a multitude of working and natural landscapes, generates a gross domestic product of \$200 billion, is the global model for innovation technology, and is the world's leading center for venture capital. While these and other conditions make the region a highly desirable place to live and conduct business, climate change presents a threat to Silicon Valley's communities' safety and prosperity. A coordinated response to climate change is needed to ensure that the region continues to thrive in the future.



Over the next century, increasing atmospheric greenhouse gas concentrations are expected to cause a variety of changes to local climate conditions including sea level rise, increased coastal and riverine flooding, and more frequent and intense extreme heat events. Development and implementation of climate adaptation strategies will be important to protect the region's people, infrastructure, ecosystems, and vibrant economy. The Silicon Valley 2.0 Project is a regional effort, managed by the Santa Clara County Office of Sustainability and funded by the Strategic Growth Council, to minimize the anticipated impacts of climate change and reduce the generation of local greenhouse gas emissions.



The project uses a risk management framework to A) evaluate the vulnerability of community assets (i.e., infrastructure, populations, and landscapes) to likely climate impacts, B) examine the potential economic consequences of this vulnerability, and C) develop preemptive adaptation strategies that improve community resiliency. To facilitate these analyses, the project developed a web-based decision support tool that allows users to view and map the exposure and vulnerability of community assets to various climate variables and the potential economic consequences in both a 2050 and 2100 timeframe.



Using this framework and decision support-tool, the project prepared a strategic climate change adaptation plan that aims to facilitate and coordinate regional planning and implementation efforts in this area. The plan identifies assets within the region that are threatened by anticipated climate change conditions and the magnitude of the economic consequences that could result if no action is taken, including replacement costs, fiscal revenue loss, and interruption of economic activity. The plan also identifies strategies to minimize these impacts. Ultimately, the plan identifies the region's top priorities, and the near-term actions needed to implement an effective regional scale adaptation response.



EXHIBIT C

AECOM

Buildings + Places
Masterplanning

Additional Services
Urban Regeneration
Sustainability

Transit Center District Plan
Completed 2009

San Francisco, CA USA
Client: City and County of San Francisco

Studio: San Francisco

4th & King Railyards Study
Completed 2012

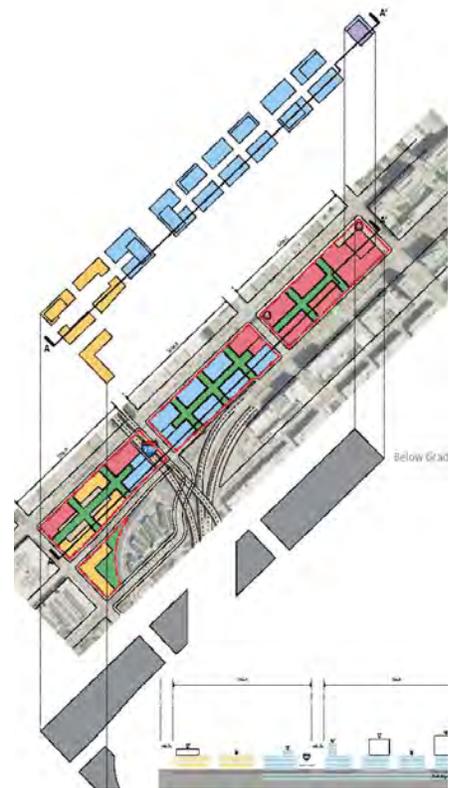
Transit Center District Plan and 4th & King Railyards Study



The Transit Center District Plan builds on the City's renowned 1985 Downtown Plan, which envisioned the area around the Transbay Terminal as the heart of the new downtown. Led by AECOM, this effort analyzed land use and urban form responses to the maturation of the southern side of downtown since 1985 and the infrastructure investments now planned. Following detailed analysis and computer simulation (e.g. urban form, shadow, wind, circulation), the study produced new planning policies and controls for land use, urban form, building design, sustainability, and public realm improvements for private properties, as well as for properties owned by the Transbay Joint Powers Authority. The plan also proposed a mechanism for directing some financial benefit from any increases in development opportunity to

the construction of the Transit Center Program, as well as other public amenities and infrastructure in the area. Given the City of San Francisco's existing ordinances relating to green buildings, the Transit Center sustainability guidelines focused on opportunities for district energy and water systems.

Another component of this project was the 4th & King Railyards Study. This study documented the conditions, opportunities, and development capacity and feasibility of the site and serves as a reference for future planning, design, and implementation efforts that can take place once the ultimate configuration of the railyards is more certain. An important component of this study is evaluating the value of potential development of the site under a range of conditions.





Stull and Lee Incorporated
architecture · planning

CHICAGO SOUTH SIDE - FOURTH WARD CHICAGO, ILLINOIS

Working with an advisory group convened by the District Alderman, Stull and Lee is helping the group consider the implications of greater height and density as this once fashionable historic lakefront neighborhood continues a remarkable renaissance. In addition to addressing district wide urban design issues, Stull and Lee is also studying site specific design interventions for key early action sites.

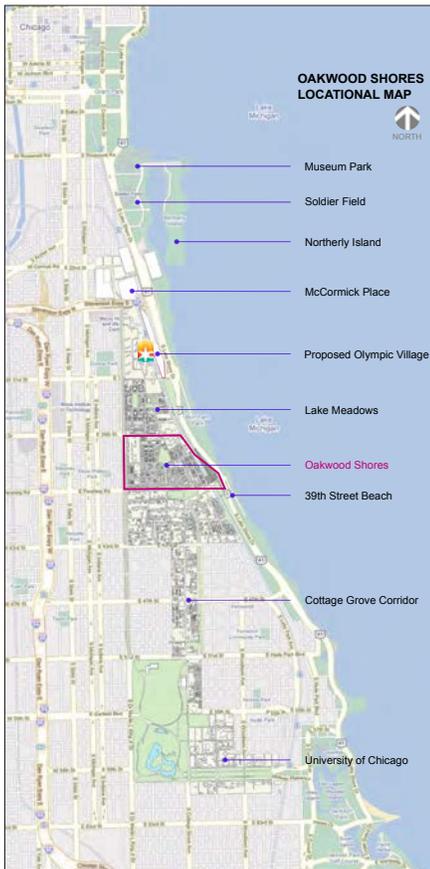


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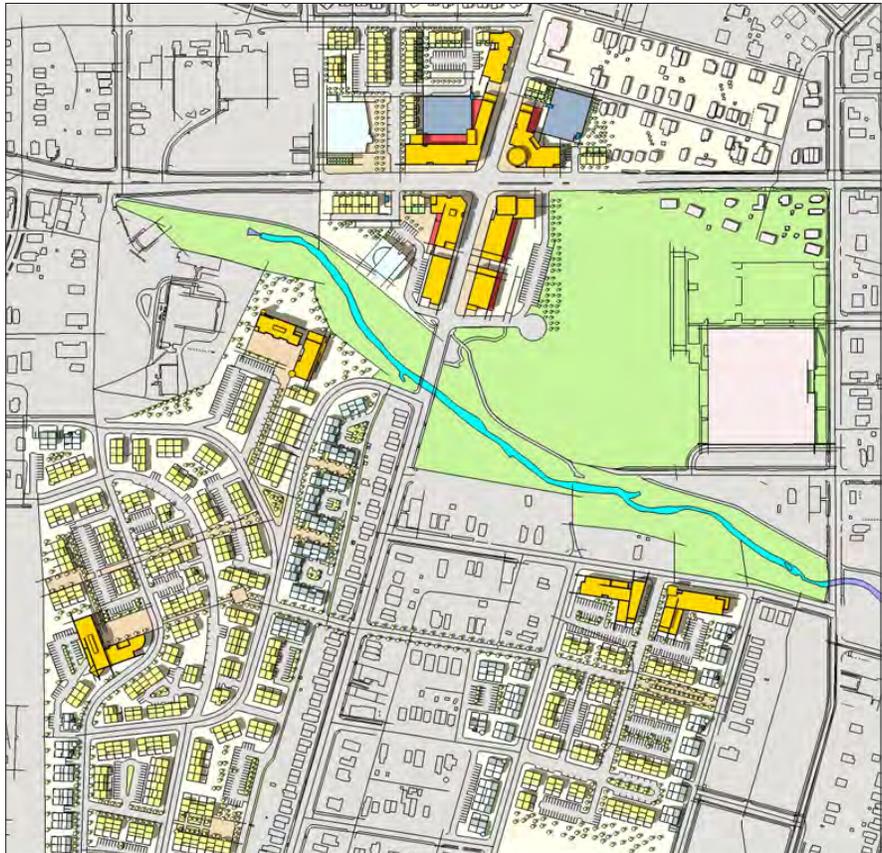


Stull and Lee Incorporated
architecture · planning

LINCOLN HEIGHTS NEIGHBORHOOD PLAN
WASHINGTON, D.C.

As a part of an interdisciplinary project team assembled by the Jair Lynch Companies Real Estate Services Division, Stull and Lee prepared the master plan for the District of Columbia's Lincoln Heights neighborhood.

Funded by the D.C. Office of Planning the community intensive planning process is part of the District's innovative New Communities Initiative in which residents of the impacted neighborhoods join the professional consultants and agency representatives in a design "charrette" format to guide the master planning.



mikyoung kim design

Northeastern University: Huntington Avenue Vision Masterplan

Northeastern's campus vision begins with their academic mission to create meaningful engagement in the world, using their knowledge and resources as a positive force for change in both the local community and the large global society. MYKD is providing a comprehensive masterplan that reviews the campus strategy for thresholds and gateways, planting standards, streetscape standards and sustainability initiatives that will create a global campus identity within Boston.

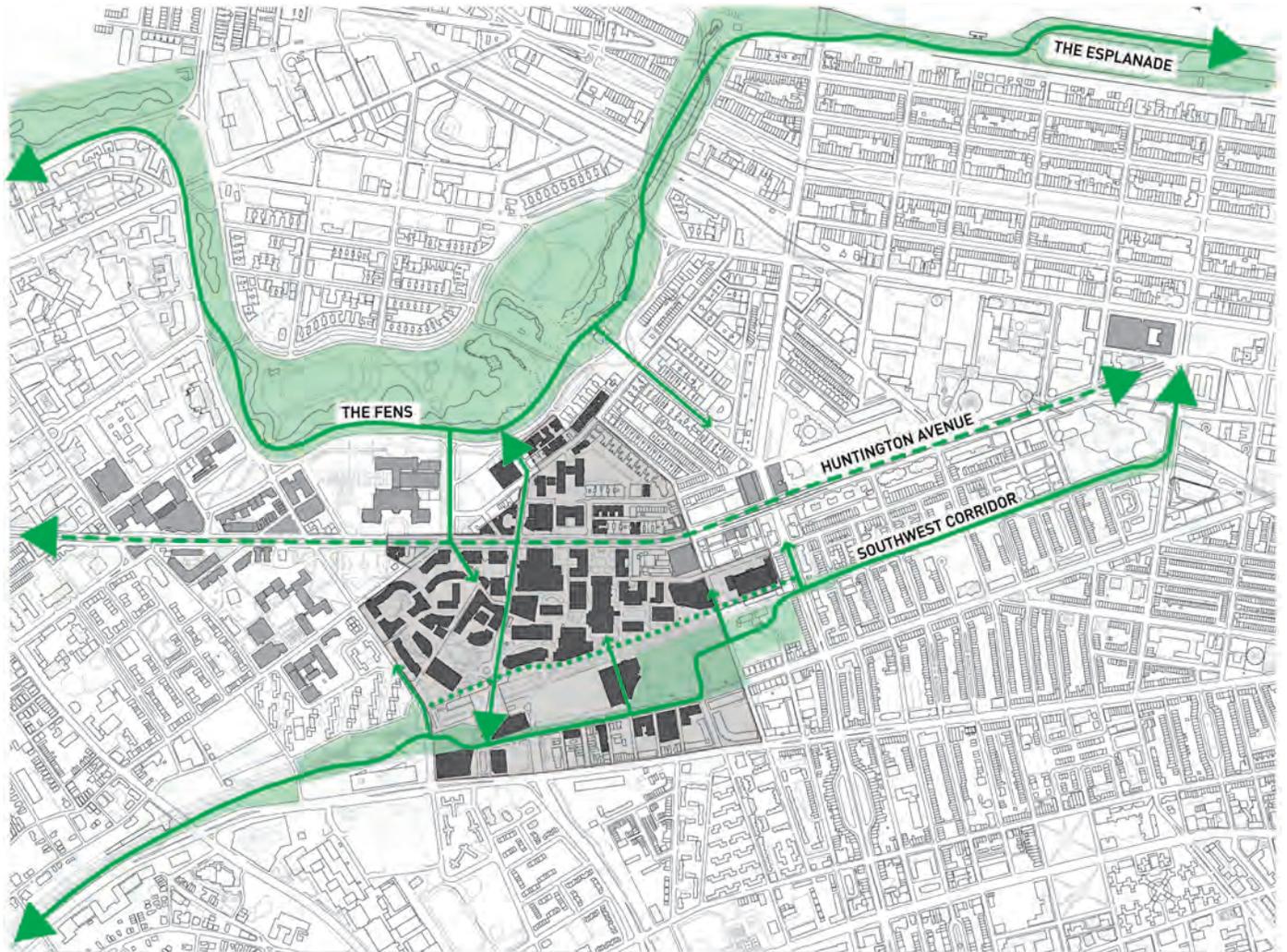


EXHIBIT C

mikyoung kim design

ConGae Canal

The ChonGae Canal Restoration Project is an ambitious redevelopment initiative that transformed the urban fabric of Seoul, Korea. This design was the winning project in an international competition and celebrates the source point of cleansed surficial and sub grade runoff from the city at the start of this seven mile green corridor. The main competition requirement was to highlight the future reunification of North and South Korea. The project symbolizes this political effort through the use of donated local stone from each of the eight provinces of North and South Korea. The individual stones act to frame the urban plaza and the eight source points where runoff is daylighted and represents the unified effort in the transformation of this urban center.



mikyoungh kim design

Downtown Durham SmART Vision Plan

The goal of this Vision Plan is to transform Downtown Durham into a major destination for art and cultural programs in the region. The Plan provides a guide for developing this urban corridor into a vibrant setting for residents, visitors, artists, and businesses – establishing “a cultural quilt of experiences” enriched by green spaces, plazas, bustling avenues, and public art converging to create a shared urban life.

A bold strategy is needed to unify this Downtown Corridor and to lend it a powerful and consistent visual identity that will set it apart as a culturally diverse and vibrant urban center. Focusing on the pedestrian experience of the city, the Vision Plan builds a storyline that connects key cultural landmarks in Downtown Durham.

02

Site Overview

The SmART Corridor

Stretching ballpark to ballpark, the focused project area encompasses a linear north-south axis that is anchored by the historic Durham Bulls Athletic Park to the north and the newer Durham Bulls Athletic Park to the south. The project corridor, presently fragmented into Blackwell Street, Corcoran Street, and Foster Street, runs through three existing downtown districts: the American Tobacco District, the City Center District, and the Central Park District. The SmART Vision Plan strives to define this axis as one unified corridor, referred to here as the SmART Corridor.

American Tobacco District

Anchored by Durham's oldest brick tobacco factory on the corner of Blackwell and Pettigrew streets, the American Tobacco District is named for the tobacco monopoly that once dominated this area. The NC Rt. 147 Freeway overpass defines the southern boundary of the district and represents the entry to the Blackwell Street section of the corridor. Flanked by the American Tobacco Campus to the west and the Durham Bulls Athletic Park and Performing Arts Center to the east, Blackwell extends north to Pettigrew Street and the North Carolina Railroad tracks. The American Tobacco District has been the site of Downtown's most significant renovation and development in the past decade and now includes some of Durham's most popular destinations.

City Center District

Encircled by a one-way vehicular traffic route, the downtown loop, the City Center is considered the urban core of the city of Durham. The Corcoran Street sector of the SmART Corridor runs through the center of this district and is intersected by the east-west arterials of Main Street, historic Parish Street, and East Chapel Hill Street. City Center buildings account for the height in Durham's downtown skyline, including the city's first skyscraper (now the 210 Hotel), the Marriott Hotel, and a 26-story mixed-use tower currently under construction on the former site of F.W. Woolworth Co. The COB Plaza is located at the heart of the City Center District and is the site of several downtown festivals and activities.

Central Park District

Foster Street represents the northern most segment of the SmART Corridor and defines downtown Durham's Central Park District. Central Park is Durham's largest open park area and the site of the Durham Farmers' Market. The most eclectic and intimate of the downtown districts, the Central Park District is home to a number of Durham's boutique restaurants, shops, and live music venues, including Fullsteam Brewery, King's Sandwich Shop, Motorco Music Hall, Cocoa Cinnamon, and more. The SmART Corridor extends north through the Central Park district to the northern boundary of Geer Street.

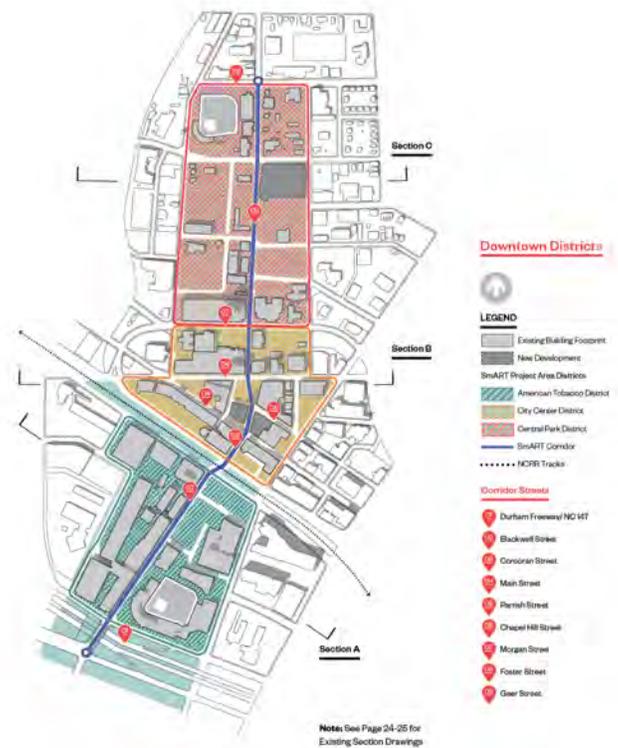


EXHIBIT C

madden.
PLANNING
GROUP

Kansas City Downtown Plans



SIZE

4,000-acre greater downtown area

CLIENT

The Civic Council of Greater Kansas City

HIGHLIGHT

Over \$4 billion in public and private investment since the plan was completed.

A key goal of the 2000 Master Plan was to inspire confidence for investment in the 4,000-acre greater downtown area. Under the direction of Ms. Madden, the plan engaged over a hundred civic, business, and neighborhood leaders. The final plan focused primarily on the city center where the convention center and high-rise office towers were surrounded by vacant land. Illustrating the potential for this area, the plan also recommended a new Business Improvement District (BID) to help champion the cause.

Since the plan's completion, the public and private sectors have invested over \$4 billion dollars downtown. Major projects include corporate headquarters for H&R Block and several other firms, the Power & Light entertainment district, a new bus rapid transit line, the Sprint Arena, the Kaufmann Center for the Performing Arts, new hotels, and streetscape improvements. The number of downtown residential units increased from 2,700 to 9,200.

In 2005, the team was invited back to set priorities for the next five years. With so much happening in the heart of downtown, the new plan identified multiple centers of activity throughout the greater downtown. Each area has distinctive attributes, ranging from the jazz district at 18th & Vine to the corporate environment at Crown Center. By celebrating each one, visitors will be encouraged to explore different destinations, and nearby residents will enjoy walkable pedestrian districts. For both projects, Ms. Madden was the Principal Planner leading the team while at Sasaki.

“Since last seeing you, Copaken White & Blitt had moved downtown to enjoy your planning efforts. I look out my window and see the Power and Light District blossoming; the reflection of the sun on the Sprint Arena; the cranes about to set steel on the Performing Arts Center; I hear reports from our office leasing people of more companies looking and occupying space; and PEOPLE ARE ON THE STREET.”

—PAUL COPAKEN, FORMER CHAIR, CIVIC COUNCIL

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GATE C

FACHER BAR

HOT DOG



FEE PROPOSAL

COST PROPOSAL

Please see sealed envelope with Fee Proposal



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