

CITY OF CAMBRIDGE CITYWIDE PLANNING

QUALIFICATIONS FOR PLANNING SERVICES

JUNE 25 2015



PERKINS+WILL

PERKINS+WILL

June 24 2015

Amy L. Witts
Purchasing Agent
City of Cambridge
795 Massachusetts Ave, Third Floor
Cambridge, MA 02139

Re: Response to Request for Proposal for Cambridge City Wide Planning Services

Dear Ms. Witts,

We are enormously excited to submit our Cambridge City Wide Planning Services proposal. It is just this type of challenging, yet stimulating opportunity which is at the very heart of our practice. With you, we will engage the people of Cambridge in an exciting process to shape, the vision of the City of Cambridge for its long term livability, sustainability and social equity.

As urban planners and designers who work across North America and internationally, we combine a deeply humanistic approach with results-driven pragmatism to create livable cities. Focused on research and innovation, we will work hand in hand with the community and side by side with the City, to passionately explore creative design and policy solutions that foster stronger ties between communities, the built environment, and nature. In April, 2015 the American Planning Association awarded Perkins+Will their top honor - the National Planning Excellence Award, and it is that team we have committed to this plan for Cambridge.

Creative; Locally Invested with a National Perspective: We are an extremely motivated team of experts who bring their infinite passion, broad and in-depth local knowledge and global and regional experience addressing challenges similar to those which Cambridge faces in communities around the world. Together, we believe in preserving the best of what gives Cambridge its authenticity while allowing for the essential rethinking and reallocating of critical urban resources that is an imperative for a just and sustainable city.

Proactive; Facile at Coordinating Complexity: Establishing an inclusive process of open give-and-take within a context of practicality is key to harnessing the passion and creative energy of the project team, the advocacy and neighborhood groups, and the institutions and businesses. Both partners and champions will be essential to support the implementation of the vision for the City of Cambridge.

Our team has successfully led many complex projects with multi-headed client teams, and delivered them on time and in budget. As planners, urban designers, and architects, Perkins+Will will lead and manage the project team as a rich resource of capabilities for sharing information, engaging stakeholders and community, triggering cross-discipline thinking, inspiring innovation, and delivering a product of vision, value and clarity for implementation.

Collaborative; Working towards an Implementable Vision: Throughout our practice, nine times out of ten, Perkins+Will is the project lead and brings its decades of experience in running large and multifaceted teams – with the frequent result that we seek each other out when an effort as exciting and transformative as this arises.

OUR TEAM comprises of:

- **Kleinfelder** for Resilience Planning/Climate Change Preparedness + Civil Infrastructure. Kleinfelder brings well-rounded, holistic thinking and wide-ranging technical infrastructure systems experience to deliver project lifecycle solutions that meet city's long-term objectives, as well as short-term needs. Currently working on the City of Cambridge's Climate Change Vulnerability Assessment and upcoming Preparedness Plan we see a seamless and effective integration of the two efforts.
- **The Cecil Group** is our local zoning/regulations planners and landscape architects - a Boston-based firm of architects, urban designers, planners, landscape architects and graphic designers, they bring a focus on helping New England's cities and towns realize their potential through planning and design.
- **CivicMoxie** as our public engagement lead out of Brookline, is a planning, urban design and placemaking group that leverages deep experience, spirited collaboration and on-the-ground know-how to ensure plans on paper translate to a vibrant reality with positive outcomes working across varied interests and stakeholders to find win-win solutions to tough challenges.
- In support of the public engagement, **Denterlein**, a communications/relations strategist out of Boston will be our communications partner. Standing at the intersection of business, communications and public policy, Denterlein guides cities, non-profits, and institutions in managing the complexities of today's multi-faceted communications landscape, including: media relations and social media strategies, complex public affairs campaigns, crisis communications, and development and management of integrated online community engagement.
- The **Project Zero Team** with the Harvard School of Education will bring a whole new dimension to our engagement process with the goal of engaging young people in civic discussions and action. They will work to integrate the planning process into a civics curriculum for the Cambridge school system reaching young school children and older teens and tweens in engaging and exciting ways, building civic capacity with the future generations of Cambridge.
- **HR&A Advisors** our economic planners, are an industry-leading real estate, and economic development consulting firm. Renowned across North America and abroad they understand the importance of linking accretive private investment with public resources to support the responsibilities and aspirations of both communities and investors.
- **Karl Seidman**, an economic development consultant and Senior Lecturer at MIT's Department of Urban Studies and Planning, will bring his affordable housing and community development financing expertise to the team. His MIT courses have completed technical assistance projects for development finance organizations, economic development plans, and Main Street revitalization plans, including the recent Incentive Zoning Ordinance Nexus Study for the City of Cambridge, as well as award-winning revitalization plans for Boston's Hyde Park, Egleston Square, and Hyde-Jackson Square commercial districts.
- **ARUP**, our transportation planners and engineers, focus on improving mobility in complex urban environments where the demands of pedestrians, bicyclists, and vehicles – both transit and private – need to be balanced. When designing mobility strategies, they work to balance the needs of transportation which are critical to the regional economy, with the needs of the streets which also

serve as important spaces that form the backbone of the public realm and community experience.

- **BuroHappold Engineering**, out of Boston will further the work done under the Getting to Net Zero effort to address issues of Climate Change and Resiliency in this comprehensive planning effort. BuroHappold is internationally known for delivering creative, value-led building and city solutions to the most complex challenges, underpinned by robust understanding and insight.

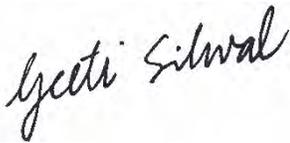
Perkins+Will brings a proud record of urban planning strategies where design is a powerful driver and integrated teams, clients and communities adopt plans and policies that improve the social, economic, environmental, and human health of cities. We see this effort as a culmination of our coast to coast experience working in dense urban environments - setting a vision for urban change as we did on the Boston Central Artery Corridor Masterplan; using data and mapping to guide the implementation of health districts in the Wyckoff Health District Plan; balancing nodes of high intensity while preserving the historic fabric along Sunset Boulevard in Los Angeles; inventing the Tower Area Ratio guidelines for high-rise districts of Toronto; developing creative guidelines for ground floor activation in Mission Rock, San Francisco; developing detailed streetscape guidelines for Downtown San Jose; among very many other projects - that establishes the depth of creative thinking Perkins+Will will bring to Cambridge.

We pride ourselves on action-ready plans – ready for the type, scale, and character of design and development that will set the right path for both immediate and long-term positive change that allows for the desired livability, sustainability and social equity. We see ourselves as an extension of the City team, to together formulate a vision for the next two decades of transformation.

Perkins+Will and every member of our team will bring the very best of our expertise, deep research and innovation to inventive, forward-looking and eminently practical solutions for Cambridge.

Please feel free to reach me at 415-546-2943 if any questions arise or clarifications are needed. We stand ready to begin.

Sincerely,

A handwritten signature in black ink that reads "Geeti Silwal". The signature is written in a cursive, flowing style.

Geeti Silwal, AICP, LEED AP
Associate Principal,
Perkins+Will, San Francisco
415.546.2943
geeti.silwal@perkinswill.com.

PERKINS+WILL URBAN DESIGN + PLANNING /

We believe design has the power to positively transform people and the planet. Curious, agile, and adaptable—we craft solutions that inspire our clients and their communities, create positive long-term environmental, economic, and social change, and set new paradigms for the future. ○



National Planning Excellence
Award for a Planning Firm,
American Planning Association, 2015



SUSTAINABLE DESIGN /

More than a process of reducing environmental impact; it is a rethinking of the relationship between humans and nature that extends to every aspect of our practice. ○

The #1 ranking in Sustainable Design by *Architect* magazine in 2009, 2010 and 2011

248 LEED Certified Projects, including 40 Platinum and 126 Gold

Three of the sixteen Clinton Climate Initiative "Climate Positive" founding projects

Commitment to the 2030 Challenge, as well as a 2030e2 energy estimating tool, shared with the industry at www.2030e2.perkinswill.com

The industry's first publicly released Precautionary Materials List, online at transparency.perkinswill.com

Developer of the Transparency Label and Health Product Declaration for disclosure of toxicants in building materials



U.S Green Building Council's Best Architecture Firm, 2014



BLATCHFORD REDEVELOPMENT
CITY OF EDMONTON
ALBERTA, CANADA

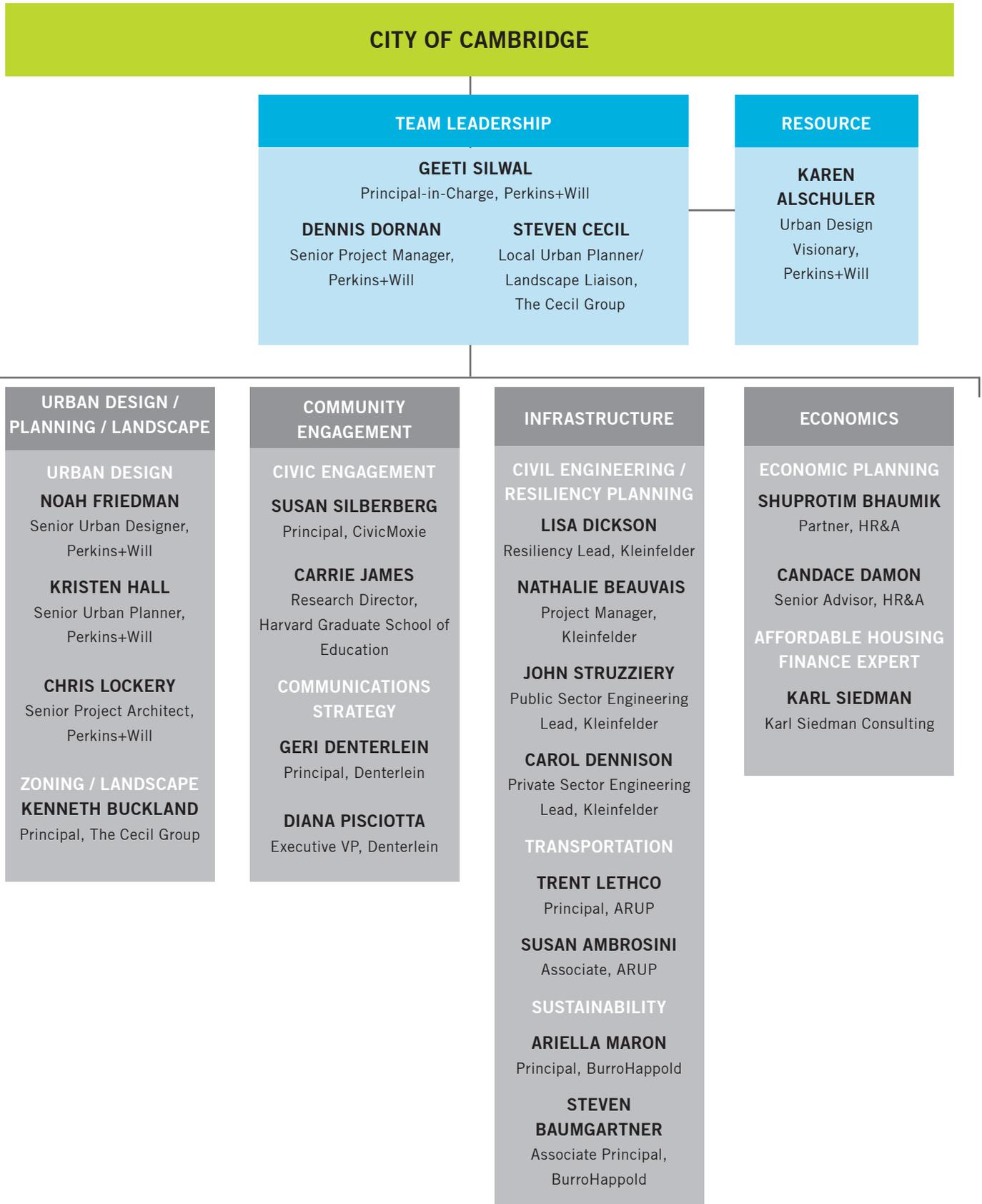


Fast Company's
10 Most Innovative Companies
in Architecture, 2015

PROJECT TEAM



ORGANIZATION CHART /



SUMMARY OF KEY TEAM ROLES AND RESPONSIBILITIES /

PERKINS+WILL (URBAN DESIGN + PLANNING)



Karen Alschuler has been with Perkins+Will for 22 years and will serve as the Visionary for this team, sharing her 35 years of knowledge for urban stewardship and the creation of civic places. Over her 35 year career, Karen has embraced creation of civic places that welcome a diverse population, seeking a critical balance between physical planning and fiscally responsible economic development and applied techniques to achieve true urban engagement.



Geeti Silwal will bring her 15 years of experience successfully leading complex multi-agency projects and will be the Principal-in-Charge leading the entire project team. She will provide executive management in working with the City of Cambridge. She has worked nationally and internationally managing diverse scale of urban projects that formulate urban design principle and making recommendations and guidelines that have been the foundation of transformative changes over a long-term period.



Dennis Dornan will be leading the entire project team as the Project Manager. He will facilitate communication among all stakeholders and local team partners, and will oversee project development to ensure successful outcomes. Dennis has been successfully managing projects on the East Coast as the Senior Project Manager. Dennis has distinguished himself at Perkins+Will by his ability to lead large consultant teams and complex projects involving extensive community and agency outreach as well as multi-headed and multi-layered client groups.



Noah Friedman will be the Senior Urban Designer overseeing the overall urban form and public realm thinking. His experience includes regional and large scale concept plans, vision plans, master plans, regulating plans and design guidelines. Noah will bring an enthusiastic and rigorous approach to this City Wide Plan with a high commitment to resiliency and sustainable design.



Kristen Hall is an Senior Urban Planner, and will be a critical member of the team working in close coordination with the subconsultant teams to develop and execute the urban design and planning concepts, bring best practices to the spotlight and develop the City Wide Plan document as a well-coordinated and well-designed work product. Kristen is a P+W leader in design guidance for dense urban areas.



Christopher Lockery is a Senior Project Architect from Boston who will work closely with the Urban Planning/Design team, contributing his expertise in building regulations and help test fit different residential and commercial buildings for various development scenarios. Chris brings more than 20 years of experience working on a broad range of projects including residential buildings, commercial office buildings, educational facilities, research laboratories all with a focus on high performance buildings that also respect their urban context.

LOCAL

Detailed resumes can be found in the Appendix Section

KLEINFELDER (RESILIENCE PLANNING + CIVIL ENGINEERING)



Lisa Dickson will serve as Project Manager for Resiliency. Ms. Dickson will lead coordination between the resiliency work of the Preparedness Plan and the planning work of the Master Plan. She will participate in and guide the technical integration among the various disciplines (i.e., how heat vulnerability results might inform housing requirements, or how economic impacts and land use may be impacted by anticipated flooding impacts) within the larger Master Planning team, as described in the approach. She will also participate in and coordinate the Master Plan's stakeholder engagement process with the Preparedness Plan stakeholder engagement process to support efficiency while gathering input for both projects. She will likewise coordinate Kleinfelder's support on the civil infrastructure components.



Nathalie Beauvais will act as Kleinfelder's Assistant Project Manager for Resilience. This arrangement allows Ms. Beauvais, the PM of the climate change work, to remain primarily dedicated to the Preparedness project - which has its own very aggressive schedule - while also being engaged in the City-wide Planning study. While it is anticipated that Nathalie will participate in some of the meetings of the Master Plan team, as well as assisting in the development of strategies to link the two efforts, Lisa will act as the primary Kleinfelder envoy and team lead for the Master Plan project.



John Struzziery will serve as lead engineer for civil engineering in the public sector. He will provide expertise gained by leading the Cambridge Sewer Separation and Stormwater Management Program across the City and managing numerous additional infrastructure projects for the City. John will contribute extensive, detailed knowledge about the conditions and requirements of infrastructure projects in Cambridge. He will also bring decades of institutional knowledge about City operations, departments, personnel, residents, businesses and institutions.



Carol Dennison will serve as lead for civil engineering in the private sector. She will bring expertise gained by managing and participating in projects for institutions across the City, most notably numerous projects for Harvard University, MIT, Alexandria, and Forest City. These projects have involved fitting many new projects into highly urbanized areas and requiring intensive interaction with the City. Carol understands the requirements of these entities and how to integrate their concerns and demands with the public needs.

THE CECIL GROUP (ZONING + LANDSCAPE)



Steven Cecil brings over twenty-five years of professional experience to the firm, including urban design, planning, landscape architecture, and architecture projects throughout the United States and abroad. Steven will lead our local zoning/regulations planners and landscape architects. Mr. Cecil brings his commitment and special skills in community participation as a dimension of many successful planning and design projects.



Kenneth Buckland will be the lead for land use and zoning. He brings to the team a vast amount of experience in land planning including environmental planning, town center design, drafting design guidelines and zoning regulations. Mr. Buckland has practical experience with a wide variety of regulatory schemes including incentive zoning, green development and design guidelines and, transit-oriented development. He has also participated on and led a number of land development project review and design review projects.

LOCAL

CIVICMOXIE (COMMUNITY ENGAGEMENT)



Susan Silberberg, principal of CivicMoxie, will lead the Perkins + Will team for the civic engagement strategy/implementation for the master planning process. Susan will coordinate with the City of Cambridge CET, advise on the formation of an engagement advisory group, and coordinate all engagement strategies and needs within the consultant team for the various topic areas. CivicMoxie will provide on-the-ground support for meetings, on-site engagements of a wide nature, and online tools, as deemed necessary for this project.

LOCAL

CARRIE JAMES (COMMUNITY ENGAGEMENT)



Carrie James, Research Director of Project Zero and Principal Investigator of The Good Participation Project, will focus on the use of digital media and outreach to Cambridge youth with the goal of engaging young people in civic discussions and action. Using the lessons learned in the work of the Harvard Graduate School of Education that has been funded by the MacArthur Foundation's Youth and Participatory Politics Research Network, Carrie will work with others on the Harvard team to ensure integration into Cambridge school curricula and that activities reach young school children and older teens and tweens in engaging and exciting ways.

LOCAL

DENTERLEIN (COMMUNICATIONS STRATEGIST)



Geri Denterlein, President and Founder, will be responsible for, strategic planning, overall messaging and framework for communications, and identifying community leaders to serve as ambassadors, particularly among previously unengaged groups. She has significant experience in multi-disciplinary experience at complex organizations in competitive environments.



Diana Pisciotta, Executive Vice President, will be responsible for developing a tactical plan for all phases of communications outreach, identifying key communications tools, evaluating all outgoing communications outreach to assure that it meets key goals in terms of accessibility for all audiences and clear/concise information, linking community engagement and communications with the full planning process, and reporting back to the client team.

Detailed resumes can be found in the Appendix Section

HR&A (ECONOMIC PLANNING)



Shuprotim Bhaumik, Partner-In-Charge, will be substantively involved in all aspects of HR&A's work including the structuring of our approach, overseeing the execution of our analysis and production of all deliverables, and leading client meetings. Prior to joining HR&A, Shuprotim worked as a Senior Vice President for the New York City Economic Development Corporation, where he led an interdisciplinary analytic team in developing initiatives for new and emergent business districts, analyzing public policies, and implementing economic development plans.



Candace Damon, Senior Advisor, will lend her experience working in Cambridge to the team, and will work with Shuprotim and Kyle to structure the firm's approach to the assignment, with a special focus on public engagement and open space strategy. Her specific areas of expertise include leading organizational planning for non-profits and institutions, ensuring the long term viability of urban open spaces, supporting master planning efforts for large-scale revitalizations.

LOCAL

KARL SIEDMAN (AFFORDABLE HOUSING)



Karl Siedman will serve as an affordable housing finance expert for the team. He will conduct analysis and advise on Cambridge's current use of affordable housing finance tools and resources, options, opportunities to redeploy existing tools to better align with the comprehensive plan goals and initiatives, and any additional housing finance tools, approaches and resources for Cambridge to use. He may also perform financial analysis to support proposed pilot projects or proposals in the comprehensive plan.

Detailed resumes can be found in the Appendix Section

ARUP (TRANSPORTATION)



Trent Lethco will serve as the project director for all transportation aspects of the project. As a principal and leader of Arup’s Integrated Planning Group, Trent has over 15 years of experience in comprehensive transportation master plans, policies, and understanding how to effectively link transportation and land use to achieve fiscal, environmental and social sustainability. On this project Trent will provide oversight, guidance and advice to the team, and be responsible for delivery and quality of the transportation components of the project. He is an expert in complete streets, transit accessibility and multimodal transportation strategies and has applied this knowledge across a wide range of projects in domestic and international contexts.



Susan Ambrosini is an Associate Planner at Arup and will serve as the Project Manager and primary point of contact for the Arup team. Susan has 10 years of urban planning experience focused on transportation, transit-oriented development, urban design, land use, sustainability and economic development, with a strong background in community planning and participation. Susan will manage and coordinate the transportation and mobility components of the project, coordinating with key team members from all disciplines to ensure that transportation both informs and responds to land use, sustainability and economic development concepts. She will also be managing the parking and active transport components of the plan.

LOCAL

BURROHAPPOLD (SUSTAINABILITY)



Ariella Maron, Steven Baumgartner, Christopher Rhie, and Alasdair Young are all part of BuroHappold’s Cities group, which focuses on innovative and large scale planning projects and implementation strategies around the world. Together, they bring complimentary backgrounds in planning and engineering to form the core of BuroHappold’s sustainability and energy planning expertise in New York. All three have worked closely to deliver the Five Cities Energy Master Plans for the New York Power Authority, the Miami Innovation District, and a number of campus energy and sustainability plans. Alasdair has worked previously with the New York team on international projects, such as the King Abdullah City for Atomic and Renewable Energy in Riyadh, and has served as a special energy advisor on large campus-scale projects with ambitious energy reduction goals, such as the master plan for Case Western Reserve University, in Cleveland. Alasdair also worked with Ariella and the rest of the NYC team in developing the RISE: NYC competition for innovative technologies and solutions for building and infrastructure resiliency and a current confidential innovation and sustainability master planning project. As an expert in building analytics and high-performance building, Julie Janiski often collaborates on with the Cities group in an advisory and technical support capacity, as she did when working with Steven to develop data-backed sustainability strategy for the master plan of the new Destination Medical Center in Rochester, Minnesota, Miami Innovation District, and a current confidential corporate campus sustainability plan.



Detailed resumes can be found in the Appendix Section

THIS TEAM HAS WORKED TOGETHER

A successful team for the Cambridge City Wide Plan will need to bring a fascination with the evolution of American cities, a diversity of experience, a solid time-tested working relationship with each other and a proven track record of management of big teams while partnering with clients. In Cambridge today, perhaps above all, the team must come to the table with an enthusiasm for engagement – bringing people, ideas and shared knowledge to each and every endeavor.

For over eight decades, Perkins+Will has collaborated with globally recognized clients to set worldwide standards for design innovation and exceptional service. Perkins+Will serves as the lead on the majority of efforts, and brings decades of experience in running large and multifaceted teams. Our proposed team of consultants often seek each other out when an exciting effort is on the horizon. The Cambridge City Wide Planning opportunity is one such exciting challenge.

As lead urban planners and designers, Perkins+Will will provide team leadership and manage the Cambridge City Wide Planning project team organized to perform as a rich resource of expertise and capabilities sharing information, engaging stakeholders and community, triggering cross-discipline thinking, inspiring innovation, and delivering a product of vision, value and clarity for implementation.

A core team will work closely together and make themselves fully available to the City while strategically calling upon the special expertise of individuals as needed. Success will come from forward planning and just in time availability along with the value of decades of work together.

The Cecil Group and Perkins+Will, and specifically leaders Karen Alschuler of Perkins+Will and Steve Cecil have successfully worked on some of the most interesting and challenging of regional city, infrastructure and waterfront projects. Including work in Boston, Cambridge, Hingham, Norwalk, and in a close firm to firm working relationship as urban designers for the Central Artery Corridor Master Plan.

Kleinfelder and Perkins+Will are partnered on two resiliency projects, with Lisa Dickson as Kleinfelder lead on each. Lisa is Principal-in-Charge and technical lead for the Climate Adaptation project for Washington, D.C. which identifies D.C.'s critical climate risks and resiliency recommendations related to such. Perkins+Will is a sub to Kleinfelder on the Extreme Weather Resiliency project being conducted for Partner's HealthCare. Our collaboration on these projects have allowed Perkins+Will and Kleinfelder to develop a mutually respectful and successful working relationship which we will carry forward for the Cambridge City Wide Plan.

Kleinfelder is the prime consultant for the City of Cambridge's Climate Change Vulnerability Assessment and upcoming Preparedness Plan. Given the complexity of the project and need to align with a centralized theme, we anticipate an iterative process with regular meetings between the two technical teams. The fact that Kleinfelder is a key member of the Perkins+Will team optimizes the sharing of information and coordination. It will bring an alignment between the two projects that likely would not exist without such an integration and will greatly contribute to an overall efficiency and stronger linkage between the two projects.

Perkins+Will and ARUP have a long history working on multiple, complex projects across the globe. Some of the recent, key relevant projects are the 5000 acre Concord Naval Weapons Station Community Plan, Diridon High Speed Rail Station Area Plan, and Lower Yonge Urban Design Principles and Recommendations for Toronto's downtown waterfront. With a focus on people come first, both Arup as transportation planners and Perkins+Will as urban planners have a unified vision for placemaking. The two teams also collaborated on Harvard Futures – Scenarios for Growth, to help envision strategic growth for Harvard University that matched their program needs with available spatial resources.

HR&A and Perkins+Will have collaborated on many projects. In particular, some of the on-going collaborations are on Future of Gardiner Expressway, Toronto; Buffalo Outer Harbor Master Plan; East New York Industrial Planning Study; studying the economic development possibilities and real estate value added of the different development land-use/zoning scenarios. Besides, in preparation of the 2015 update to New York City's long-term plan, **HR&A and Arup** have recently collaborated on OneNYC (formerly called PlaNYC).

Susan Silverberg of CivicMoxie, Geri Denterlein of Denterlein and Carrie James, a Research Director at Harvard Graduate School of Education, are strategic collaborators we are thrilled to add to our team. Together they bring a holistic framework for community engagement, communications and relation building that is critical for this multi-faceted, long-term planning effort. Focused on innovative strategies to engage the hard to reach population, they are together bringing a whole new way of creating a lasting engagement infrastructure. This group in combination with the proven, award-winning engagement processes of Perkins+Will and The Cecil Group will be a winning combination and a rich resource for the City Wide Plan.

Karl Seidman, an urban economist, has a long history of collaboration with **Susan Silberberg of CivicMoxie**. They are co-instructors for MIT's Revitalizing Urban Main Streets practicum for ten years, overseeing graduate student plans prepared for 8 commercial districts in Boston and New Orleans. Karl and Susan have also worked together on projects in Jacksonville, Florida and San Juan, Puerto Rico.

Karl's recently completed effort, Cambridge Incentive Zoning Ordinance Nexus study will bring firsthand recent, valuable analysis and findings to the team.

BuroHappold and Perkins+Will share common values for living lightly on earth and have been finding creative project collaborations in many forms and across the globe. Locally we have recently worked on the Partners Healthcare's Spaulding Rehabilitation Hospital in Boston. At the same time as such building focused projects, we have supported in broader resiliency planning in a variety of East Coast cities, and welcome them as out of the box thinkers for large scale sustainability and infrastructure innovation.

UNDERSTANDING AND APPROACH



BOSTON CENTRAL ARTERY CORRIDOR MASTER PLAN

An extensive public participation processes that invited neighbors, city residents, historians, waterfront planners, artists, designers, state and local staff, and officials to the table.

PROJECT UNDERSTANDING

LIVABILITY, SUSTAINABILITY, AND EQUITY IN CAMBRIDGE

The city of Cambridge is thriving, and this success brings with it a challenge: to ensure that the city retains its values as a livable, sustainable, and equitable place for decades to come.

Livability, sustainability and equity, together, make a fine foundation for a great city today and if delivered within a clear and powerful vision, a fine foundation for a growing, evolving city for tomorrow. Just such a vision will be the promise of the Cambridge City Wide Plan and will find its path to success through the balanced, coordinated application of research and analysis, creative community vetted alternatives, clarity in implementation expectations and the underpinning of a robust engagement infrastructure.

Critical to a vision of both substance and spice will be a deep understanding of where Cambridge has been, what current trends promise and portend for the future, and how the vision and active, refreshed implementation strategies can secure the greatest benefits for the City and its participants in a good urban life.

As we consider what is the substance of this planning effort, we look to each of those time periods as a summary of our understanding:

It is sometimes easy to forget that just a few decades ago, Cambridge was a city where vacancies and underutilized land separated vital neighborhoods, institutions, and commercial areas. Over the last 40 years, faced with a City needing strong incentives to revitalize entire segments of the City of Cambridge-emerged as a leader in managing change. Creative redevelopment tools unlocked the major changes in East Cambridge, Kendall Square, Harvard Square, Central Square, Porter Square, Alewife and so many other areas of the City with the Cambridge Redevelopment Authority playing a catalytic role. As management leaders the City also leveraged public assets and infrastructure investments, particularly in the MBTA stations and surrounding land.

Today we see a city that is thriving, and is facing a different set of challenges that come with great success. With housing supply in great demand, housing affordability has become a serious issue threatening the diversity that is so valued by the city's residents. Housing choices aren't just limited by income level, but also by type – there are few choices beyond one bedroom units or single family homes. Increased success in the R&D and Technology sectors have created a growing economic base, and many good new jobs. However there are fewer jobs being created at the lower and middle income levels, and the development of new office buildings near small scale residential neighborhoods can be seen as a threat to the character of the city.

The extension of the Red Line, focused the Cambridge community on managing the use of cars and provided a transit alternative to help maintain the highly valued character and human scale of the city. In response, Cambridge has focused much effort on sustainable transportation over the past several years, leveraging its historic, pedestrian-friendly block pattern, and mix of land uses that support active mobility. The City has successfully encouraged transit usage, the creation of active uses in open and ground level spaces. As a result, Cambridge has seen a shift towards active modes of transportation, such as walking, biking and public transportation. Cycling, walking and transit now account for 58% of mode split amongst Cambridge residents – a stand-out accomplishment which can be furthered by the vision and reinforced by implementation actions.

Cambridge, similar to our most vibrant and exciting city assignments across North America, is also a city composed of a remarkable number of different self-identified communities that interact and overlap. There are diverse ethnic and cultural enclaves, and new immigrant

communities amidst 3rd and 4th generation communities. Among academic communities there is also distinct variety along with the influence of day-time employee populations, a major tourism component, traditional family-oriented neighborhoods and non-traditional housing communities. In short, the anthropological fabric is immense and varied.

For the citywide plan to be successful, it will have to account for and fold in all of these diverse communities and their unique perspectives. Cambridge has a robust planning culture, and has many citizens that are already engaged and process-literate. This citywide plan will need to build on this framework but also reach beyond it to ensure that many different voices are heard, and not just the loudest ones. The dialogue has already begun with Cambridge Conversations, and the citywide planning process will pick up where this effort left off, push forward on the goals that have already been set, and begin to test some ongoing strategies for continued successful engagement.

Planning for the future of the Alewife area will be an important early test for the Cambridge City-wide initiative. The growing civic debate about this area of the city embodies underlying issues regarding the character of Cambridge and the degree to which it should, and can, grow and change. Constituencies have begun to coalesce around different visions for this area, and a substantial amount of economic development potential will be dependent upon the outcome of the public dialogue and planning process.

In a region where automobile traffic is increasingly and dramatically constrained, Alewife is at the boundary of the MBTA transit network and the highway system, where Route 2 reaches to Route 128 and beyond to the favored western and northern suburbs and the growing knowledge-based business and technology corridors in those areas. As a result, Alewife is an area with spectacular locational advantages. However, the large-scale technology and knowledge-based development that has occurred in other areas of Cambridge exists in contrast to the small scale neighborhoods around Alewife – as can also be seen in other neighborhoods in and near East Cambridge, Cambridgeport, Central Square and other parts of the City.

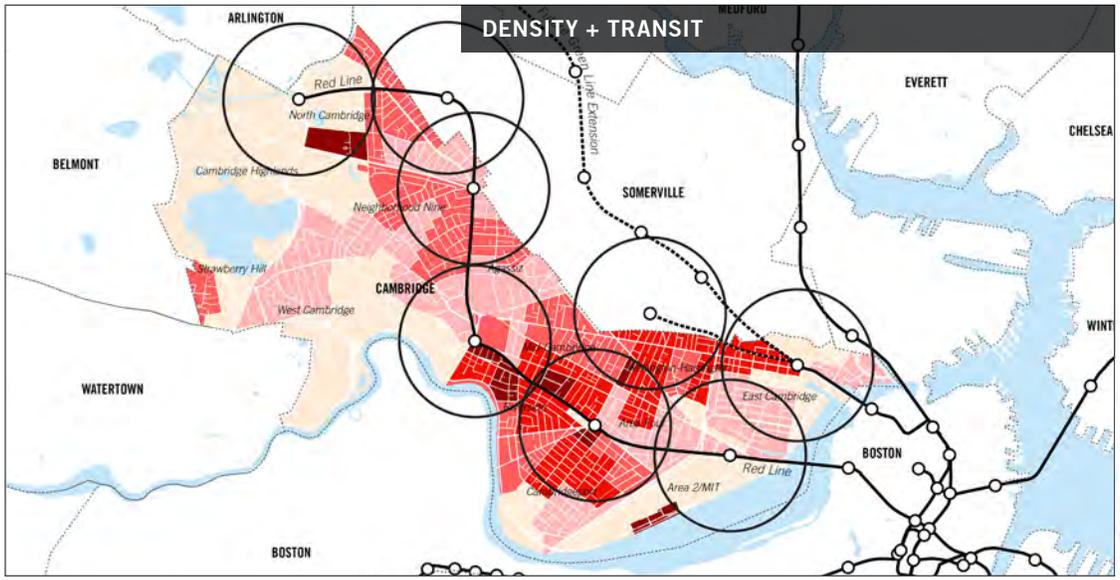
In many ways, Alewife is representative of the challenges that are playing out in offered a share of the innovation jobs

boom, and seeking a livable, sustainable equitable strategy to accompany that new development. And similar to many of our wetland/waterfront sites, Alewife faces pressures not only around land use, development, and transportation; but will also require strategies for adapting to increased flood events as a result of climate change.

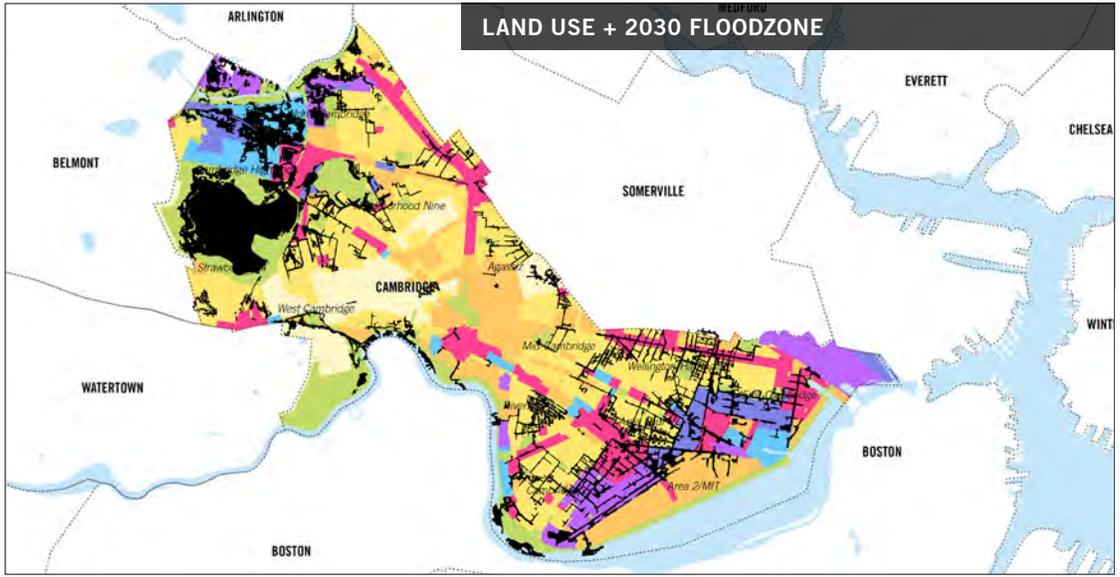
At its core, the comprehensive plan is an opportunity to consider what Cambridge represents as a community, and all that it aspires to be. Cambridge is already recognized as an environmental leader; the City has been officially designated as a “Green Community” by the Massachusetts Department of Energy Resources, as it was one of the first to adopt the state’s Stretch Energy Code. It has also pioneered planning initiatives by incubating one of the country’s first EcoDistricts, is proposing a path to a net zero community, and has signed on as a STAR community member.

Climate change and the physical environment together present an opportunity that spans across many of the values and other topics that the City-wide Planning initiative will address. The city’s response to environmental change and the pragmatic needs for resiliency will engage infrastructure, land use and development, open space and urban design issues. Many locations must be planned to handle significant storm events, while the sustainable green space and open space that is needed can contribute directly to Cambridge’s daily open space, pedestrian and bicycle network.

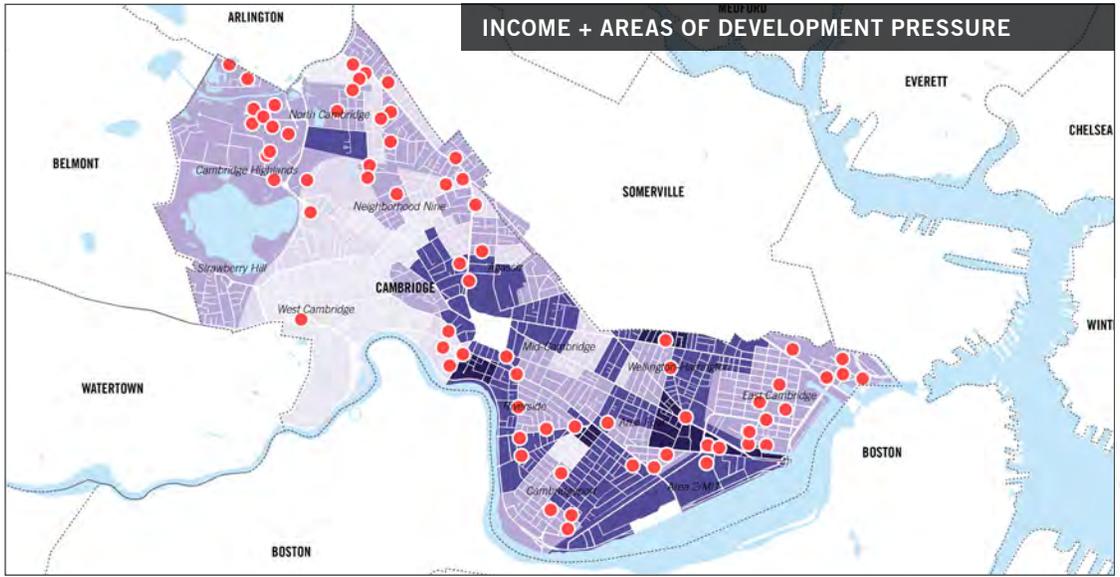
Finally, and perhaps most importantly, the citywide plan has the opportunity to define new tools for implementation that will effectively focus and shape change. Traditional zoning is poorly suited to managing the type of richly mixed and diverse urban fabric of uses, buildings, places and landscape that are among Cambridge’s most compelling qualities. Achieving the community’s vision for the future will be accomplished by specific implementation tools that this planning process will build and structure. Through this process, Cambridge can create a system of requirements and incentives that leverage future change using new tools and regulations that better express desired performance outcomes, ensuring a clear path forward to realizing the community’s vision.



» How do development patterns line up with transit accessibility? How can we ensure that development aligns with sustainability and mobility goals?



» How should growth be accommodated to ensure we are working toward a resilient future?



» How do we ensure that growth positively benefits the areas in which it is located?

PROJECT APPROACH

A PEOPLE-FOCUSED PROCESS FOR AN ACTION-ORIENTED PLAN

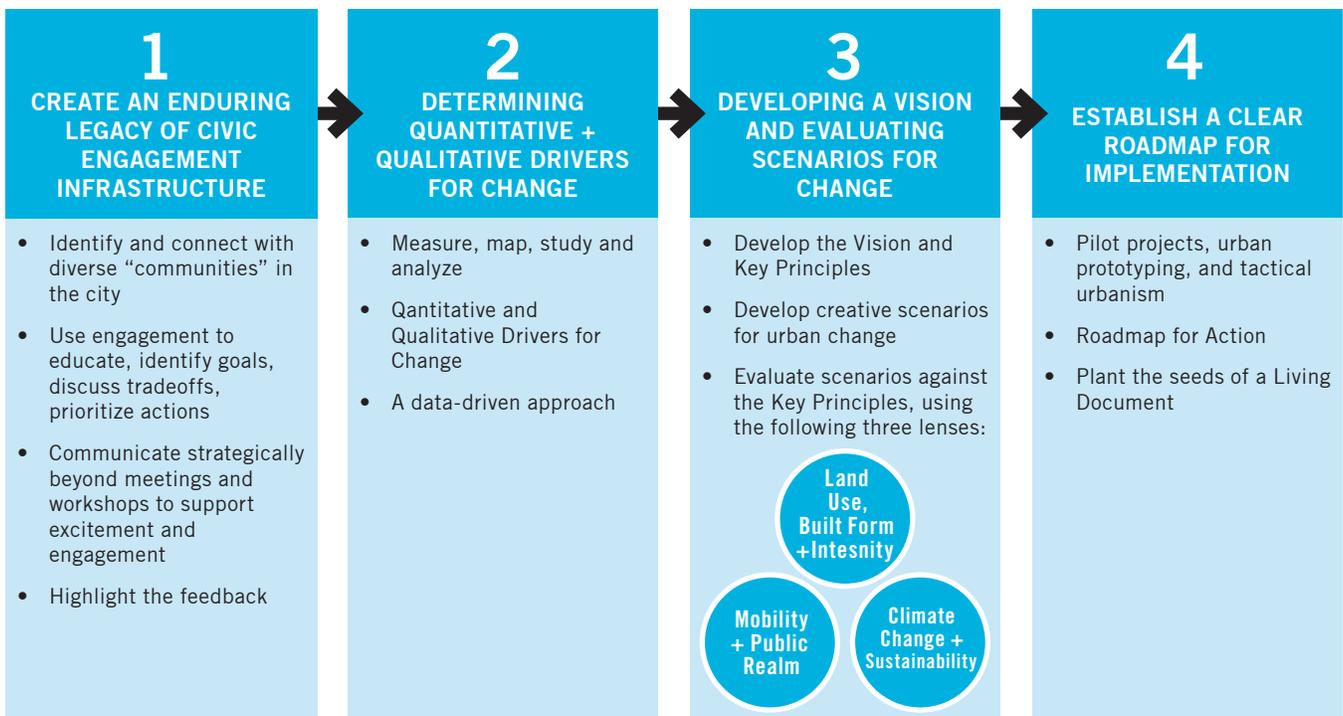
Perkins+Will’s commitment to a social, environmental and economic resilient city that builds from the community’s aspirations, is at the very core of our project approach. The firm was founded 80 years ago as an architecture firm devoted to civic projects, education, and the public realm. The nearly 100 people now working in Urban Design and Landscape Architecture within our international practice bring that founding commitment to realization every day in community plans, innovation in economic development, urban health districts, resiliency strategies, and signature networks of civic places, public waterfronts, sports facilities, cultural centers and the streets, paths and visual corridors that tie them together.

The Perkins+Will team strongly believes that a successful citywide comprehensive planning effort, at its very foundation, will need to be people focused. Garnering grassroots input through a robust community communications, relations and engagement process;

engaging the many diverse communities of Cambridge in meaningful discussions on shared values and vision, is critical.

The engagement process sets the tone and foundation for developing the planning solutions for the community needs, finding economic solutions for those needs, and laying an implementation plan for an action-based environment that promotes the community’s vision and the City’s goals and ideals. Working in concert with City staff, our data-driven and evidence-based, rigorous planning process will develop recommendations for implementation, while strong public engagement will identify and work with community partners and advocates who feel empowered to lead change for an enduring civic engagement framework.

These goals for the overall project approach have been elaborated further into the following four stages of our approach:



1. CREATE AN ENDURING LEGACY OF CIVIC ENGAGEMENT INFRASTRUCTURE

The City of Cambridge has engaged the community on many and diverse issues and initiatives in the recent past. This citywide comprehensive plan will capitalize on those efforts, and take the ambitious and powerful next step in designing, testing and implementing a lasting infrastructure of communication and engagement to parallel and inform plan development and implementation.

The “Cambridge Conversations” initiative forms a solid base for moving forward. We will build on the connections, trust, and frameworks already in place while continuing to seek diverse audiences and engage hard-to-reach citizens and groups. As such the civic engagement component of the citywide plan will be shaped by four priorities:

- Identify and connect with diverse “communities” in the city;
- Use engagement to educate, identify goals, discuss trade-offs, and prioritize actions;
- Communicate strategically beyond meetings and workshops to support continued excitement and engagement;
- Highlight the feedback.

IDENTIFY AND CONNECT WITH DIVERSE “COMMUNITIES” IN THE CITY

Cambridge has worked hard to build a citizen engagement track record that is second to none. However, there is still work to be done and “the full spectrum of voices are not now always represented in civic discussions. (RFQ)” It is also important to recognize that as noted in Cambridge Conversations/Citywide Plan (11/2014), this citywide planning effort will take a broad and inclusive view of the Cambridge community, which will include “citizens, employers, employees, institutions, non-profit organizations, appointed and elected public officials, and the operational and planning functions in the city.” We propose working with the City’s Community Engagement Team (CET) to identify silent and underrepresented voices and engage with a broad array of stakeholders using methods as diverse as the people of the city. Some strategies that might be employed include:

- **Seek out formal and informal leaders and institutions** within underrepresented communities and make them advisors to this planning process. The result? The

master planning engagement team will reflect the many faces of the community.

- **Employ existing infrastructure** to reach deeply within the community. This could mean identifying community liaisons or linking the citywide planning effort to the Cambridge Public Schools civics curriculum – see sidebar for more information about this approach.
- **Social media and online outreach** is often treated as a monolithic engagement tool when in fact, the options online are as varied as the groups the City wishes to engage. Unpacking online and social media strategies to match the method to the target audience will be key to an online engagement strategy.
- **Use storytelling and narratives** to highlight common values and cultural richness in the city. This might include online community postings about special places in the city, or artist-led performance pieces that include community members and that explore challenging issues or offer feedback in special topic areas like housing, open space, or mobility.

USE ENGAGEMENT TO EDUCATE, IDENTIFY GOALS, DISCUSS TRADE-OFFS, AND PRIORITIZE ACTIONS

We believe an early focus on engagement cannot occur in a vacuum that results in only meetings and data gathering. From the beginning, civic engagement should be educational and results-oriented, setting the tone for the entire initiative and the lasting engagement framework the City wishes to create through this planning process.

One solution to the challenge of engaging people is to ensure that every meeting has clear desired outcomes and goals and that engagement efforts build toward easily definable and visible short and long term actions. A focus on action can also excite stakeholders to draw under-represented constituencies, and help master planning efforts move forward in impactful ways. Our Community Engagement Lead, Susan Silberberg’s “Places in the Making: How placemaking builds places and communities” (MIT, 2013) highlights the importance of the making in building social and political capital and empowering communities.

The focus should also be on personal action rather than an abstract notion of “government taking care of things.” A

KIDS AS CITIZENS: TODAY AND TOMORROW

Creating an Enduring Civic Engagement Infrastructure for Kids and Teens

People are the core asset of the City of Cambridge - to be considered, engaged, and given the tools to act, alongside government, to ensure quality of life and economic opportunity are available to all. This visioning process presents a unique and exciting opportunity to engage kids and their parents to create an enduring infrastructure for civic engagement and citizenship for a diverse group of Cambridge residents.

For inspiration, the Perkins+Will Team looks back to a century-old planning effort in Chicago, where Burnham’s Plan for Chicago was a centerpiece of the civics curriculum. And we also look forward through the lens of present-day innovative educational research right here in the city with the Harvard University’s School of Education.

We propose a collaboration between Harvard’s “Project Zero” (PZ) team and the Cambridge Public Schools to embrace the notion that “children are citizens” in a citywide civics curriculum that will parallel the planning process.

The PZ team has worked in such collaborations with the Boston Public Schools (the “Our Boston” project) as well as with other schools and organizations. For example, in Washington, DC Project Zero worked with 331 children and 23 educators from across the district to explore kids’ ideas about “home” and the world around them. The children learned that the world is much bigger than their immediate neighborhoods — bigger than the streets they walk on and the people that they see every day.

The Project Zero team has found that engaging children, educators, and families in civic discourse creates a city-wide learning community of children and adults that cultivates a sense of belonging and commitment to those around them. This work with school children has the potential to reach under-represented residents of the city and also empower the next generation of civic leaders...recognizing and celebrating a key asset of the city – its people.

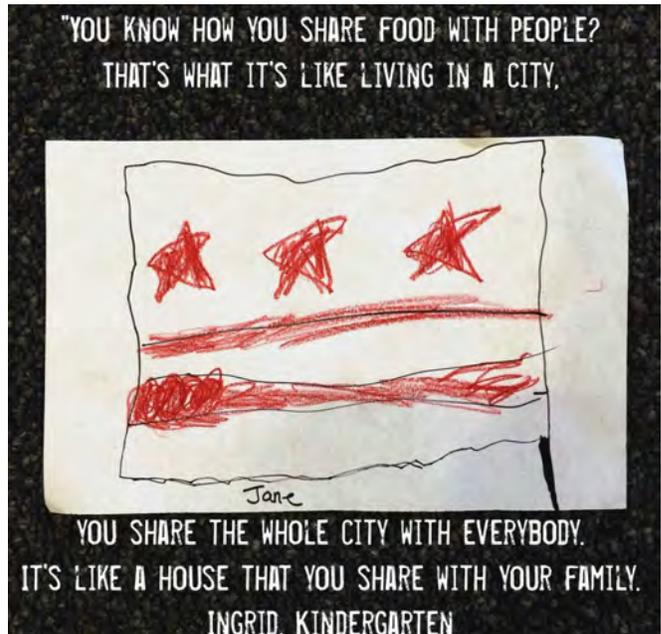
simple start to emphasizing involvement and responsibility at the personal and individual level. In addition to the four questions the Cambridge Conversations initiative posed during outreach to the community:

- What is special about Cambridge?
- What could be working better?
- What should Cambridge’s priorities be for a citywide plan?
- How would you get others involved?

We propose adding personal, action items to each meeting:

- What project would you choose to work on to improve life in Cambridge?
- How can you act to help make things better in Cambridge?
- Who would you choose to partner with?
- How would you get them involved?

In addition, all meetings, particularly those early in the planning process, should convey new information and be educationalpeeling back the many layers of the City, its neighborhoods, economy, physical environments, and



Project Zero: “The job of educators is to create contexts where children can be big—where they are citizens of their classrooms and communities, with the right to participate in important community conversations and events.”

people to help stakeholders see things in fresh and exciting ways. That means sharing the team’s data collection and discovery with the public in meaningful and fun ways. One method we would employ is to structure meetings during that first year as educational and as offering “ah-ha” moments – trying to evaluate and explain Cambridge in new ways...using data, pictograms, innovative graphics to explore and explain the demographics, issues, and possibilities in the city.

COMMUNICATE BEYOND MEETINGS AND WORKSHOPS TO SUPPORT CONTINUED EXCITEMENT AND ENGAGEMENT

Meetings are an important part of the process where people know to come and engage—they bring people face to face, help build trust, and are places where ideas, concerns and hopes and dreams can be discussed in real time. At the same time, a clear message from the Cambridge Conversations initiative is that people need City efforts to come to them...where they work, live, and play. A typical day might find a young adult in the Cambridgeside Galleria, students and employees on an MBTA bus, parents dropping kids off at school, or an elderly residents meeting at the Senior Center.

The team believes that communications is important and it plays three distinct roles in this process:

- Exciting all segments of the community about participating in the citywide planning process, including:
 - » Informing the community about the role and impact of their feedback
 - » Providing baseline context about the key areas relevant to the planning process (housing, economic development, community cohesion and environmental sustainability)
- Engaging community members through interactive communication tools (digital/social media)
- Highlighting the input and feedback gathered as part of the planning process in a real time manner and establishing a clear connection between involvement and impact in the final vision.

Though the planning process should yield a rich

array of perspectives on the relevant issue areas, the communications associated with this process should be rooted in the concept of simplicity. Equally important, there needs to be a compelling reason for typically disenfranchised audiences to participate – the vision for Cambridge’s future must connect back to individual and family lives in a tangible way. Our communications goal will be to support the community engagement efforts by energizing a wide range of audiences to participate in the process, and then to assure that the participants see that their voice was heard and valued. To the extent that media is used, it is to reinforce efforts to engage the community.

We propose working with the CET and a group of advisors to the engagement process made up of stakeholder group leaders and others in the community to create a diverse, fun, and meaningful strategy for communication and action that might include many strategies and tools:

Framing the project to the public is important. An effective and authentic name/framework for the project must clearly communicate that the goal of the master planning process is to improve lives, build on community strengths, increase opportunities for financial success, and be environmentally sustainable – on a meaningful personal level. Naming the project in a way that makes the connection between effective citywide planning and individual success is only the first step. Throughout the process, we will constantly reinforce two themes: A successfully functioning City of Cambridge means a better life for ALL of its residents and the individual input provided to this project will have a significant impact on the outcome.

The public launch and every subsequent communication about this project must be designed to **excite people to participate**. The messages should include that:

- Individual residents will benefit from the results of this process
- Feedback/input will impact the overall outcome
- Every resident’s participation is being solicited

Instead of a traditional launch activity (press conference, event, media outreach), we would lead with a teaser campaign designed to get people excited about the intersection between the city’s future and their own vision of personal, family and professional success. By

demonstrating from the very outset that this project will be conducted in a dynamic way that makes a real impact, we will create an incentive for people to participate. At the same time, the launch must also articulate the steps we are taking to reach groups that are not easy to access via either traditional or digital communications. Acknowledging that we will be doing more to diversify our participant base will help build support.

Representing the ideas, importance and impact of the key topics involved in this process in a highly graphic/visual way is fundamental to helping people understand the overall project more effectively. Working with our graphic design team we will establish a consistent visual identity at the outset. Several framing infographics that touch on the most critical issues and reinforce the connectivity between the process and the future success of Cambridge residents should be produced in a variety of formats to use in community settings.

Making effective use of Social Media

- Bite sized bits of information, as well as questions/polls to engage followers, and makign use of hashtags will

allow us to engage and track feedback on platforms like Facebook and Twitter

- Brief videos will both provide information and be a way to capture and highlight feedback on some of the big picture issues involved in planning
- The highly visual and sharable nature online photo platforms offer a way for Cambridge residents to post and tag images (of Cambridge and beyond) that reflect their ideal for the city
- A street team can provide a one-on-one experience on the MBTA or in neighborhoods to elicit feedback and answer key questions, with a particular emphasis on explaining why participating in this process is so critical, the role that individual feedback plays in the end result and the way in which residents can continue to stay engaged.

Using Traditional Media

We will engage both traditional print/broadcast and online reporters, columnists and editorial writers throughout this process. The citywide planning effort will have a number

Perkins+Will has made series of short (just over 3 minutes) videos that describes the overarching ideas of urban design and planning. Click the link to watch: <https://vimeo.com/123128997>



of milestones of interest to the press, and we will also want to engage some of the regional reporters to offer some additional credibility to the process and highlight the efforts to include diverse voices using creative engagement strategies and how this feedback will shape the process.

- Incorporate some techniques used during the Cambridge participatory budgeting process to engage crowd-sourced participation for short-term action projects and pilot initiatives.
- Create working groups or “tables” around specific topic areas and focus outreach and participation on topic education, guest speakers, community conversations and action items for each topic.
- Apply for an NEA Our Town grant to incorporate creative placemaking into the community outreach process – using artists and art projects to engage the community, engender participatory planning, and create art that explores master planning questions and challenges.
- Deploy grocery store “pop-up meetings” (an information table outside the store, at weekend festivals, at train stations, with artists sketching ideas and input from citizens, etc.) that reach out to residents in their daily lives to inform them of the process and highlight informative and fun information about the master planning effort and/or the local neighborhood.
- Assignments of citywide reading, coordinated with the Public Library, for discussion groups, school exploration, and online feedback. Reading could be fiction, non-fiction, graphic novels or all of the above.

Using the many tools outlined above, we will push information about participation in public meetings, highlight the time and place of any outreach efforts and report on the process.

COMMUNITY ENGAGEMENT TO INFORM PLAN DEVELOPMENT



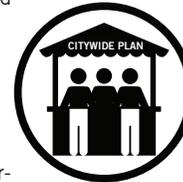
Interactive Workshops
Play the Planning Game and other interactive games



Working Tables
Hosted conversations around specific topics



Stakeholder Meetings
Representatives from stakeholder groups



Pop-up Workshops
Information and interaction table at community events



Street Teams
Surveys on MBTA and in active public places

BUILDING ONGOING CIVIC ENGAGEMENT INFRASTRUCTURE



Learning Forums
Educational programs about planning ideas



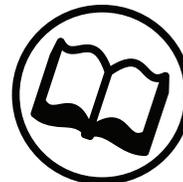
Creative Placemaking
Short term action projects and pilot initiatives



Tours, Crawls, Special Events
Fun, city-wide educational opportunities



Online Engagement
Innovative and effective tools for online engagement



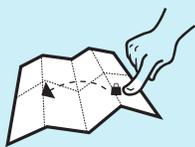
School Curriculum
City-wide reading lists; Planning in Civics classes

Above are some examples of the tools in our engagement toolkit. We will incorporate the forums that people expect - such as community workshops and stakeholder meetings - but we will also infuse the process with fun, innovative, and effective tools for reaching and engaging a wide and diverse set of voices.

ENGAGING STRATEGIES



Planning Game



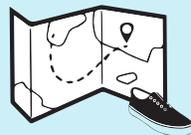
Let community members determine their ideal site layout using a large format site plan and appropriately scaled tiles depicting various

programmatic uses. Participants can work together to lay the tiles out on the site plan and indicate ideal adjacencies or must-have programs.

The **Buffalo Outer Harbor** team facilitated 3 sessions where the Planning Game was played in groups of 5-7 people (1-2 team members and 3-5 community members). Teams worked together to lay out the site plan, discussing reasons why certain programs were important. When a scenario was defined digital images were captured to document the variations. Later these were super imposed to find the common themes and hot spots.



Walking Tour



Create a route within the site with stops along the way where team members can highlight future development plans and possible new

ways to experience local features. Provide an opportunity for community members to ask questions during the walk or meet experts and local champions along the way. Creating maps and visuals of the route and surrounding assets is a great way to orientate and provide continued marketing long after the event. Also great on bikes, segways, kayaks, etc!

The **Kingston Brownfield Opportunity Area** team paired with an existing walking tour series that wanted to invite a guest tour guide for each of their events. The tour featured stops along the way where the project team pointed out key design features that had been proposed.



Perkins+Will Community Engagement Tactics Deck- 50+ cards of potential strategies to be personalized to form a targeted community engagement strategy



Conversation Starters



Give participants an easy opening with conversation starter suggestions. The point of this is to be casual and meet the community where they live

and play. Project team members would place signs nearby indicating topics that community members could ask them about. "Ask me about..."

Provide a range of conversation champions with key expertise to touch on a range of issues and topics. Conversation champions take notes and are encouraged to let the conversation take as long as it needs. Conversations can be one on one or in groups. No rules just people getting to know one another!



Arts & Food Trucks



Food trucks that represent cultural significance around the people and the project are brought in to create an event. The truck owners become

ambassadors of the project and help provide information about the opportunities. By parking the trucks at strategic locations it brings people and awareness to specific areas and allows conversations to happen. Food can be offered at a discount or special dishes can be created to emphasize unique aspects of the project.

The **LA RIVER URBAN I AG** team paired with a bike-in movie with a arts & food truck event that leverage the overall theme of food and cultural significance of the residence. Fliers about the project and a survey were handed out with each discounted meal provided at the food trucks to inform, excite and collect feedback.

2. DETERMINING QUANTITATIVE AND QUALITATIVE DRIVERS FOR CHANGE

Perkins+Will is a practice of plans, policies and designs rooted in original research, effective application of expertise and continued monitoring to learn and evolve our practices. Going beyond the breadth of individual projects, we have taken the extra step to create a non-profit research entity AREA to advance and share research findings and knowledge gained. Included in these pages are a few examples of recent project related research with powerful benefits to community, client and team understanding and informed action.

There will be much to be learned, organized, questioned, and discovered, as in the first months of any such a multifaceted project. The Perkins+Will team brings together the broad expertise of an international planning and urban design firm (with an office in Boston), alongside a deep bench of local experts. We will bring the benefits of our experience working in cities across North America, many of which are facing similar challenges as Cambridge. This experience will be an immense resource in selecting the most helpful Best Practices to bring to the table, while broadening the thinking of the team.

For the Cambridge Citywide Plan effort we can imagine targeted research efforts early in the learning process, aimed at testing or elucidating options, and potentially in support of plan conclusions. We will work with the City's excellent team of practitioners in selecting and partnering in these efforts. And we will build a baseline of understanding on the foundation of work that is currently or recently completed in the city – much of which our team has either been involved with directly, or is already familiar with.

QUANTITATIVE AND QUALITATIVE DRIVERS FOR CHANGE

Building on the work of Cambridge Conversations, we can envision a plan that responds directly to the Themes and Priority Topics that have emerged from that process. We would begin the public process for the citywide plan by verifying these themes with the community and modifying them as necessary, to ensure that they are truly capturing the community's vision and priorities. We identify five simple guiding Principles for the future vision of the city:

Our Equitable City

Our Healthy City

Our Vibrant City

Our Sustainable City

Our Resilient City

These Perkins+Will team Principles are translated from the five themes identified in the “Cambridge Conversations” report.

- “Social Equity and Diversity” becomes “Our Equitable City”
- “Learning Community” is captured under “Our Equitable City” which brings a lens of equity and shared culture to the goals of lifelong learning
- “Environmental Resiliency” splits into “Our Sustainable City” and “Our Resilient City” - building on all of the great work that has been done to consider how the city will be responsible to- adapt for- future environmental changes
- “Character of Neighborhoods and Squares” becomes “Our Vibrant City.” Depending on feedback from the community, we could envision this becoming “Our

Authentic City” or “Our Livable City”.

- “Healthy Community” becomes “Our Healthy City”
- The final section of the plan will be devoted to Implementation

Our team’s research and analysis and community engagement will lead us to develop criteria that we will use to measure success against each of the five principles. We call these criteria the “Drivers” – as they are the factors that drive urban change. Some Drivers are quantitative – set by the underlying economic and infrastructure projections to address jobs and housing needs. Some Drivers will be qualitative, and based on the objectives that emerge from community discussions around each of the key Principles.

Using these Drivers, we will develop alternative scenarios for urban change. The different scenarios might prioritize different Drivers resulting in alternative urban change scenarios in the 20-year timeframe. For example, if we

emphasize “Meet All Housing Needs” as a driver, this will impact decisions about land use, building form and intensity, transportation and public realm, and how we achieve sustainability targets. Similarly, if we set “Net Zero Carbon Emissions” as a priority driver, this will impact decisions in a different way.

A DATA-DRIVEN APPROACH

Our team has a deep commitment to upfront research, clarity in objectives, and clearly linking policy guidance to performance. A data-driven approach to planning and implementation – what we call a Performance-Based Approach – begins with a baseline understanding of place and follows by setting corresponding targets for high quality design, urban placemaking, economic feasibility, community connectivity and ecological sustainability. Performance standards set targets for both the public realm and private development, however they allow for flexibility in how these targets must be achieved.

OUR FUTURE CITY

THE 2035 VISION FOR CAMBRIDGE
(BY CAMBRIDGE)

OUR EQUITABLE CITY

OUR HEALTHY CITY PEOPLE
HOUSING
ECONOMIC DEVELOPMENT
EDUCATION + SOCIAL SERVICES
CIVIC + CULTURAL ENGAGEMENT

OUR HEALTHY CITY

PUBLIC HEALTH
STREETS
OPEN SPACES

OUR VIBRANT CITY

LAND USE
MOBILITY + ACCESS
BUILT FORM
PUBLIC SAFETY

OUR SUSTAINABLE CITY

CARBON EMISSIONS
WATER USE REDUCTION
WASTE REDUCTION
GRAY TO GREEN INFRASTRUCTURE

OUR RESILIENT CITY

ADAPTING TO CLIMATE CHANGE
POST-DISASTER RECOVERY

One example of taking a well-informed, performance-based approach to something like Density might look like: starting with the goal of “Active and Well-Loves Public Spaces”, understand the current density map and how density and land use is located around open spaces. You may find that areas around public spaces lack the level of vitality needed to establish socially active places. The resulting performance outcome might determine a level intensity of use around key public spaces. Additionally, encouraging the right mix of uses will help to extend the vibrancy of those places throughout the day, week and year. Designing a high quality public realm that is comfortable throughout the seasons with plenty of sunny places will establish those places as conveniently located, well-loved destinations for workers, residents and all of Cambridge.

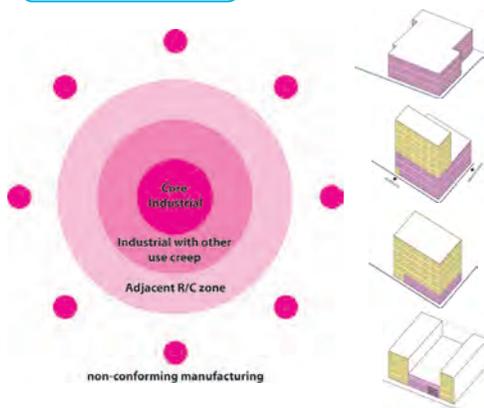
The table on the following page imagines how we might build a baseline of understanding on the foundation of work that is currently underway or recently completed in the city. We will fill in the research gaps working with our consultant team, and work throughout the community process to identify the quantitative and qualitative drivers to direct the city-wide vision.

INDUSTRIAL ACTION PLANS STEPS:

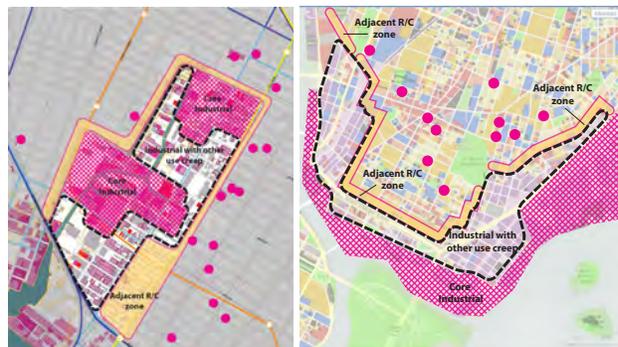
01 / Deployable Tools

Type of Tool	Description	Main stakeholders	Effectiveness to reach goal		Risk of area tension		Operational Cost		Political lift required	
			High	Med	Low	High	Low	Med	High	Low
Tools to preserve	Update zoning boundaries	Retain and grow IBZs	DCP	High	Low	Low	Low	Low	Low	Low
Tools to preserve	Modernize zoning resolution	Limit non-industrial use groups that are currently allowed in M-zones	DCP, BSA	Med	High	Low	Med	Low	Med	Med
	Space efficiency	Align agencies on interpretation of modernized zoning resolution	City, DCP, BSA, DCB	High	Med	Low	Med	Low	Med	Med
Tools to encourage	Modernize zoning resolution	Create lean industrial space assistance program	EDC	High	Low	Low	Low	Low	Low	Low
	City investment	Alter use groups to allow clean industry in C-R zones	DCP	Med	High	Low	High	Low	High	High
	Financial tools	Introduce Vertical Mixed Use Special District	DCP	Med	High	High	High	High	High	High
Tools to encourage	City investment	Set maximum industrial use (by FAR) in M zones	DCP	High	Low	Low	Med	Low	Med	Med
	Financial tools	Reduce parking requirements	DCP, DOT	Med	Low	Med	Med	Med	Med	Med
	Financial tools	City acquisition of properties	DCP	High	High	High	High	Low	Low	Low
Tools to encourage	Financial tools	Introduce vacancy tax	DCP	Med	Med	Low	High	Low	High	High
	Financial tools	Developmental FAR bonuses to include light uses within C-R zones	DCP	Med	High	High	High	High	High	High

02 / Idealized Scenarios



03 / Identify Scenarios at city scale



04 / Focused Intervention

Kentile Building: 58 2nd Avenue, Brooklyn 11215
Strategic Site Strategy

Proposed Building
 - 10-story, 100,000 sq ft
 - 100% affordable housing
 - 100% affordable housing
 - 100% affordable housing

Site Plan
 - Shows lot lines, building footprint, and parking spaces.

Context
 - Shows the building's location within the neighborhood.

Notes
 - This is a conceptual site plan and is not intended to be used for construction purposes.

KENTILE GROUP

The Boston Consulting Group
 PwC
 PERKINS+WILL

Cambridge Conversation Themes and Priorities	Current/Recently Completed Initiatives Previous work to draw from and build on)	Understand Existing Conditions Measure, map, study, analyze	Understand Future Conditions Projections, anticipated effects, determine goals	Assessments What works well, what could be better?
Our Equitable City				
Our Healthy City People	TBD	Demographic and Socioeconomic characteristics	Demographic projections	How do the projections track against current diversity? How do projections track against social equality indices? Where are we falling behind?
Housing	Incentive Zoning Study; Inclusionary Housing Study; Creation of new affordable rental and ownership housing; Preservation of existing affordable housing; Inclusionary Housing Program; Homebuyer/Homeowner Assistance Programs; Inclusionary Rental Housing Program	Housing Unit counts by type, tenure, unit size, cost, affordability	Projected housing needs by type, size, affordability	Housing patterns and needs
Economic Development	Job Skills Training for Youth; Life Sciences and technology recruitment and expansion; Regional economic development initiatives; Cambridge Biomedical Careers Program; Support and Training for Entrepreneurs; Interior Retail Programs; Storefront Improvement Program with Universal Access; Commercial and Development Data and Reporting	Employment counts, measure of business activity, business data, job training, measures of upward mobility	Project job needs by type, income level	Employment patterns and needs
Education + Social Services	Early Childhood Task Force; Income Insecurity Commission; Broadband Task Force	Measures of education performance (youth and adult), measures of access to needed services	Projected education and social services needs by level	Education and Social Services patterns and needs
Civic + Cultural Engagement	Community Engagement Team; Community events such as: Earth Day, PARK(ing) Day, and others; Specific projects such as Foundry Building Reuse, Cherry Street Parcel in Area 4 Options, ECKOS Study/Connect Kendall Square Design Competition; Youth Engagement Task Force; Celebrate the Coast Initiative	Voter participation, Representativeness, Cultural/civic venues, Participation rates, Volunteerism	GOALS: where do we want to be?	OBJECTIVES: how will we get there?
Our Healthy City				
Public Health	Health equity programs; Community Access to Healthy Foods;	Access to healthy food, life expectancy, asthma rates, average BMI/obesity rates	GOALS: where do we want to be?	OBJECTIVES: how will we get there?
Streets	Bicycle Network Plan; Five Year Street and Sidewalk Reconstruction Plan; Major infrastructure redesign and traffic calming; Greenway/Multi-use Path Projects; Alewife Bicycle/Pedestrian Bridge and Commuter Rail Feasibility Study; Hubway bikeshare expansion; Expansion of bicycle parking; Grand Junction feasibility study and planning	Walking and bike connectivity, access to open space, quality of pedestrian realm	GOALS: where do we want to be?	OBJECTIVES: how will we get there?
Open Spaces	Open Space Design and Planning; Harvard square public space enhancement; Play in the Public Realm Guidebook	Tree canopy, habitat health, park usage, open space typologies and characteristics	GOALS: where do we want to be?	OBJECTIVES: how will we get there?
Our Vibrant City				
Land Use	Land Use Classification Study	Land use by type, density	Capacity analysis of existing land use and zoning	Development patterns and opportunities, previous plan outcomes
Mobility and Access	Transit Strategic Planning Process; Climate Protection Goals and Objectives; Green Line Extension and O'Brien Highway Redesign; Alewife bicycle/pedestrian Bridge and Commuter Rail Feasibility Study; Transportation Demand Management; Healthy Aging Project: Transit Access for Seniors	Transportation Use and Travel Time by Mode, Parking Demand, Crash Data	Projected transportation demands	Assess modal split, identify targets for shifting modes, improving access to transit, increasing walkability and bikeability
Built Form	Historical Commission	Density, height, age of buildings, land use by density, built form typology and characteristics, previous project outcomes	Amount and type of building to accommodate projected housing and employment	Previous Project outcomes; Built form typologies and characteristics
Public Safety	Lighting Ordinance Task Force	Crime, lighting, storefronts	GOALS: where do we want to be?	OBJECTIVES: how will we get there?
Our Sustainable City				
Carbon Emissions	Getting to Net Zero Task Force; Climate Protection Goals and Objectives; Kendall Square Ecodistrict; Energy efficiency upgrades and solar installations; Cambridge Compact for a Sustainable Future; Public Disclosure of Building Energy Use	Carbon emissions by type of energy, land use, and per capita (and how many cars does this equal?)	Projected energy demands and goal of getting to Net Zero	Assess emissions by different energy types, identify strategies to increase efficiency in buildings, identify opportunities for sustainable/alternative energy sources
Water	TBD	Water quality, use by land use type, use per capita	GOALS: where do we want to be?	OBJECTIVES: how will we get there?
Waste	TBD	Waste diversion rates	GOALS: where do we want to be?	OBJECTIVES: how will we get there?
Utilities	Concord-Alewife Storm water Management Guidelines	Utility Condition and Capacity	Projected utility demands	Assess deficits, identify opportunities to switch from gray to green infrastructure and reduce demand on conventional utility systems
Our Resilient City				
Climate Change	Climate Change Vulnerability and Assessment Preparedness Plan	Storm surge, stormwater, temperature changes, and impacted areas	Storm surge, stormwater, temperature changes, and impacted areas	How many units/jobs effected? Other implications?
Post-Disaster Recovery	Climate Change Vulnerability and Assessment Preparedness Plan	Community Infrastructure	GOALS: where do we want to be?	OBJECTIVES: how will we get there?
Implementation				
Financing	TBD	Tax revenues by land use, investment patterns and strategies	Projected city revenues	Assessment of capital needs vs budget
Regulations and Processes	Land Use Classification Study; Look to recently completed Neighborhood Specific Plans for new ideas on implementation;	Existing development guidelines, regulations and processes	Identify direction for planning regulation (form based codes? form-plus? Continue to use overlays?)	Strategy for transitioning from existing to future direction.

3. DEVELOP A VISION AND EVALUATE SCENARIOS FOR URBAN CHANGE

Through the community process which runs parallel to our research and analysis, we will have identified goals and objectives under the five guiding principles for the future vision of the city. These goals and objectives will provide evaluation criteria against which we can measure the performance of each scenario and hence its ability to meet the shared vision of the future city. As we begin to explore scenario development with the community, we will help the community understand and evaluate trade-offs that arise.

This phase of scenario development will be informed by innovative existing City policies, programs, and initiatives, and will look beyond traditional planning efforts to incorporate creative thinking under the three broad lenses of:

- Land Use, Built Form + Intensity,
- Mobility + Public Realm, and
- Climate Change Preparedness + Sustainability.

LAND USE, BUILT FORM + INTENSITY

Based on the projections of the economic drivers, we will develop land use and zoning concepts which explore possibilities for the location and intensity of different uses while respecting the context and keeping sight of the guiding principles. In addition to exploring heights and variety of building types, we will explore and refine approaches to the street-level experience to physically shape the experience of places and relationships that are envisioned.

Among the many important dimensions of our work, we anticipate particular focus on several distinguishing aspects of Cambridge.

Affordable Housing

HR&A has experience developing affordable housing strategies to promote diverse populations and economic mobility. We believe that in Cambridge, affordable housing production can take advantage of very strong residential market fundamentals, and we will investigate opportunities to both refine existing programs like the Inclusionary Housing Program as well as introduce a suite of new tools focused on the production of affordable housing. The production of workforce housing (typically defined as households making 80-120% AMI) is an especially pressing concern for which we will consider solutions. For

example, for Arlington County, Virginia, we crafted a tiered system of affordable housing requirements for different levels of density, based on a financial feasibility analysis of affordable housing inclusion in mixed-use developments along the Columbia Pike. Our recommendation was incorporated into the final Columbia Pike Neighborhoods Plan, and adopted by the County. For Invest Atlanta and Enterprise Community Partners, we developed a set of initiatives, financial mechanisms, and partnerships to support affordable housing production in the City of Atlanta. For the City of Austin, we created an affordable housing strategy for workforce housing downtown that was accepted by the Austin City Council.

Economic Development to Address Income Disparity

HR&A also brings deep experience in creating economic development strategies that support inclusive growth and expand economic opportunity for all residents. For New York City's just-released OneNYC plan, HR&A examined how to create the space and assets that industries offering high-quality jobs to mid-skill workers, such as healthcare, higher education, and technology, need to expand. For the Association for a Better New York, we considered how to support the growth of the "tech ecosystem," defined as industries that directly enable, produce, or facilitate technology, as a critical source of high-quality, mid-skill jobs, given our finding that 44% of jobs in the ecosystem do not require a bachelor's degree. Subsequently, for LaGuardia Community College, we examined how the institute could play a more central role in training workers for technology careers through both degree and non-degree programs. A key focus of our work in Cambridge will be developing strategies to better connect longtime residents with opportunities in Cambridge's nationally preeminent innovation and tech economy.

Universities, Cambridge and the Dover Amendment

Managing growth and change associated with the higher education institutions in Cambridge is a specialized challenge because of the unique status that these institutions hold under Massachusetts law. Change and development associated with the predominant institutions of Harvard and MIT, for example, requires a negotiated approach for meeting municipal land use and development purposes that cannot be accomplished through traditional zoning. In addition, the boundary between institutional and

associated private development is evolving from a legal perspective, to the educational institutions advantage. Among the team’s experts in this arena, The Cecil Group brings knowledge and insights into types of intermediary tools – including specialized zoning frameworks and development agreements to accomplish mutual planning and enforceable mechanisms.

Managing the Texture of the Urban Fabric

Zoning standards, design standards and guidelines work to ensure that the parts of the community fit together, and still serve to reinforce the desirable juxtapositions of scales, uses, architecture and open space.

Innovative Zoning Tools

This includes but goes well beyond the types of form-based zoning and hybrid zoning that can serve to shape the physical attributes of place. Special mixed-use zoning tools like those created by The Cecil Group for Assembly Square in Somerville serve as relevant indicators of the level of

practical innovation that our team brings to this aspect of the project.

The CRA and Urban Renewal in a Successful Community

The role and opportunities for the CRA can be recalibrated in concert with the new Citywide Planning initiative. The CRA’s future actions and plans will need to conform to the public policies, plans and regulations that grow from this process.

“Beta Testing” of Regulatory and Management Tools

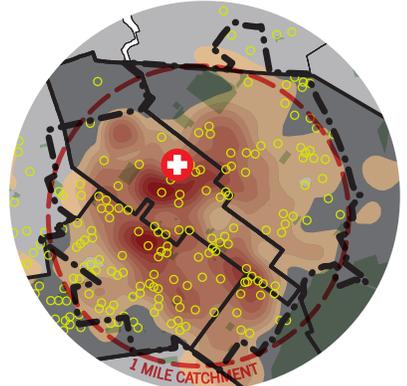
Our approach will included using Cambridge’s own institutional and professional resources to serve as “Beta Testers” of the regulatory and management tools that we help construct. Through a series of charrettes, workshops and academic programs, we can unlock this resource to test the implications of the new tools using specific locations and scenarios, so that the products of our efforts have the benefit of this type of feedback before they are advanced for adoption.



Perkins+Will is assisting Wyckoff Heights Medical Center in a transformative planning effort designed to improve population health within the Bushwick/Ridgewood neighborhood of New York City.

THE WYCKOFF HEALTH IMPROVEMENT DISTRICT

HEALTH IMPROVEMENT DISTRICT
ASTHMA HEAT MAP



HEALTH IMPROVEMENT DISTRICT
COMMUNITY PARTNERS



transportation corridors, and critical public spaces in their own right, new transit planning strategies will help increase the number and quality of transit options available to local users.

Mobility for Cyclists

Cambridge has made particular strides in improving mobility for bicyclists through the implementation of expansive bicycle infrastructure, such as bike lanes, cycle tracks, bike racks, and the innovative Hubway bicycle sharing program. As a result, Cambridge is now ranked as one of the nation's top biking cities. Yet this success has brought some bicycle-pedestrian conflicts, which can be common in cities with relatively high bicycle usage. In addition, some local residents and employees still feel unsafe when cycling and desire better protection from vehicles. The current draft Bike Plan proposes a priority bicycle network and emphasizes the principles of comfort, safety, and connectivity, which, when implemented, should further support bicycle use. The upcoming comprehensive plan will need to continue to support these efforts when making land use and urban design decisions. From our planning work in American and European cities with high bicycle usage, Arup can bring ideas for expanding upon Cambridge's recent successes, while helping to reduce conflicts among different transportation modes. By focusing on ways to integrate walking, biking and transit infrastructure—from city-scale transportation network shifts to small-scale signage installation—Arup will continue Cambridge's recent successes, while helping to make cycling safer for all commuters and reducing conflict between users.

Optimizing Transit

Cambridge is a key transit connector of several adjacent communities and four of the 10 bus routes in the MBTA system with the highest ridership pass through the city. Many of these key lines suffer from excessive crowding during peak hours, and major transportation routes remain focused along the Massachusetts Avenue corridor and several other key thoroughfares (such as Prospect Street, JFK Street, Mt. Auburn Street, etc.). To address these issues, new approaches must be weighed as part of the comprehensive plan process to expand transportation networks, address overcrowding and the respond to the desire for more routes. Arup is adept at analyzing transit planning alternatives, including BRT and intelligent

transportation systems, in order to optimize bus or rail service. Moreover, its integrated planning approach considers transit planning in light of various other urban conditions, such as housing, necessary for building strong local communities and accommodating Cambridge's diverse population. While transit planning is largely done at a regional level, the comprehensive planning process presents opportunities to discuss ideas, advocate for system changes, and improve the overall transit experience in ways that are within the city's control, such as waiting areas and walkability.

Parking Policy

In addition, the right parking policy must be carefully considered, as unintended consequences are a frequent outcome for cities if parking policies are not created in a holistic manner. Accommodating parking demand undermines sustainable transportation goals and can become self-fulfilling prophecy with negative consequences for urban design and housing affordability. Arup understands these complex dilemmas and has worked with communities to explore options like shared parking, pricing schemes, and other techniques to take a systematic approach and recommend the right parking policy.

CLIMATE CHANGE PREPAREDNESS + SUSTAINABILITY

A key aspect of the Cambridge Master Plan project will be the coordination between the resiliency work of the Preparedness Plan and the planning work of the Master Plan. The majority of this coordination will focus around two main hubs - technical integration and stakeholder engagement. The technical integration among the various disciplines (i.e., how heat vulnerability results might inform housing requirements, or how economic impacts and land use may be impacted by anticipated flooding impacts) will be something that largely happens within the broader Master Planning team and will be directed by City personnel who are involved in both studies. Outside external advisors or advisory boards (such as the Technical Advisory Committee or the Expert Advisory Panel of the Climate Change Vulnerability Assessment) might also be involved. These will likely be very technical discussions which focus on how the existing climate analyses should be used to inform resiliency actions with respect to policies, regulations, building codes, land use and other related subjects. It will be a data-driven exercise with transparency in its sources of

data, assumptions and overall methodologies used to arrive at the recommended solutions.

As part of city Resiliency efforts, the Kleinfelder team, working closely with the City of Cambridge and the Boston Water and Sewer Commission, developed standardized design storm criteria. These criteria were developed by incorporating anticipated changes in precipitation volumes and the resultant flooding that could be expected in future years. Partnering with BWSC during this work ensured that similar design criteria would be used on either side of the Charles River and represented a seminal step towards regional integration with respect to adaptation.

Many locations will be planned to handle significant storm events, but the sustainable green space and open space that is needed can contribute directly to Cambridge's daily open space, pedestrian and bicycle network infrastructure.

Given the complexity of the concepts and the need to align with multiple components, we anticipate an iterative process with regular meetings between the two technical teams. The fact that Kleinfelder is a key member of the Perkins+Will team optimizes the sharing of information and coordination, will bring an alignment between the two projects that likely would not exist without such an integration, and will greatly contribute to an overall efficiency and stronger linkage between the two projects. Vulnerable populations, insufficient infrastructure, economic impacts and demographic considerations will be shared themes, requiring similar types of stakeholder interaction. Climate change will not only add a layer of complexity to this mix but it will also shape the extent and types of resiliency measures that are possible in future years.

Building on the comprehensive work, we recognize that the Getting to Net Zero Task Force focused on buildings, which are responsible for 80% of Cambridge's total greenhouse gas emissions; but as holistic planners and engineers we will look for opportunities to also reduce emissions through the way Cambridge manages its water, waste, and transportation systems. There is no quick fix to achieving Net Zero, but rather a suite of strategies including the five major actions outlined by the Task Force. We also recognize that the drive to reduce greenhouse gas emissions must be integrated into broader community goals, including the generation of co-benefits such as positive economic and social outcomes. We will build on the work of the Task Force--compiling best

practices, developing creative solutions, and integrating them into the decision making processes around land use, economic and community development, public health, transportation, and resilience:

Energy Efficiency in Existing Buildings: "Reduce energy use in buildings through retrofits and improved operations" - Building upon the data collected through the Building Energy Use and Disclosure Ordinance (BEUDO), we will assess the potential to scale-up energy efficiency across the entire building stock.

Net Zero New Construction: "Require low carbon new construction" - To achieve net zero requires fundamental changes to building codes in order to achieve tight building envelopes and low energy requirements. The challenge must be addressed through integrated design, incentives for building owners (including density and height bonuses), and a participatory process that engages real estate developers, code experts, trade unions, and other stakeholders to address regulatory challenges and concerns. We will build upon the action plan set forth in the Path to a Net Zero Cambridge, setting up the community for success in achieving its vision.

Renewable Energy Supply: "Replace fossil fuels with low carbon energy" - A Net Zero Energy target, requires the integration of on-site renewable technologies at a very large scale. Achieving this scale necessitates the use of a variety of regulatory (i.e., zoning, code), technical, and financial tools to overcome potential code, space, and financial barriers where they are most cost effective and leverage economies of scale. We will work with the City, key stakeholders to identify the best opportunities for both small-scale and large-scale renewable energy opportunities throughout Cambridge.

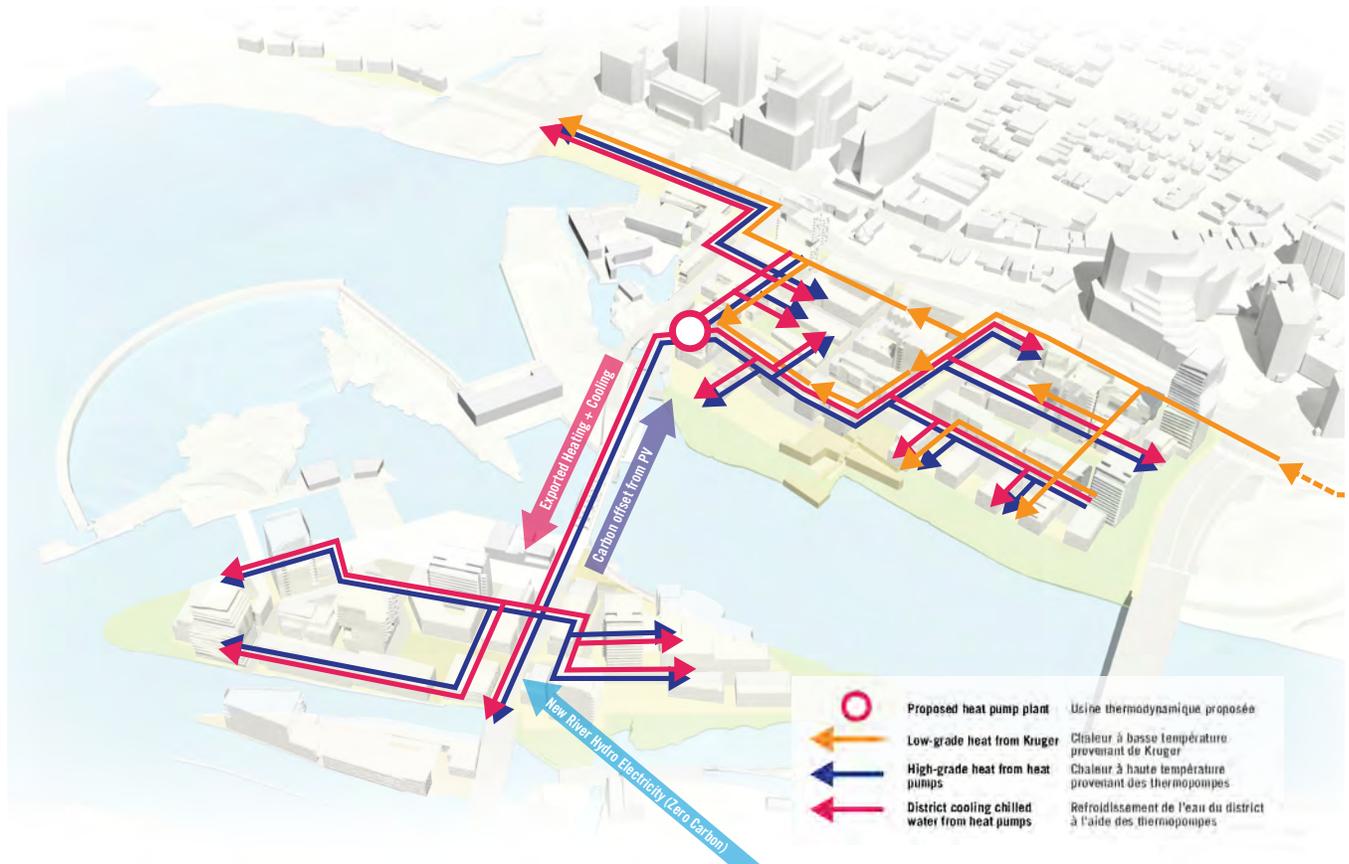
Local Carbon Fund: "Option to invest in a net zero community" - After all opportunities to reduce energy demand and install on-site renewables have been exhausted, building owners will need to purchase offsets, according to the Net Zero Task Force. By establishing a Local Carbon Fund to support Cambridge-based greenhouse gas emissions initiatives, the benefits of purchasing offsets can be directed into local projects including renewables. We will address how this can be addressed through emerging financial models, partnerships, and land use tools.

Engagement and Capacity Building: “Industry training and community involvement” - Achieving a net zero community is going to require a clear communications strategy. The BEUDO is an important start, as it will provide the basis for regular reporting, analysis, and learning – even providing the knowledge needed to make adjustments to the action plan. The City has opportunities to educate industry through its own “lead by example” initiatives, as do large building owners and institutional partners including universities.

District Energy & Micro-grids: Opportunities for district energy, where multiple buildings share steam, hot water, and/or chilled water infrastructure. The city already has assets hidden in plain sight – cogeneration plants at Kendall Square, MIT, and Harvard, to name a few. We recognize

that no building exists in a vacuum – it has adjacent uses and there is a latent, untapped potential to implement centralized and shared systems to leverage efficiencies and economies of scale. We will also facilitate discussions with institutional stakeholders about the potential environmental, operational, and economic benefits that could accompany the installation of district energy projects. Building upon the assessment for developing Cambridge’s renewable energy supply, we will also assess the potential to integrate district energy to create community micro-grids that have the ability to “island” from the main electric grid to provide continuous power during outages and enhance resilience in the event of emergencies.

Perkins+Will’s APA award-winning plan for Les Iles sets a high bar for sustainability as a Living Communities Challenge project, and an Ecodistricts pilot project



4. ESTABLISH A CLEAR PATH FOR IMPLEMENTATION

Pilot Projects

We applaud the City's desire to incorporate early action items and pilot projects into the planning process. We think proactive planning that translates into small action projects demonstrating doable and impactful planning, is an excellent strategy to not just test ideas but also to engage and excite people and demonstrate results of early engagement.

These focus points for engagement can be used as a launching pad to engage stakeholders, help community members flex their civic muscles, and test larger principles and ideas for the citywide planning effort. Planning for short-term action is different than planning for long-term, abstract outcomes and can draw new faces and create new community collaborations.

With an early focus on Alewife District, we will assess neighborhood and constituent issues that arose during the Cambridge Conversations initiative to identify possible small, achievable, localized pilot action items. After the initial focus on Alewife, this process will continue to run parallel to the plan development over the entire three years and hopefully beyond.

Strategy & Phasing

As part of this phase, we will define an implementation roadmap by identifying short, medium, and long-term projects and economic development initiatives considering the current priorities, funding, and capacity of the City and other key partners. Recognizing the value of urban prototyping (rapidly testing and adapting ideas in the field), we will pay special attention to defining demonstration projects, programs, and policies that can be executed quickly to provide "proof of concept" for the plan and create momentum, such as maximizing the community benefits of projects in the pipeline; enhancing existing workforce training programs; and implementing streetscape improvements in targeted areas. These pilot projects, focused in Alewife District, early in the project process will test ideas and inform the alternatives being developed.

Financing Strategy

We will identify a funding strategy and budget implications of the action plan's key projects and initiatives. For each of

the key projects and initiatives, we will identify potential funding sources at the local, state and federal levels, such as the Affordable Housing Trust, matching funds provided through state Community Preservation Act, etc. We will also consider opportunities for innovative public-private partnerships and non-profit collaborations that could serve to implement real estate development projects and other key initiatives (e.g. workforce development strategies designed to enhance resident participation in the innovation economy).

Policy and Regulations

We will contribute to a policy framework for the action plan. The framework may include modifications to the city's Inclusionary Zoning Ordinance and/or citywide project review process; expanded condominium acquisition, homebuyer education, and home improvement programs to support affordable housing, etc. Perkins+Will is expert at crafting urban design guidelines and standards which are outcome-oriented, and this is expertise that we will bring to our policy and regulations guidance.

Roles and Responsibilities

To shape and determine zoning revisions a pragmatic management strategy that can be implemented within an updated framework of regulations, responsibilities and roles for the Cambridge council, boards, commissions, authorities and City departments.

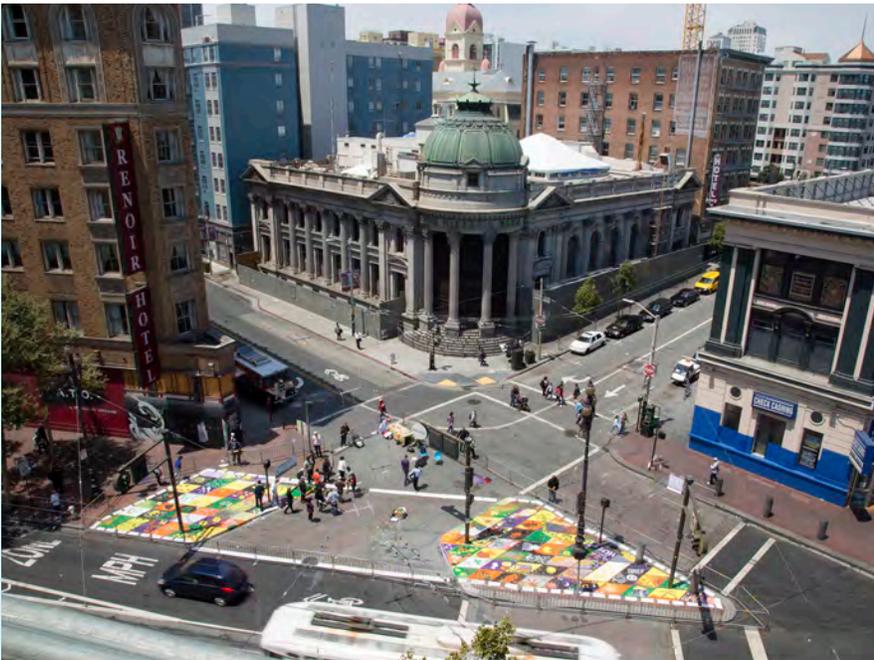
We will identify key stakeholders necessary to implement the action plan both within and beyond the City. For example, these stakeholders may include local non-profit housing developers, public and private lenders, the Cambridge Housing Authority, the Office of Workforce Development, the Small Business Administration, and the State Office of Minority and Women-Owned Business, and Mass Development.

Development of Indicators

We will develop indicators that allow the City to effectively measure the action plan's performance over time. These indicators will consider the plan's role in accommodating development in a way that maximizes economic, financial, social, and environmental benefits and minimizes negative effects.

A LIVING DOCUMENT

Just as the goal of the outreach project is to create an enduring infrastructure for civic engagement, the plan itself should also be a living document with a life beyond the report. We envision a platform such as OneNYC (<http://www1.nyc.gov/html/onenyc/index.html>), which continues to engage residents in an online conversation beyond the plan-writing process. Platforms similar to OpenIDEO or Neighborly can provide a forum for ongoing testing and implementing of pilot projects at the neighborhood scale. Or perhaps the development of such a platform could be the subject of a studio at the MIT MediaLab. Throughout the planning process we will continue to track the most effective means of communication and determine together with the community how the plan can live on beyond the process.



SRI + CREATIVE PLACEMAKING

Perkins+Will's Social Responsibility Initiative (SRI)

Perkins+Will has an ongoing commitment to social responsibility through its SRI program - which donates 1% of its profit to pro-bono work, in addition to volunteer time.

The Jones Street Nexus project originated as an effort to calm traffic through this dangerous intersection in the heart of the Tenderloin - one of San Francisco's most at-risk neighborhoods. Perkins+Will worked with the community to create a temporary intervention to test the idea of closing down a street to traffic, including coordinating with MUNI to divert bus routes.

With the community's help, Perkins+Will designed the temporary street mural and then engaged a local school for a fun day out to help with painting.

PROJECT MANAGEMENT

The Perkins+Will team has successfully managed and executed many complex projects collaborating with experts from across the country. We believe in bringing the brightest minds to the table, allocating the most effective resources and establishing a clear and effective management plan at the very outset of the project, to deliver the best results while keeping the project on time and on budget.

P+W will be leading the urban planning/design and management of the project from the San Francisco office supported with architecture expertise and understanding of building codes and regulations from our local Boston office. Perkins+Will employees work seamlessly across our many offices on our shared common information technology platform. Our Boston office will serve as a home away from home for the San Francisco team, through the duration of the project and will have available all office resources for the benefit of the project team. Working in such a fashion on projects between San Francisco, and our east coast offices in Boston, Toronto, New York, Washington DC that combine firm-wide expertise with our local office resources, we have completed many successful projects.

P+W will leverage our internet-based document management/exchange platform called Newforma for efficient and secure sharing of information among consultants and the City. Newforma tracks all files shared and maintains a record of files accessed by user group. It will help team members effectively communicate and share information throughout the course of the project.

The Perkins+Will consultant team has together deliberated much to take a pass at a preliminary three-year project schedule that is effective and efficient, and integrates a robust community engagement process to both inform the vision development and then to continue to build support and advocates of the vision through capacity building events and programs.

Project Meetings - For an efficient decision-making process we propose three types of feedback from the City –

- Meetings with the City Core Group;
- Meetings with an Advisory Group set up especially for this project;
- And City Council quarterly check-ins.

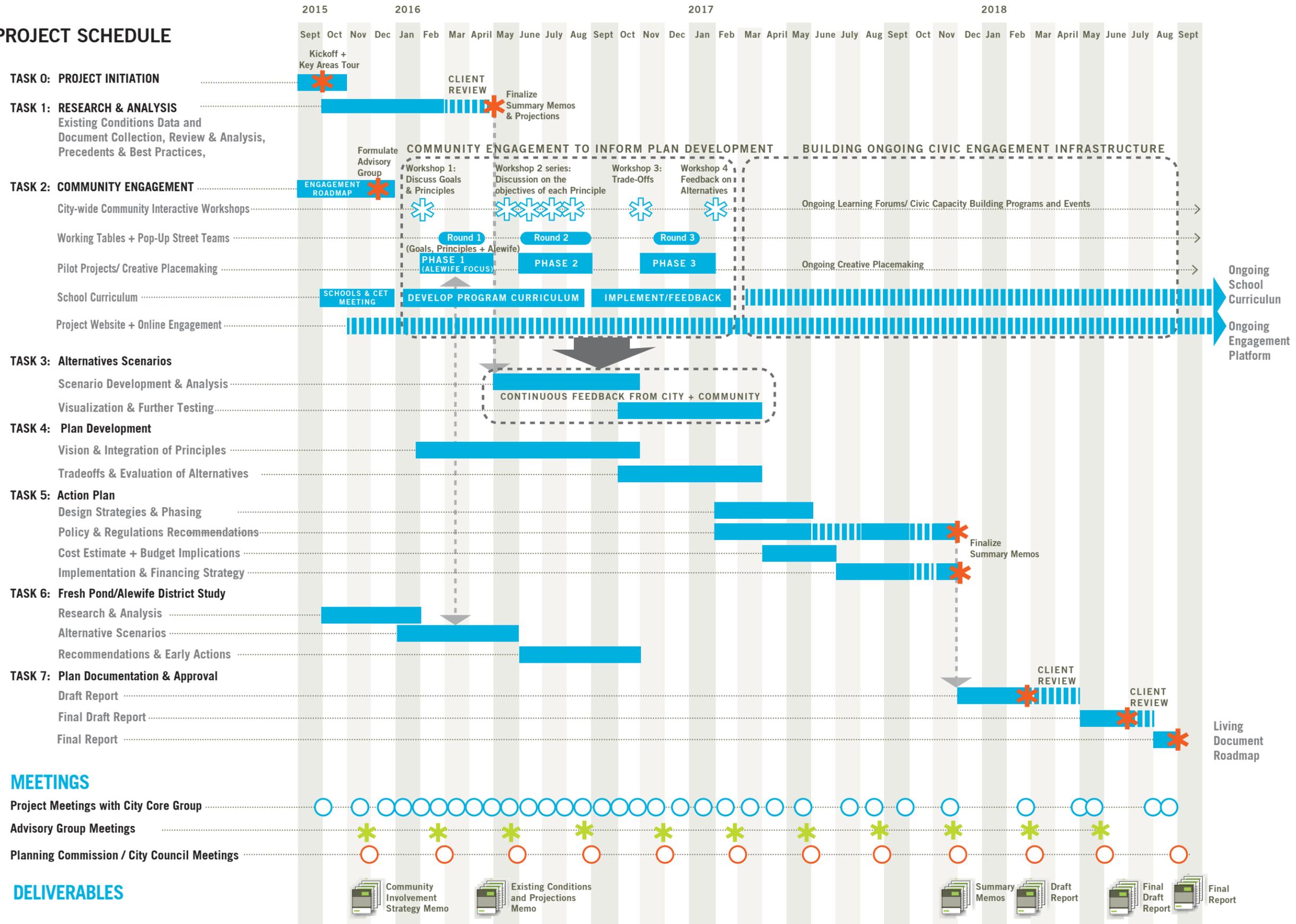
Meetings with the City Core Group will need to be frequent – once every 2/3 weeks – in the initial year of the project. We anticipate being in Cambridge for a series of back-to-back meetings over 2-3 days (or more as needed), every 2/3 weeks to meet, discuss, make decisions and move forward. This frequency will be less intense in the later stages of the project. Beyond the in-person team meetings, weekly phone calls will be critical for team coordination and status check-ins. Each month P+W will produce for the City a brief status update memorandum documenting past 4-weeks effort and anticipating the next 4 weeks effort.

We propose formulation of an Advisory Group early-on in the project. This would be comprised of stakeholders and representatives of different community groups, business organizations, institutions, and community liaisons to form a sounding board to test early thinking and ideas before engaging the larger community. A quarterly check-in with this group will be valuable to the project team.

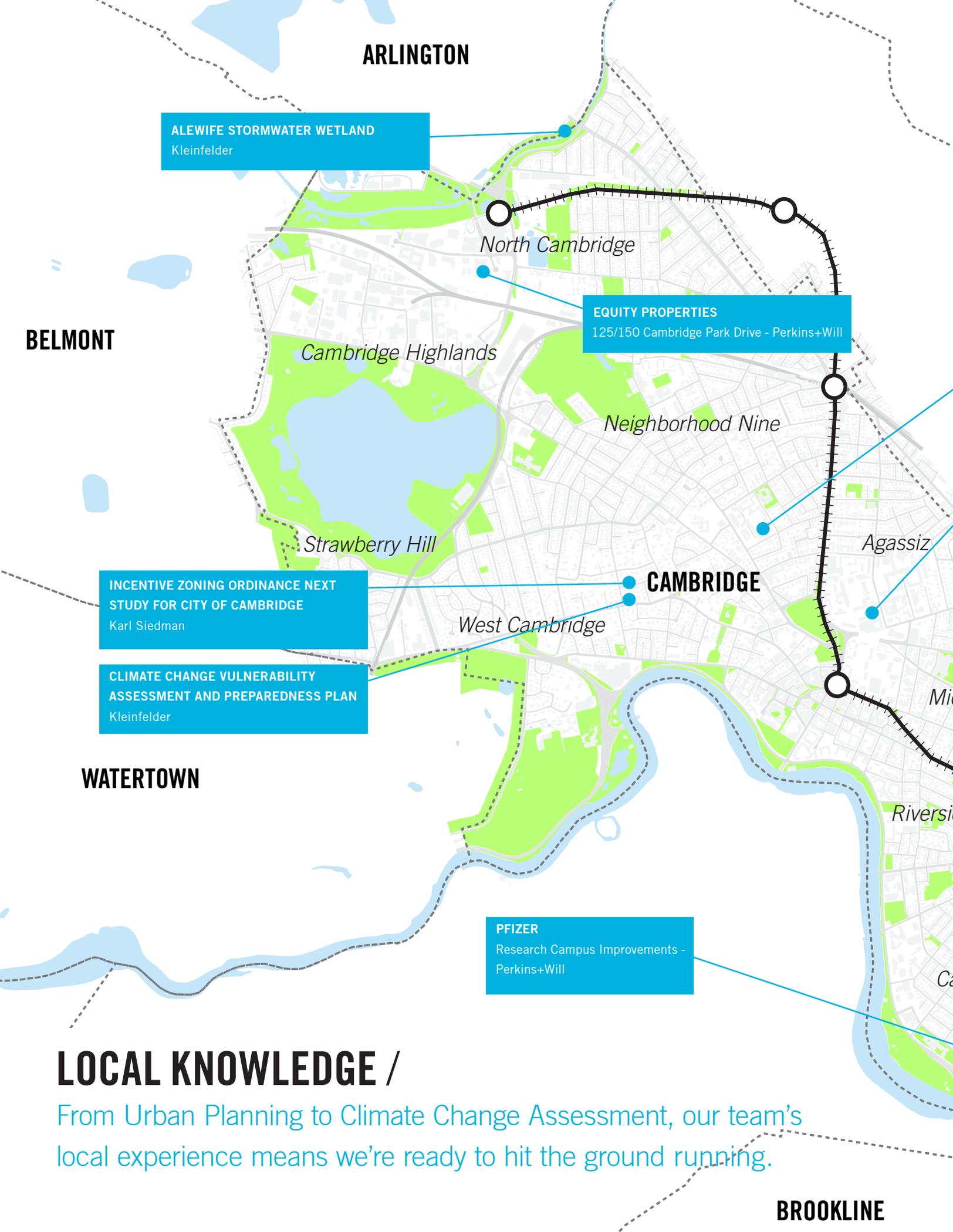
Quarterly updates to the City Council for their continued feedback through the course of the project will help the team stay aligned with the aspirations of the leaders and the decision-makers.

We look forward to having an early discussion with the City staff to refine this schedule at the very outset of the project.

PROJECT SCHEDULE



SELECTED PROJECTS



ARLINGTON

ALEWIFE STORMWATER WETLAND
Kleinfelder

North Cambridge

EQUITY PROPERTIES
125/150 Cambridge Park Drive - Perkins+Will

Cambridge Highlands

Neighborhood Nine

BELMONT

Strawberry Hill

INCENTIVE ZONING ORDINANCE NEXT STUDY FOR CITY OF CAMBRIDGE
Karl Siedman

CAMBRIDGE

Agassiz

West Cambridge

CLIMATE CHANGE VULNERABILITY ASSESSMENT AND PREPAREDNESS PLAN
Kleinfelder

WATERTOWN

Mi

PFIZER
Research Campus Improvements - Perkins+Will

Riversi

Ca

LOCAL KNOWLEDGE /

From Urban Planning to Climate Change Assessment, our team's local experience means we're ready to hit the ground running.

BROOKLINE

MEDFORD

EVERETT

RADCLIFFE QUADRANGLE
Energy Upgrade Study - BuroHappold

HARVARD UNIVERSITY
Harvard Futures - Perkins+Will, ARUP
Earth + Planetary Science - Perkins+Will
Biological Laboratories Building +
Infrastructure Modernization
Study - Perkins+Will
Center for Biological Imaging+Teaching
Laboratories - Perkins+Will
Tozzer Anthropology Building, MEP and
Facade Engineering - BuroHappold

KENDALL SQUARE
Nokia Inc., Greater Boston
Initiative Project - Perkins+Will
MIT Graduate Student Housing - Perkins+Will
MIT East Campus Gateway
Development - HR&A
Connect Kendall Square - Cecil Group, ARUP
Kendall Square Urban Renewal Plan
Market Feasibility - HR&A

FOUNDRY BUILDING
Market Feasibility - HR&A

BROAD INSTITUTE
Headquarters - Perkins+Will

GENZYME CORPORATION HEADQUARTERS
Structural Engineering, MEP Engineering,
Sustainability - BuroHappold

MIT
Retail and Research & Development
Lab Space - Perkins+Will
Barker Library Reading Room - Perkins+Will
W20 Reading Room - Perkins+Will
Central Utility Plant Expansion - Kleinfelder
Comprehensive Stormwater
Management Plan - Kleinfelder
Vassar Street Utilities - Kleinfelder
Advanced Energy Steam
Connection - Kleinfelder
MIT.nano - Kleinfelder

nd-Cambridge

Wellington-Harrington

East Cambridge

Area Four

Area 2/MIT

Cambridgeport

CITY OF EDMONTON BLATCHFORD REDEVELOPMENT (EDMONTON CITY CENTRE)



LOCATION Edmonton, AB
COMPLETION DATE 2011
SIZE 215 hectares (600 acres)

AWARDS

World Architecture News Urban Design Awards, Long List, 2011

City of Edmonton, Edmonton Urban Design Awards, Implemented Design Master Plan, Award of Merit, 2011

Edmonton’s Blatchford Redevelopment creates a sustainable community focused on providing strong and prosperous connections.

The winner in an international design competition, Perkins+Will’s master plan for the redevelopment of Edmonton’s airport lands repairs a 215-hectare rift in the city’s urban fabric and creates a truly memorable place for Edmontonians. The plan—called ‘Connectivity’—creates a world-class sustainable community for 30,000 residents and pursues four strands of connectedness, each embodying key sustainability principles.

Cultural Sustainability: Connecting to Site History—Embedding the site’s past in its future, the plan repurposes historical airport features as new community amenities and reuses runways as organizing elements.

Ecological Sustainability: Connecting to Nature—Preserving more than half the land as green space, the plan includes a destination park that acts as a regional draw; neighbourhood-scaled open spaces at the park perimeter extend into the city to knit together now-disparate communities.

Social Sustainability: Connecting Communities—The plan extends the surrounding pattern of streets through new neighbourhoods to connect future

and current residents. A new LRT line will connect the site to more distant neighbourhoods and provide easy access to downtown.

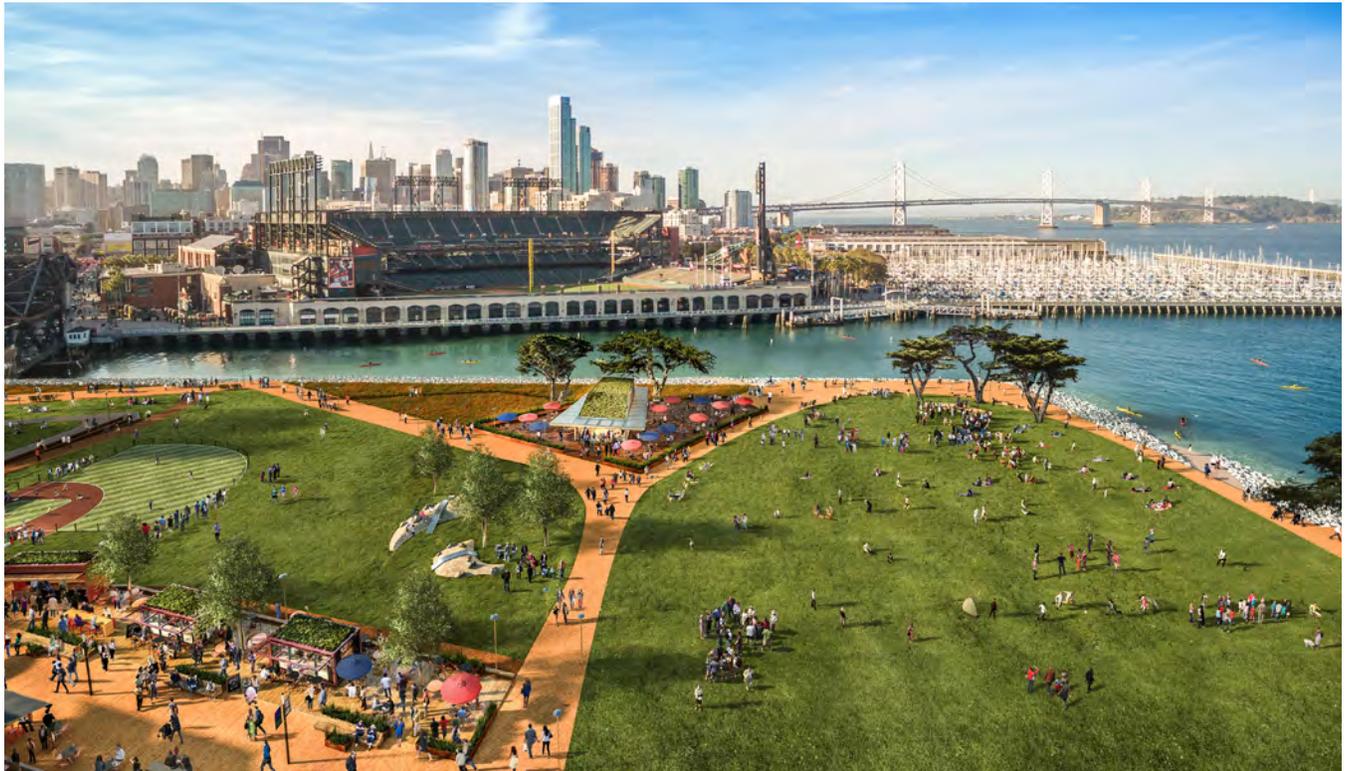
Economic Sustainability: Connecting to Growth Catalysts—The proposal fosters economic vitality, not only by creating a deeply mixed-use community, but by connecting to the growth potential of four major existing catalysts: a planned LRT line; the Northern Alberta Institute of Technology; a new rehabilitation hospital; and Kingsway Gardens Mall, a vibrant retail area that will extend into the site’s new Town Centre.

Finally, an innovative energy strategy reduces carbon emissions from the community by 3.2 million tonnes over 20 years. Energy produced through biomass and deep geothermal sources will create enough electricity to fully meet the development’s needs. Surplus energy will be sold to public buildings in the area, resulting in a ‘beyond carbon neutral’ community.

BLATCHFORD REDEVELOPMENT /



CATELLUS DEVELOPMENT CORPORATION/ SAN FRANCISCO GIANTS MISSION BAY + MISSION ROCK



CLIENT Mission Bay: Catellus Development Corporation
Mission Rock: San Francisco Giants
LOCATION San Francisco, California
COMPLETION DATE
Mission Bay:
-First Master plan: 1999
-Architecture: Ongoing
Mission Rock:
-Master plan: 2010
-Architecture: Ongoing
SIZE Mission Bay: 300 acres
Mission Rock: 22 acres



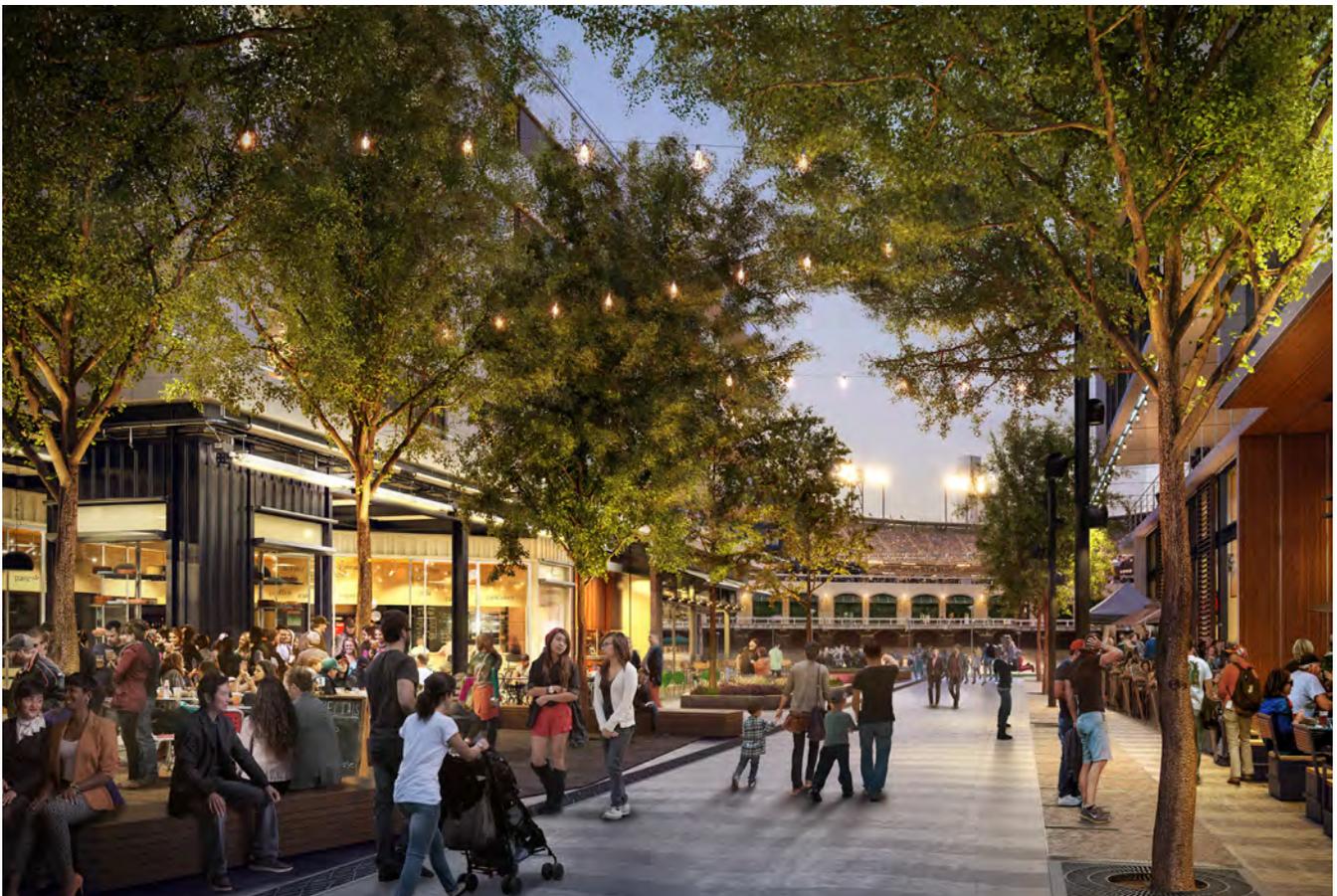
Mission Bay is swiftly becoming a new San Francisco neighborhood. With 6,000 new residential units and 30,000 new workers, it is changing the face of this formerly industrial waterfront district.

At more than 300 acres, Mission Bay has become an international model for the successful integration of bioscience, sports and entertainment, diverse living and working opportunity and the best multi-modal mobility of any San Francisco neighborhood. Our team, first through our planning and public process leadership for the Mission Bay Plan, and now as the lead urban designers and architects for Mission Rock, has made a significant contribution to the continuing success of the development and the creative vision for this final waterfront corner site.

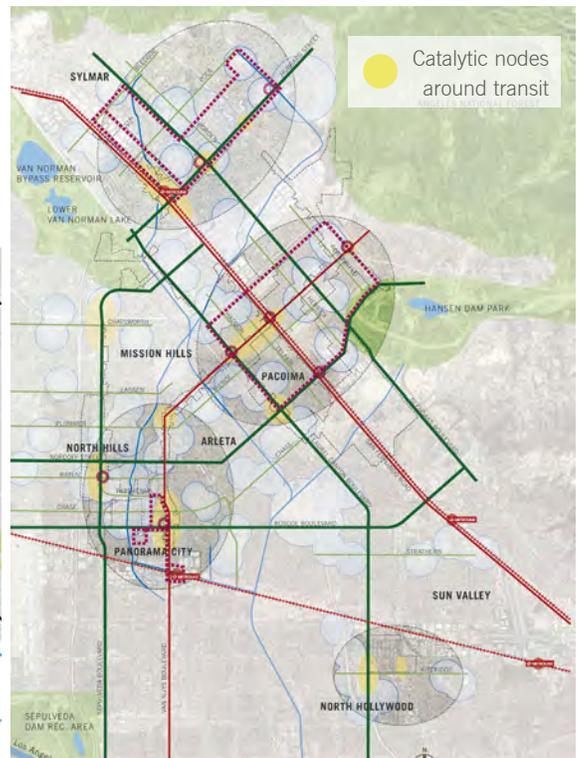
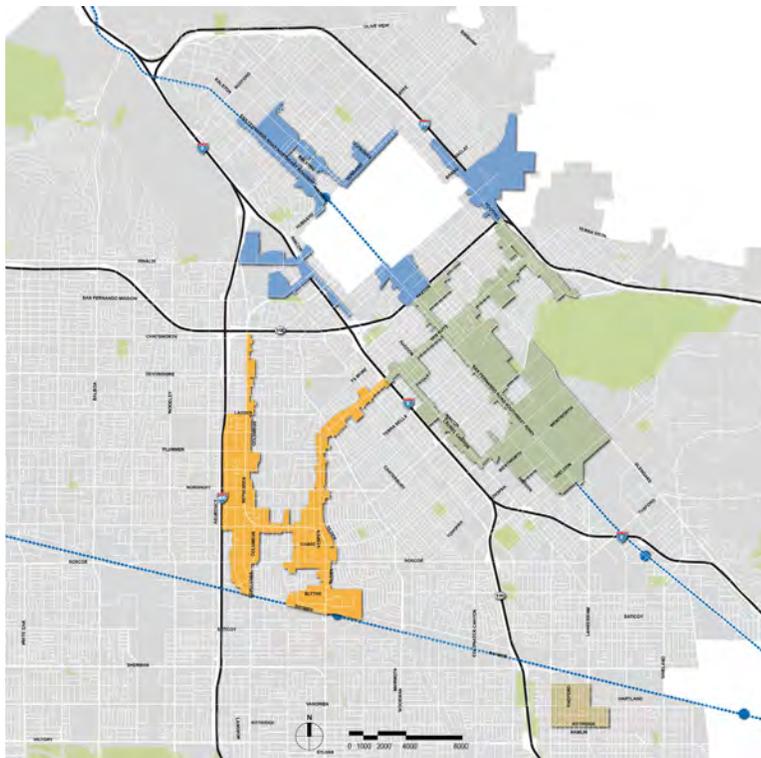
MISSION BAY + MISSION ROCK /



Beginning in 2006, Perkins+Will teamed with the San Francisco Giants to tackle the remaining large parcel in Mission Bay, at the corner of the waterfront facing the Giants Ballpark. The objective for this land owned by the Port of San Francisco, which includes the historic Pier 48, has been to create an entirely new dynamic, celebrated public destination and mixed-use development inviting regional and national attention and use. The Mission Rock District will contain local retail, dining and entertainment venues in this new mixed-used neighborhood.



CITY OF LOS ANGELES NORTHEAST SAN FERNANDO VALLEY STRATEGIC PLAN / VISION 2020



LOCATION San Fernando Valley, California
COMPLETION DATE 2011
CONSTRUCTION COST Confidential
SIZE 4,000 acres

The Northeast San Fernando Valley Strategic Plan developed an integrated planning framework for the traditionally underserved communities. The framework established the shared community vision for a balanced and livable environment in complete and healthy neighborhoods. The plan took into consideration previous economic development efforts, current and future real estate trends, changing community demographics, complex environmental challenges, potential and emerging new markets, and the meaningful concerns of an informed, multi-ethnic public to recommend specific catalytic projects and prototypical catalytic strategies.

The catalytic projects and programs focused on viable strategies for revitalizing commercial corridors, prioritizing development at key transit-rich nodes, enhancing the multi-modal transportation infrastructure and introducing a robust open space and green streets network for an enhanced and connected public realm. An implementation plan was developed to help guide near- and long-term public investment decisions and private development focus. The planning effort included an extensive public outreach and engagement process in these underserved communities.



SPUR THE FUTURE OF DOWNTOWN OAKLAND REPORT



LOCATION Oakland, California
COMPLETION DATE September 2015
BUDGET Pro-Bono
SIZE 1.5 square miles (1,000 acres)

Perkins+Will is involved in an ongoing, pro-bono partnership with San Francisco Planning and Urban Research (SPUR), a regional, urban policy think-tank.

As SPUR increases their presence in Oakland, they began by creating a planning policy document to guide their advocacy efforts - focused on supporting the equitable and sustainable growth of Oakland's downtown.

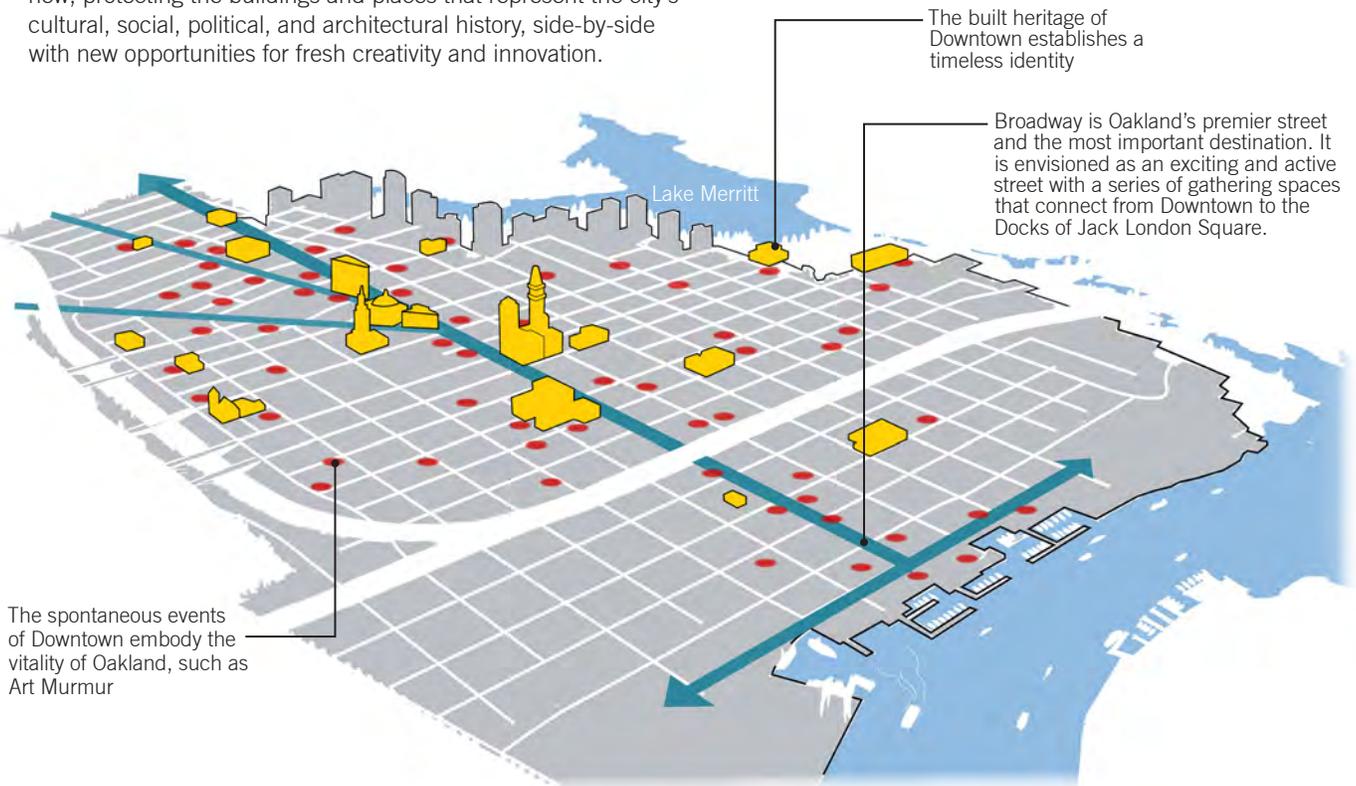
Perkins+Will supported SPUR's research in this effort by mapping existing conditions, exploring and understanding the current development framework, and identifying potential opportunities for the future of downtown Oakland.

In addition to this research, Perkins+Will also worked with SPUR to facilitate a series of workshops about the future of downtown. Engaging, local stakeholders, City staff, and regional thought leaders, these charettes brought together many of the people who are currently working to shape downtown - to raise questions, address challenges, and enhance collaboration.

Perkins+Will's efforts have been fundamental in shaping SPUR's policy recommendations for how downtown Oakland can meet its vision of building on its incredible, untapped assets to become a thriving place that welcomes investment while protecting its existing community and authentic character.

OLD & NEW

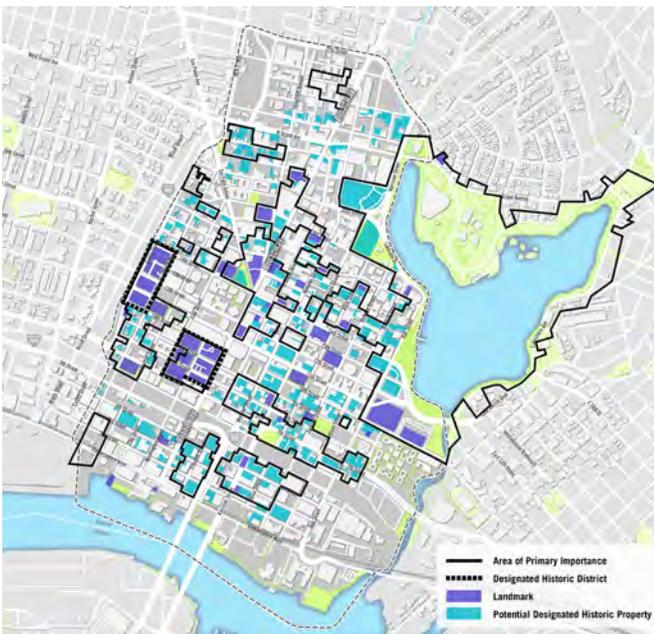
Downtown Oakland is rich with opportunity to blend old and new; protecting the buildings and places that represent the city's cultural, social, political, and architectural history, side-by-side with new opportunities for fresh creativity and innovation.



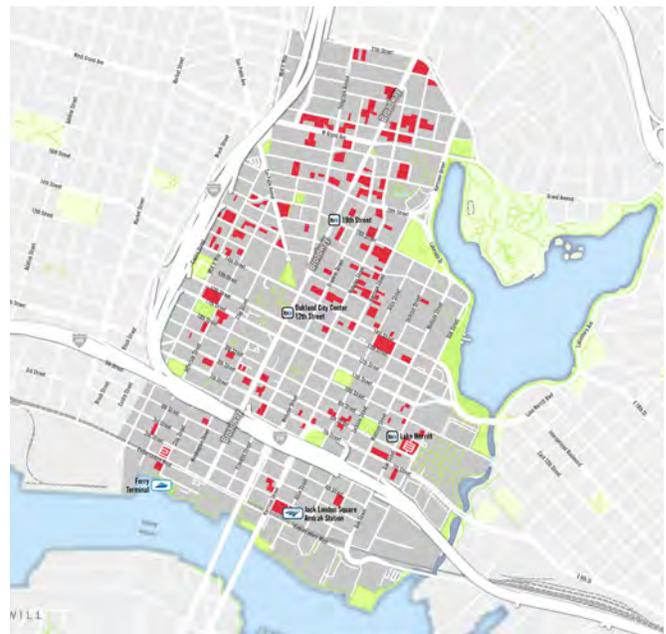
The built heritage of Downtown establishes a timeless identity

Broadway is Oakland's premier street and the most important destination. It is envisioned as an exciting and active street with a series of gathering spaces that connect from Downtown to the Docks of Jack London Square.

The spontaneous events of Downtown embody the vitality of Oakland, such as Art Murmur

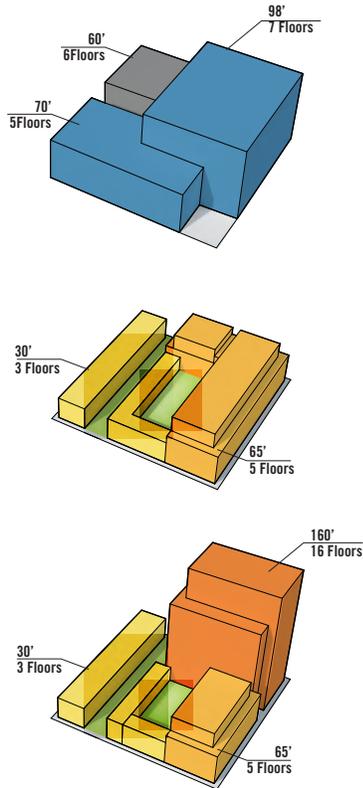


Downtown is rich in historic fabric but lacks clarity and consistency in regulations and implementation.



We discovered that there are over 40 acres of surface parking lots in downtown (shown here in red) - representing an incredible opportunity for investment.

REGIONAL INDUSTRIAL DEVELOPMENT CORPORATION ALMONO PITTSBURGH MIXED-USE DISTRICT



CLIENT Regional Industrial Development Corporation

LOCATION Pittsburgh, Pennsylvania

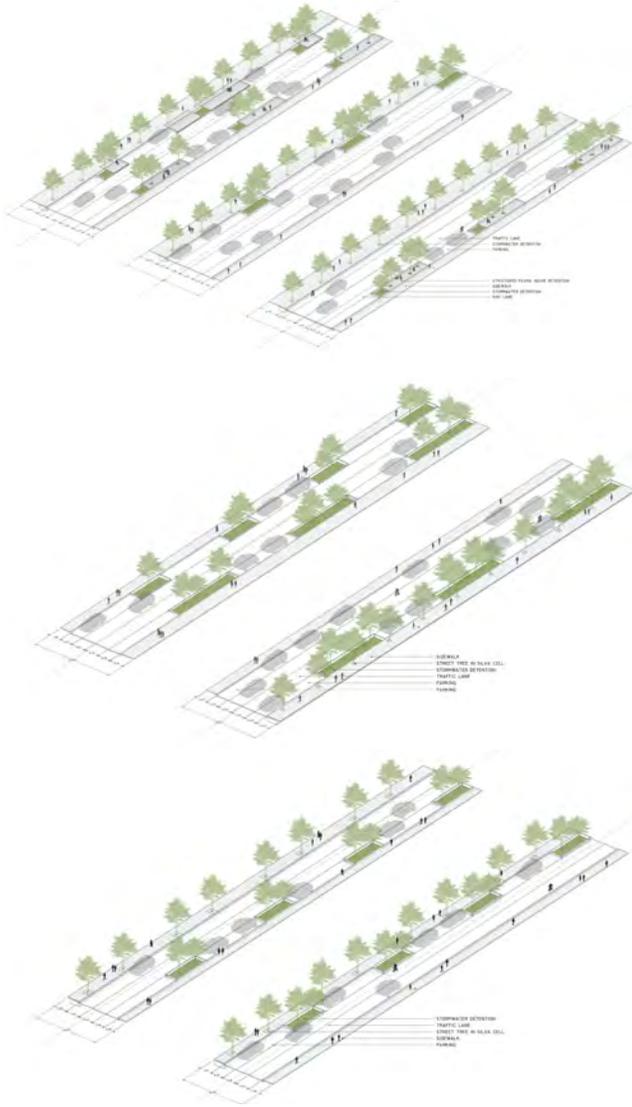
COMPLETION DATE Ongoing

SIZE 178 acres

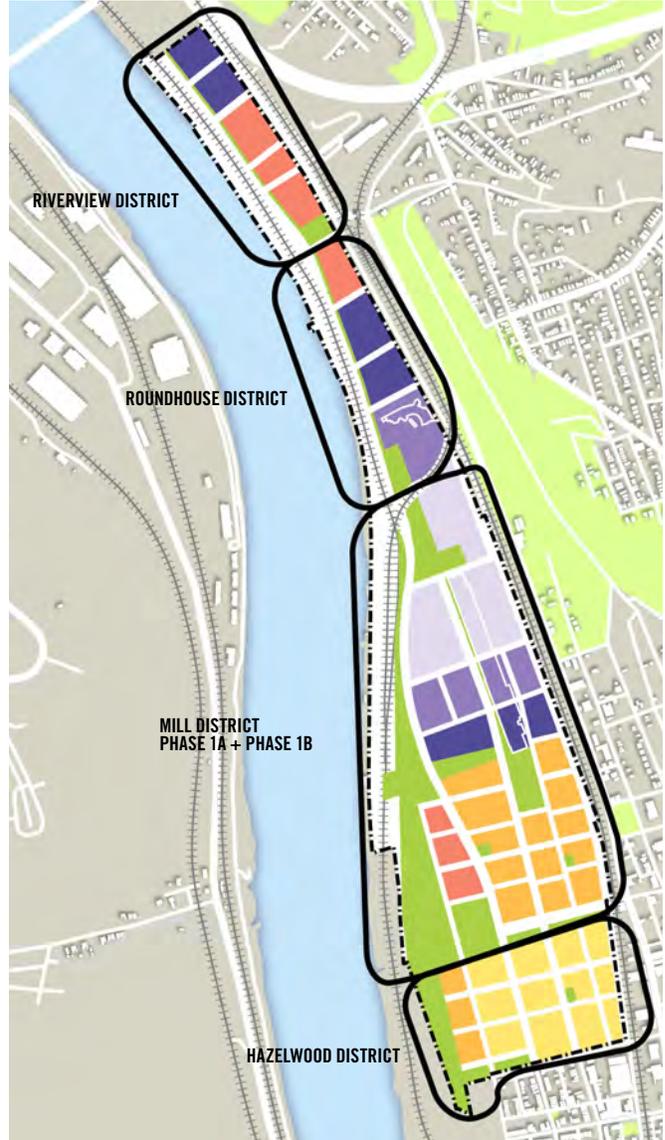
Perkins+Will is creating a masterplan for new development on 178 acres of prime post-industrial property on the riverfront not far from downtown Pittsburgh. The client team is a partnership between the Regional Industrial Development Corporation (RIDC), a private non-profit organization and several Pittsburgh-based philanthropic Foundations. The team is taking an existing master plan and significantly improving its sustainability targets and placemaking potential whilst working within with a certain number of physical constraints set by an existing entitlement for the site. Perkins+Will is also developing a phasing strategy which allows for an initial phase with a compelling

mix-of-uses, increased vitality and stronger sense of place to establish the development as an emerging new district of Pittsburgh and which will act as a catalyst for smart growth in three more districts in subsequent phases. The masterplan must also address issues within the wider context; creative off-site transportation and circulation improvements are necessary to improve accessibility to a constrained site and the southernmost district of the development is intended to be an extension of an existing disadvantaged neighborhood and, by extension, to act as a catalyst for regeneration within that neighborhood over time.

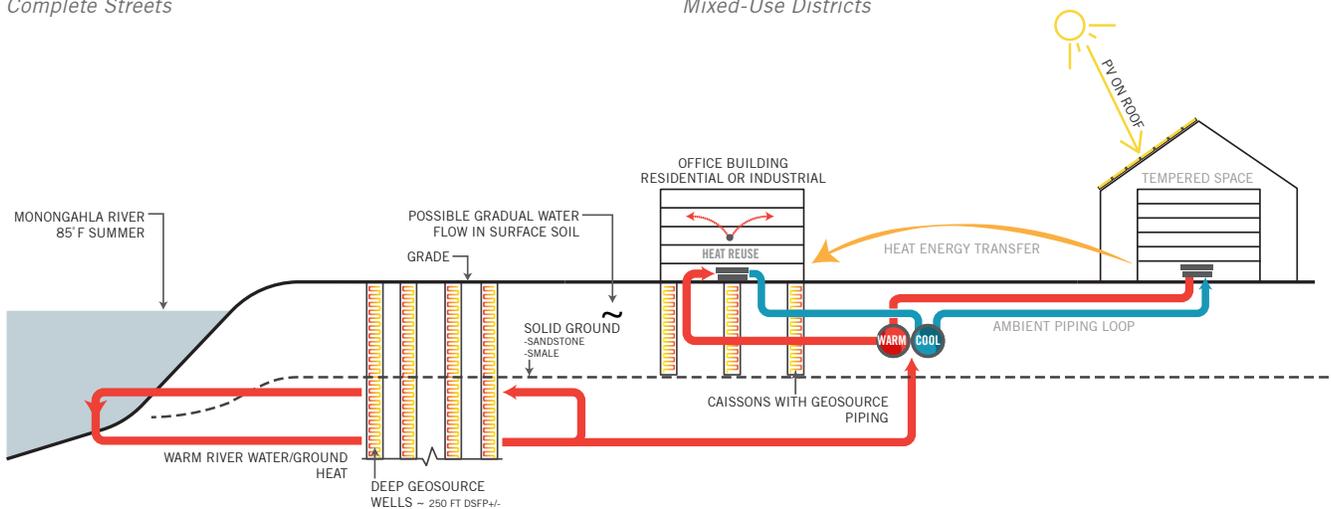
ALMONO PITTSBURGH MIXED-USE DISTRICT/



Complete Streets



Mixed-Use Districts





Example Inundation Map for Cambridge using 3D imagery to illustrate extent and depth of flooding

Client

City of Cambridge, MA

Reference

John Bolduc, Environmental Planner
617.349.4628

Completion Date

CCVA: 2015

Climate Change Vulnerability Assessment and Preparedness Plan

Cambridge, Massachusetts

The City of Cambridge, Massachusetts selected Kleinfelder to develop a comprehensive and integrated climate change vulnerability assessment that will serve as the foundation for the preparedness plan to follow.

The team has prepared a baseline of impacts related to anticipated changes in sea level rise, storm events, flooding, increasing temperature, and other related impacts. Impacts to both infrastructure and population are being considered as well as potential economic and public health implications. Equally important is the proactive engagement of various stakeholders, including infrastructure owners, subject matter experts, and the general public.

Deliverables include detailed risk assessments for varied infrastructure systems and vulnerable populations, and identification of priority planning areas for the preparedness plan to address.

The preparedness plan will focus on developing resiliency strategies, policies, and actions related to those needs. It is anticipated to be closely aligned with the City-wide Master Plan.



Client

Massachusetts Port Authority
(Massport)

Reference

Robbin Peach, Program Manager for Resilience
617.568.5963

Completion Date

Phase One: 2014
Phase Two, Part 1: 2017

Massport Disaster Infrastructure and Resiliency Plan and Critical Asset Resiliency

Boston, MA

Phase One

Logan International Airport and South Boston Maritime, located on Boston Harbor, are key regional assets that are highly susceptible to the sea level rise and storm surge impacts of climate change. The Massachusetts Port Authority (Massport) sought a consultant aligned with academic partners to work closely with them in defining a climate preparedness plan for the airport and their maritime facilities.

The study included a hazards analysis and a resiliency action plan for both near-term and longer-term capital improvements, as well as associated costs. The final report prioritized actions and investment decisions and included design guidelines for future construction and rehabilitation efforts.

Phase Two

The Critical Asset Resiliency project involves the implementation of the actions identified in the previous phase. It is a multi-year, multi-million dollar program aimed at building resiliency throughout Massport's facilities and operations. Massport selected Kleinfelder to lead this phase focusing on resilient design, construction, and operational planning for coastal flooding.



Alewife Stormwater Wetland Cambridge, MA

The federally mandated Boston Harbor Cleanup and the MWRA's Long-term CSO (combined sewer overflows) Control Plan required Cambridge to provide sewer separation and stormwater management to protect the Alewife Brook and Little River from CSOs, flooding, and runoff that introduced bacteria and other pollutants. Uniquely, the project was designed to simultaneously meet the DCR's Master Plan goals for the Alewife Reservation: to provide environmental and recreational enhancements that support the reservation's health and usefulness. This wetland detention was the cornerstone of the Alewife CSO plan. What started as a solution to CSOs and flooding became a parkland gift to the community and its flora and fauna.

The creativity of both solving for water quality needs while also creating an ecological and recreational venue was acknowledged by the community and the industry alike. This project won five separate awards:

- ACEC MA 2014 Gold Award
- ACEC National, National Recognition Award
- APWA 2014 Environment Project of the Year (\$25M to \$75M)
- APWA NE 2014 Environment Project of the Year (\$25M to \$75M)
- ENV 2014 Northeast Best Project in Water Environment

Client

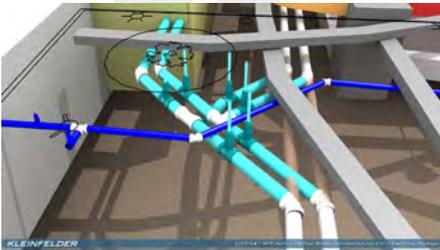
City of Cambridge, MA

Reference

Owen O'Riordan
Commissioner DPQ
617.349.4845

Completion Date

2025



Massachusetts Institute of Technology, Project Experience Cambridge, MA

Since 1997, Kleinfelder has served MIT by providing campus, infrastructure, and pre-design planning for new capital projects as well as utility coordination and design.

Central Utility Plant (CUP) Plant Expansion

Responsible for all civil engineering for two Central Utility Plant expansion projects, regarding MIT's cogeneration facility.

Comprehensive Stormwater Management Plan

Offered new alternatives to comply with city requirements for stormwater management, while meeting the development needs of the Institute.

Vassar Street Utilities

This \$25 million project provides steam, chilled water, hot water, telecommunications, electrical power, storm drain, and fire protection to a number of new and existing MIT buildings in the vicinity of Vassar Street.

Advanced Energy Steam Connection

MIT and Advanced Energy interconnected their steam distribution systems to provide the opportunity to supply each other with steam during times of peak demand or during emergencies. Kleinfelder completed a technical evaluation to determine the feasibility of the interconnection (including how to cross the MBTA red line), as well as the design and construction of the pipeline and related facilities.

MIT.nano

Subsurface investigation, permitting, site planning, construction logistic support, bidding, and construction administration for the new interdisciplinary laboratory building. Leading the design and coordination of 15 major utility system relocations.

Client

Massachusetts Institute of Technology
(MIT)

References

Peter Cooper Manager, Sustainable
Engineering & Utility Planning

Travis Wanat, Senior Project
Manager

Roger Moore, Superintendent of
Utility and Engineering

John Engle, Director, Utility Projects

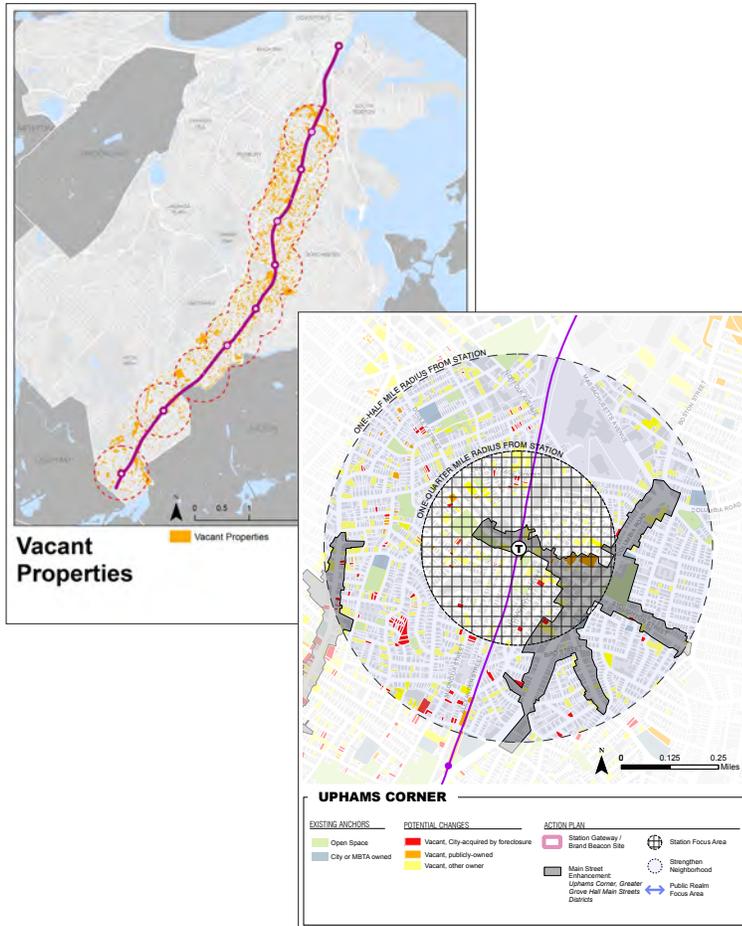
Vaughn Crayton Engineering
Assistant

Department of Facilities
617.253.1000

Project Type:
Transit corridor planning and station area planning

Client:
Boston Redevelopment Authority

The Cecil Group is leading a comprehensive, community-based planning process for Boston's Fairmount Indigo corridor, a 9.2-mile MBTA commuter rail corridor. The planning initiative is a two-tiered process consisting of corridor-wide planning as well as station area neighborhood planning. At the corridor scale, the consultant team is preparing economic development and branding strategies to reposition the underserved communities along the route within the larger Boston metropolitan context. At the station area scale, the consultant team is preparing a more detailed analysis of potential public realm, development, housing, and open space improvements that can better connect the neighborhoods to the rail corridor and other resources within Boston. At the foundation of this planning process is extensive community outreach and participation process within the corridor neighborhoods, with advisory groups, community meetings, visioning sessions, and stakeholder involvement. This effort is the City's largest planning process to date and will impact 190,000 residents—approximately one-third of the City's population—who live within a half-mile of the commuter rail corridor.



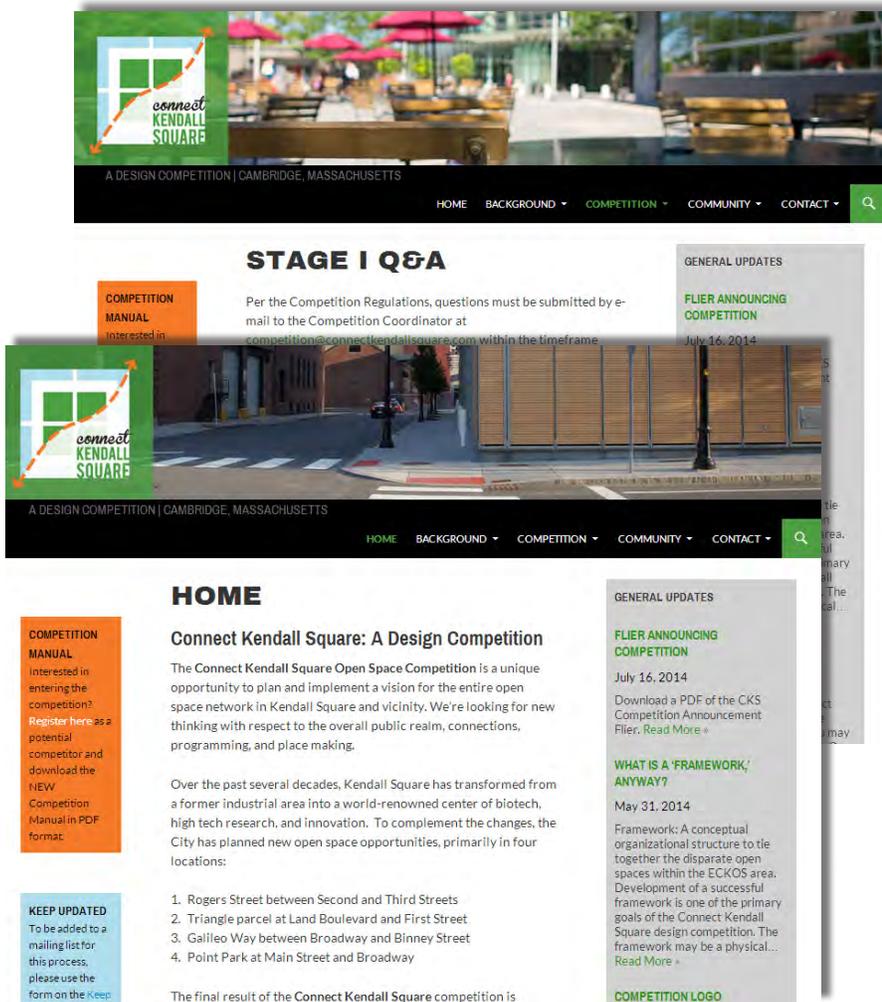
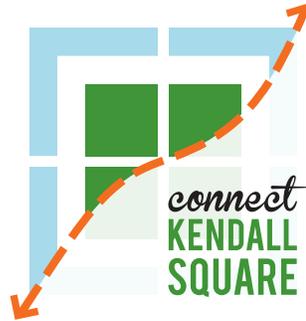
Connect Kendall Square Competition Identity, Website, and Outreach

Project Type:
Identity System, CMS Website Design

Clients:
STASTNY: Architect and the
City of Cambridge, Massachusetts

Cambridge, Massachusetts

Over the past several decades, Kendall Square in Cambridge has transformed from a former industrial area into a world-renowned center of biotech, high tech research, and innovation. The City has set aside land for four generous new or revitalized parks scattered among the dense new development. Following community input, the City decided to launch an international design competition to solicit ideas on how these open spaces could be unified through a conceptual framework. The competition launched in summer 2014 and will wrap up in spring 2015. The Cecil Group was responsible for designing an eye-catching logo for the competition that reflects the desire for greenery, nature, and improved connectivity in the increasingly technologically-driven, bustling Kendall Square area. The logo design included selection of a color palette that carried over to a website which The Cecil Group also designed and implemented. The website, built with a customized theme in WordPress.org CMS, presents general information about the competition, maps and slideshows introducing the area, and provides sign-up forms for both the general public and potential competition entrants. The website uses responsive design, changing the order and presentation of the content to adapt to different screen sizes, from large monitors to smart phones. The Cecil Group also helped with outreach to spread the word of the competition. To date, over 100 individuals have expressed an interest in competing.



PLANBTV SOUTH END MASTER PLAN

Location: Burlington, VT
 Type: Arts and Cultural Development, Affordable Artist Space, Creative Placemaking, Arts, Innovation and Enterprise Districts, Master Plans, Real Estate Development, Economic Development

PROJECT DESCRIPTION

The City of Burlington’s Department of Planning and Zoning sought to develop a master plan for the city’s South End neighborhood. The South End is an enterprise zone consisting of light industrial, creative businesses, arts/cultural and “maker” spaces. Home to Burton snowboards, Dealer.com, Lake Champlain Chocolates and a rich array of smaller entrepreneurs, artists and craftspeople, the district is a unique place in the city and is also undergoing change as businesses grow and the number of workers increases. The master planning process incorporated creative placemaking through an “Our Town” grant from the National Endowment for the Arts. CivicMoxie led the creative placemaking and artist engagement portion of the work. Civic engagement work Included:

- A Friday night and Saturday industry crawl through businesses in the South End including food, DJ’s and photography tours with noted locals.
- Raffles at each Industry Crawl stop and stamped “passports” that were entered in drawings for prizes.
- Public Arts projects that solicited community input on planning topics (housing, artists space, walkability, development).
- A three day “jam session” of panel discussions, workshops, real-time urban design work, and round tables to explore concepts and move forward on the plan while putting implementation mechanisms in place.
- Community outreach through the senior center, schools, and weekend tables at the local grocery store.

Our South End

SHARE YOUR LOVE

- 1 Take a picture of your favorite South End spot
- 2 Upload to social media using #OurSouthEnd
- 3 Tell us why you love that place so much!

Images using #OurSouthEnd will be entered to win great prizes from Burlington South End Businesses

Part of planBTV: South End, a creative placemaking project of the City of Burlington. Your input will preserve what we love and



VISION 20/20*

Location: Concord, NH
Type: City-wide Comprehensive Plan, Master Planning, Transportation, Economic Development, Open Space Planning, Community Engagement

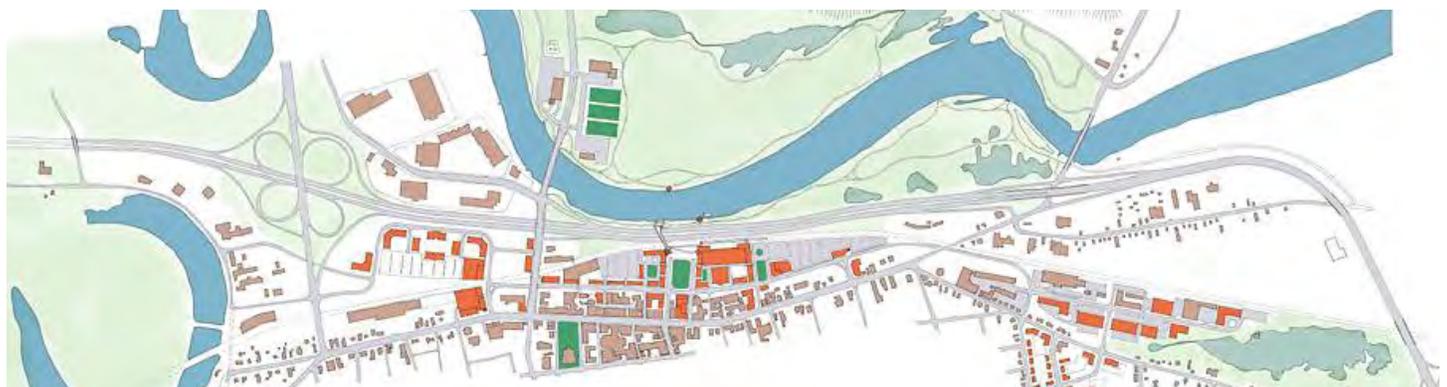
PROJECT DESCRIPTION

With a major Federal Highway Administration Transportation, Community and System Preservation (TCSP) grant in hand, the client, a public-private partnership of city leaders, asked the consultant team to conduct a planning process that would investigate choices to increase capacity on Interstate 93, model growth in the city and provide a vision for downtown, the Merrimack River, and open space connections throughout the city.

The team, composed of urban planners, landscape architects, transportation planners, economic development specialists and zoning experts, developed a plan for growth that supports the health and vitality of downtown Concord and protects the cultural landscape, open fields, and forested lands of the city. The team identified six “villages” in which to concentrate development and recommended regulatory and other incentives to encourage mixed-use development.

The 18-month-long project included an intensive public outreach effort, use of various media including TV newspaper circulars, and radio, to reach the public and inform about the plan. Recommendations included the creation of a framework to carry forth vision ideals for Concord and assist with implementation in the coming decades. The plan continues to provide guidance to the City on growth, regulation, and public policy.

*Susan Silberberg project manager while head of Urban Design and Planning, Goody, Clancy & Associates



IMAGINESANTRUCE

Location: Santruce, Puerto Rico
 Type: District-Wide Planning, Placemaking, Downtown Revitalization, Economic Development, Arts And Cultural Planning, Civic Engagement, Real Estate Development



PROJECT DESCRIPTION

Susan Silberberg, of CivicMoxie, has been advising the Foundation for Puerto Rico on its long-term placemaking initiative in Santurce, Puerto Rico since November 2013. Santurce is district of San Juan with 90,000 residents and over 5 square miles. Santurce hosts some of the wealthiest and some of the poorest residents on the island. The former “downtown” for the entire island, it has seen significant disinvestment in the last half century but still retains a vibrant arts and cultural scene, a significant number of hotels in Condado and Miramar, and a growing “foodie” culture that has drawn top chefs and immigrant entrepreneurs.

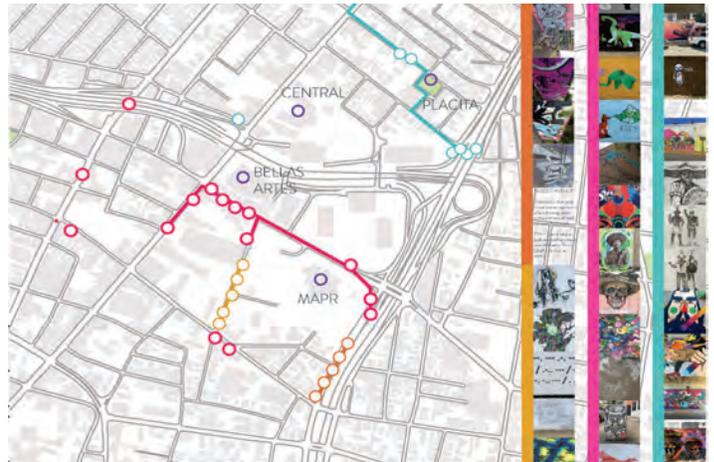
- How can a culture of trust and collaboration be created in a society that has very little tradition of sharing and cooperation around civic endeavors?
- What projects and goals can unit the diverse residents of the district where there are over 40 barrios and a wide disparity of incomes?
- How might the vibrant arts, culture, food and music traditions of the district support a visitor economy that benefits the local residents and broadens the island’s appeal to tourists?
- What systems need to be in place to allow redevelopment of the many vacant buildings in the district?

Challenges are being met through the active leadership of the Foundation for Puerto Rico whereby the foundation and its consultants, including Susan Silberberg of CivicMoxie, are working with multiple citizens and organizations committed to the economic and social transformation of the district. The initiative is an open source meeting space that seeks to foster dialogue, collaborations and action to achieve urban revitalization that is sustainable, equitable and inclusive.



Susan Silberberg introduced the notion of placemaking at a Foundation-sponsored workshop in November 2013. Since that time, the community has met monthly, formed working groups around economic development, vacant buildings, arts and culture, safety and transportation and other issues and has identified ways it can act to improve lives and the built environment.

Susan is currently working on an economic and urban design revitalization strategy for the core of the district, along Ponce de Leon Avenue.



Susan led an MIT graduate level independent study to explore the use of community narratives to support revitalization and development. This art map explores different art routes and community stories in the district as a way of celebrating the past and highlight present-day vibrancy. The goal is to integrate these maps with materials provided by the Puerto Rico Tourism Company to attract visitors to the district to support local businesses and arts and cultural venues and practices



Cutting edge technology is explored as a tool to integrate oral histories with cell phone curated walks through the district and video links at a few visitor stations in Santurce. This proposed website integrates a community calendar with narratives, dining, and public realm experiences to reinvigorate the economy in the district.

DENTERLEIN RELEVANT PROJECTS

MIT/Kendall Square rezoning

Denterlein worked with the real estate/planning and community relations departments at MIT to prepare for an application to rezone a portion of their land in Kendall Square to support higher density commercial and academic development. Denterlein developed the communications strategy and tools to support community engagement, including: the case statement for redeveloping the land, a website to serve as an information portal for community members, a community survey and focus groups (for both the internal MIT community and Cambridge residents, business and civic leaders), a newsletter related to the redevelopment, internal communications materials for the MIT community and responses to community questions and concerns. Based on our work, the MIT team was able to assure that the community understood the parameters of the rezoning it was seeking and the University had the opportunity to reflect on and respond to community concerns associated with the process.

Samuels/Fenway rezoning and development

Denterlein support the leadership at Samuels & Associates, a regional real estate developer focused on mixed-use and lifestyle projects with a strong emphasis on urban placemaking, in its efforts to rezone a section of The Fenway neighborhood of Boston. Consistent with the developer's focus on building strong community relationships and addressing community questions/concerns, Denterlein created a wide range of project materials to highlight the opportunities available in The Fenway (particularly on underutilized parcels); solicit community feedback around key issues related to height, use, ground floor retail, and interplay with existing community resources; support public meetings and design discussions; and communicate with the media.

Home Builders Association of MA: Chapter 40B Campaign and Permitting Policy Discussion

Denterlein supported key public policy goals of the Home Builders Association of MA (HBAM) through two critical projects: a campaign to protect 40B and a public dialogue around the impact of permitting laws on economic development in Massachusetts. Denterlein worked with HBAM to highlight the benefits of the 40B program, with a particular focus on outreach to key municipalities with successful projects to give address the many misperceptions related to this issue. Using both those voices and comprehensive data/facts about the program overall, Denterlein conducted a statewide education campaign, using a mix of media relations, events, direct outreach and digital communications.

Denterlein also conducted a statewide communications tour to create a dialogue around a white paper on the impact of permitting laws on new home construction and economic development in the Commonwealth. Designed to engage a mix of business, civic and elected leaders in a broad conversation around economic development and housing goals, we used a series of events, media outreach and direct communications to provide local residents with tools and information necessary to better understand the impact of key zoning laws on home prices, production and economic development.

McLean Land Use Redevelopment

Denterlein developed, managed and implemented an intense 18-month communications campaign, to support the rezoning of a portion of McLean Hospital's land for residential and commercial use. In addition to regular press briefings and outreach to editorial writers at the Belmont Citizen Herald and Boston Globe, Denterlein also wrote regular op-eds for the local paper, coordinated a letter to the editor campaign in support of the project, created weekly newspaper ads, developed direct mail pieces, and assured that public dialogue on the project was rooted in facts. Denterlein also designed a poll for town resident and town meeting members for use in key political and media outreach.

RELEVANT EXPERIENCE



Cambridge Redevelopment Authority On-Call Advisor

The Cambridge Redevelopment Authority has retained HR&A as an on-call consultant to conduct feasibility studies in support of key Authority projects and initiatives:

- HR&A conducted a market and financial feasibility analysis for affordable housing development as part of the Kendall Square Urban Renewal Plan (KSURP). HR&A developed flexible, multi-year pro formas to create multiple scenarios for residential and office development to test sensitivities and assess the impact of various levels of low income and middle income housing on development feasibility. HR&A's findings will help guide the CRA's future negotiations related to public land disposition and affordable housing mandates.
- HR&A evaluated potential re-use scenarios for the Foundry Building. HR&A worked with the CRA to examine reuse possibilities and conduct focused outreach to brokers and real estate experts to understand typical deal terms in the local market. After conducting market due diligence, HR&A worked in coordination with the CRA to define five programmatic alternatives. HR&A produced a financial model demonstrating the financial returns of undertaking the redevelopment alternatives for a private sector partner. For alternatives with a funding gap, HR&A identified possible public-private development structures and tools to mitigate the gap.



MIT East Campus Gateway Development

As part of a consulting team led by Mack Scogin Merrill Elam Architects (MSME), HR&A served as a market and financial feasibility advisor for the Massachusetts Institute of Technology's (MIT) East Campus Gateway development. MIT initiated an urban design study to formulate a long-term real estate development framework for the eastern portion of its campus, located at the heart of the thriving innovation cluster in Kendall Square. This development will introduce new office/lab space for lease by private companies, generate additional residential units and retail space, and create a campus gateway worthy of MIT. HR&A performed a market analysis to determine mixed-use development opportunities on sites controlled by MIT, and based on these findings collaborated with the planning team to refine programming and design alternatives for the study area. HR&A also conducted an iterative set of financial analyses to evaluate the feasibility of the proposed development programs. The team provided MIT with an implementable plan that meets its aspirations for a transformative development program meeting financial feasibility criteria.

TALKING
TRANSITION

Talking Transition in New York City & Washington, DC

HR&A served as program manager leading the design and implementation of Talking Transition, an innovative civic engagement initiative on behalf of a coalition of 10 New York City foundations, including the Open Society Foundations (OSF), Ford Foundation, and Rockefeller Brothers Fund. Talking Transition transformed the usual closed-door process between Election Day and Inauguration into an opportunity for broad public engagement, bringing together citizens from all corners of New York City to participate in public conversations about policy issues, ideas and questions that affect their communities. Over two weeks, Talking Transition created the forum for these conversations by hosting live events in an open tent on Canal Street, bringing the discussion to all NYC neighborhoods with "mobile tents" and more than 100 canvassers, and elevating the best ideas on Twitter, Facebook, and Instagram. Talking Transition demonstrated the results of this expansive initiative, revealing New Yorkers' sentiments about their neighborhoods and the direction of the city as told through TalkNYC, a new digital experience, and a series of live, interactive public engagements.

In addition to managing the overall initiative, HR&A developed the content for TalkNYC with Control Group, and led the programming of events and activities. Additional information about Talking Transition can be found at: <http://talkingtransition2013.com>.

In late 2014, HR&A planned and executed a second public-engagement survey program to coincide with the mayoral transition in the District of Columbia. Working on behalf of OSF and a consortium of District-based grantees, including the Urban Institute, the National Institute for Civil Discourse, DC Vote, and DC Working Families, HR&A designed a survey instrument and identified a survey platform and methods for widely deploying the survey. HR&A validated and analyzed the data collected from the survey and synthesized results for public dissemination, including in a presentation at a citywide 21st-century Town Hall and a report to Mayor-elect Bowser and her staff.

KARL F. SEIDMAN RELEVANT PROJECT EXPERIENCE

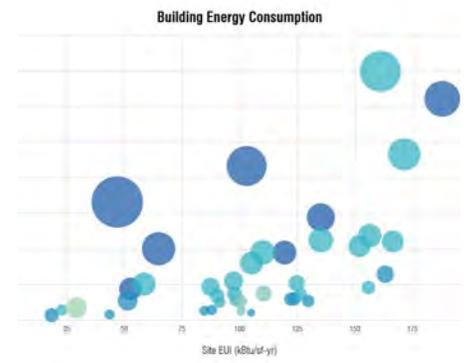
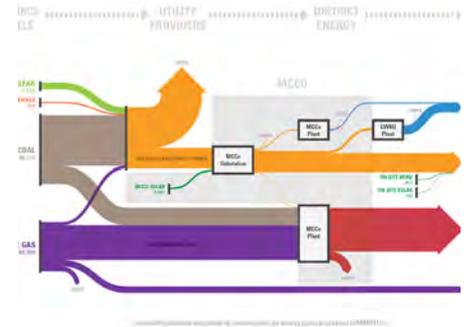
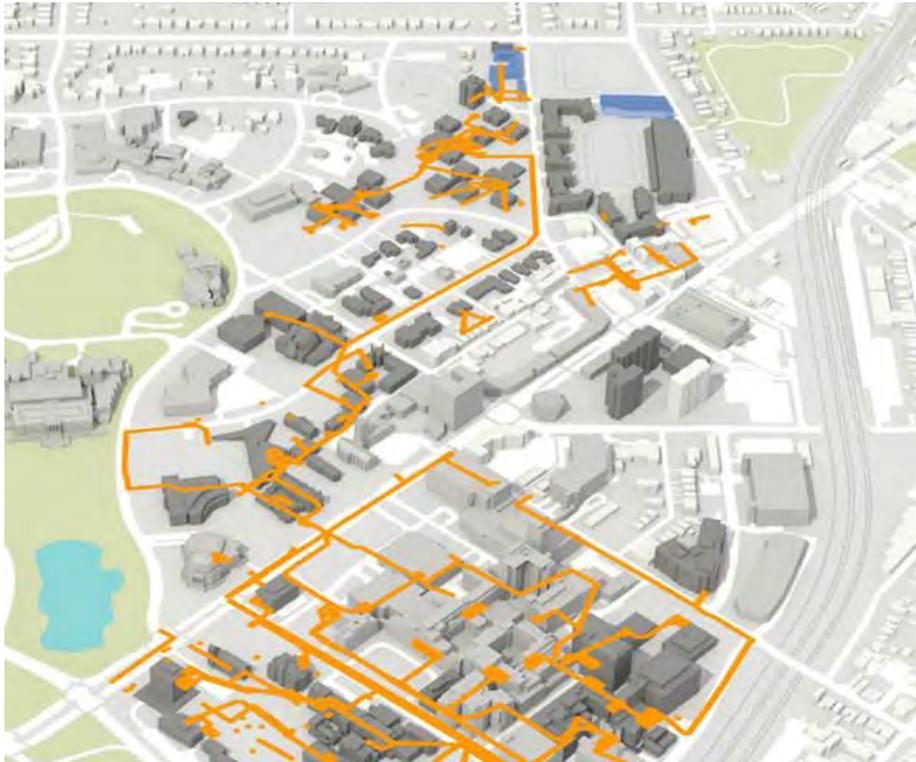
Boston Development Finance Mapping Project. (2014) Completed a detailed analysis and profile of the greater Boston community development system including the different sectors, participants and their roles, funding tools, levels and capital flows, typical deal structures and case studies. Client: Kresge Foundation.

Cambridge Incentive Zoning Ordinance Nexus Study. (2014- 2015) Conducted and managed this project to update the city's housing contribution rate and policies. The study included projecting the amount and type of new commercial development, assessing its impact on the demand for affordable housing, estimating the affordable housing funding gap to be filled and recommending changes to the housing contribution (linkage) fees and policies. Study included analysis of projected and working training gaps along with recommended changes to applicable uses for linkage fees. Client: City of Cambridge.

Long Branch, New Jersey Mixed Use Development Project. Prepared financial feasibility analysis for mixed-use development project, including hotel, office, residential and retail development. Client: Thompson Design Group.

Marlborough Central Fire Station Market Study. Completed financial feasibility analysis for the reuse of former fire station property into a retail and housing development. Client: Massachusetts Development Finance Agency.

Somerville Housing and Jobs Linkage Study. (2012- 2013) Projected the amount and type of new commercial development, assessed its impact on the demand for affordable housing and workforce needs to recommend housing and jobs linkage fees and policies. Study included analysis of projected affordable housing funding gap and working training gaps along with recommended changes to applicable uses for linkage fees. Client: City of Somerville.



CASE WESTERN RESERVE UNIVERSITY, MASTER PLAN CLEVELAND, OH

Case Western Reserve University is one of the country’s leading research institutions, serving 10,000 students spread out among 155 acres just five miles east of downtown Cleveland. Originally founded in 1826, the University previously released its master plan in 2005 that outlined a vision for revitalizing existing elements of the urban campus and helped unify the campus into a composed, more vibrant, continuous whole.

Case Western is undertaking a new master plan to determine the opportunities and challenges in developing all aspects of its campus in a process including interviews, meetings and surveys to see how faculty, staff and students use existing campus spaces. Building on a district energy study of the North Residential campuses, BuroHappold Engineering is welcomed back to the Case Western campus for university-wide master planning efforts. Together with the design team, BuroHappold is providing energy planning, utility infrastructure planning and sustainability

consulting services which includes an intensive assessment of Case Western’s solid waste plans. The aim is to align the infrastructure to the strategic direction of the University’s mission: reduced costs and climate neutrality, while strengthening the academic and research position.

CLIENT

Case Western Reserve University

ARCHITECT

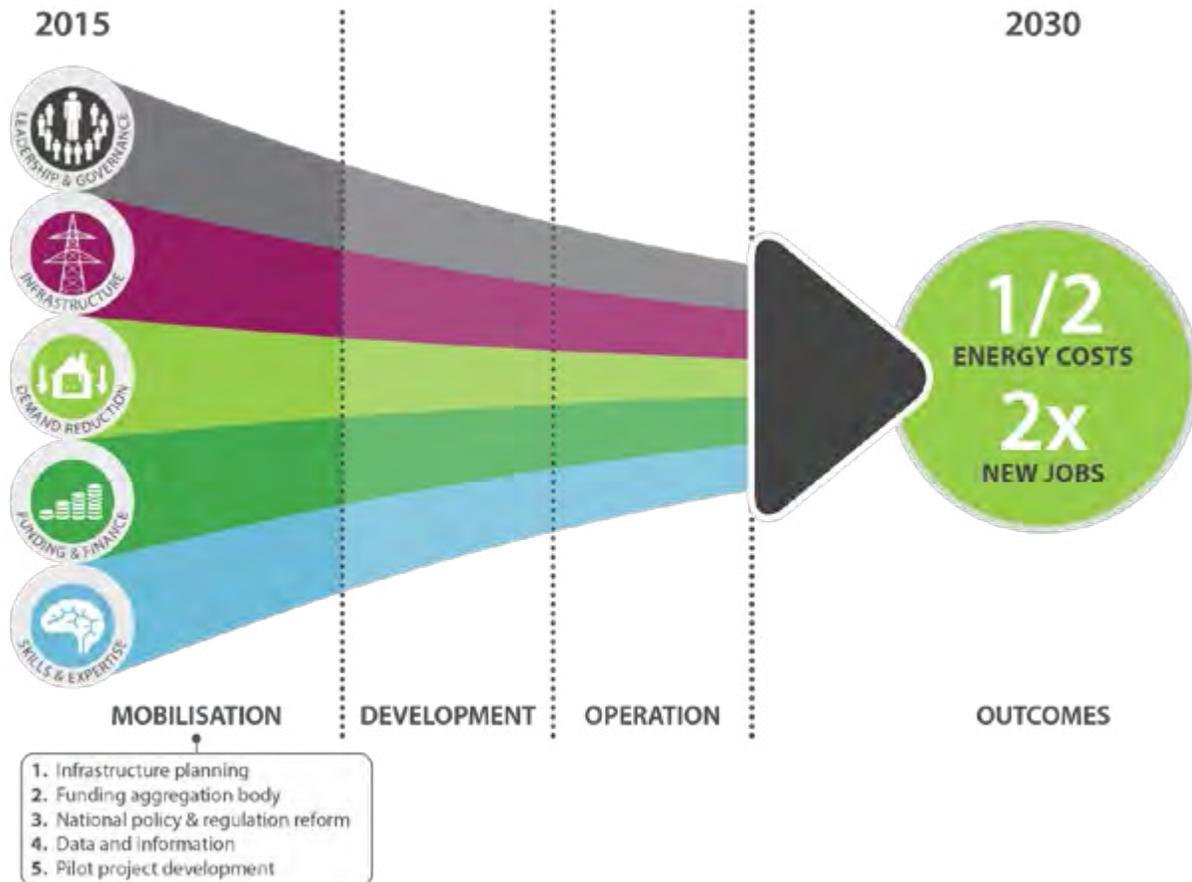
Sasaki Associates

DURATION

March 2014 - Present

SERVICES PROVIDED BY BUROHAPPOLD

Energy planning, utility infrastructure planning, sustainability consulting, solid waste consulting, IT infrastructure/network planning



ENERGY ISLAND CORNWALL, UK

Adapting the existing energy system is the key to Cornwall becoming richer: generating more, consuming less and selling the excess. This can lead to more jobs, higher wages, better health, more educational opportunities and a lighter carbon footprint. Annually, £1bn leaves Cornwall in energy payments, representing nearly 15% of the total Cornish economy. The resources, technology and finance exist to transition from a centralised system to a local, renewable, distributed and demand responsive system. This approach will also make Cornwall a trailblazer for the UK.

The Cornwall Energy Island Project, was a self-funded partnership between BuroHappold Engineering and the demonstration and education organisation, The Eden Project.

This project demonstrates some of our most daring thought leadership, asking the question "What if Cornwall became self-sufficient in energy?" This is a question that required a full spectrum of engineering, political, economic and social thinking. BuroHappold undertook detailed technical modelling, brought together leading experts and key stakeholders, and planned and facilitated a two day workshop with experts, charities, local energy groups and a whole range of Cornish stakeholders.

Through the two day workshop, we armed over a 100 workshop participants with the knowledge and skills to be able to develop their own energy scenarios for the county, in a way that best aligned with their own values on what was important. This was done through an interactive game.

CREATED IN PARTNERSHIP BY
Eden Project and BuroHappold Engineering

DURATION
2015

SERVICES PROVIDED BY BUROHAPPOLD
Energy consulting, sustainability, infrastructure engineering, masterplanning, stakeholder engagement.

This empowered stakeholders to consider both reduction in demand and an increase in renewable supply. Demand needed to at least equal supply by 2030. If supply exceeded demand, then there would be power to export. Working individually and then in groups to negotiate solutions, people produced a range of results.

While the exact mix differed, the game achieved general agreement to reduce demand by approximately 50% and increase supply to exceed the 2030 demand by 30%. This would lead to a net export opportunity. The consensus from the workshop was that this was a new and key finding, and an early indication of Cornwall's desire to control more of its energy infrastructure and to help the UK by exporting excess energy. Local decisions for local solutions create a wealthier county with more jobs and more opportunities.

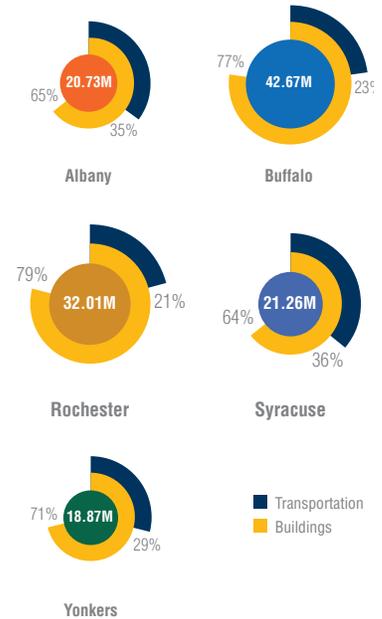
Day 2 of the workshop then considered what were the barriers blocking progress and what were the strengths which could be built on. This provided the appropriate focus to define a set of well-founded high impact actions to begin an energy transition to deliver jobs, minimise environmental impacts and maximise the economic and social benefits for Cornwall.

Analysis from the output of the workshops defined 5 key high priority, high impact actions to progress. These were focused on infrastructure planning, funding and financing, leadership and governance, demand reduction and skills and expertise.





BuildSmartNY
Five Cities Energy Plans
Albany • Buffalo • Rochester • Syracuse • Yonkers



Overall Energy Consumption (mmBtu)

FIVE CITIES ENERGY MASTER PLANS NEW YORK

The New York Power Authority (NYPA) embarked on an effort to support the development of comprehensive energy master plans for five of the largest cities in New York State: Albany, Buffalo, Rochester, Syracuse, and Yonkers. The goals of this planning effort were to reduce the cities' energy consumption, strengthen the reliability of their energy infrastructure, create jobs in local clean energy industries, and contribute to a cleaner environment.

This effort was a significant expansion of the nature and scope of NYPA's traditional energy efficiency efforts. It required a far more comprehensive and coordinated approach, encompassing both the public and private sectors in each city, and going well beyond energy usage in individual facilities. Therefore, NYPA hired BuroHappold Cities to support the development of the five energy master plans.

Throughout this project, BuroHappold Cities served as a thought partner for NYPA and

enhanced its organizational capabilities. Specifically, BuroHappold Cities provided strategic input into the design of the program, including planning processes, stakeholder engagement, and technical standards. BuroHappold Cities also provided program management services, coordinated the five individual energy master planning efforts, managed the work of the consultants hired to develop each plan, and ensured high quality, timely deliverables.

To do so, BuroHappold Cities established management, communications, and technical process to make sure these plans were delivered on time; were consistent across the cities, yet reflective of each city's unique characteristics and needs; meet high quality standards; and were cost-effective and actionable. In this strategic program management role, BuroHappold Cities ensured that the five plans draw upon existing sustainability and energy plans, adopt best practices of those plans, and in turn serve as models for other municipalities nationwide.

CLIENT

New York Power Authority

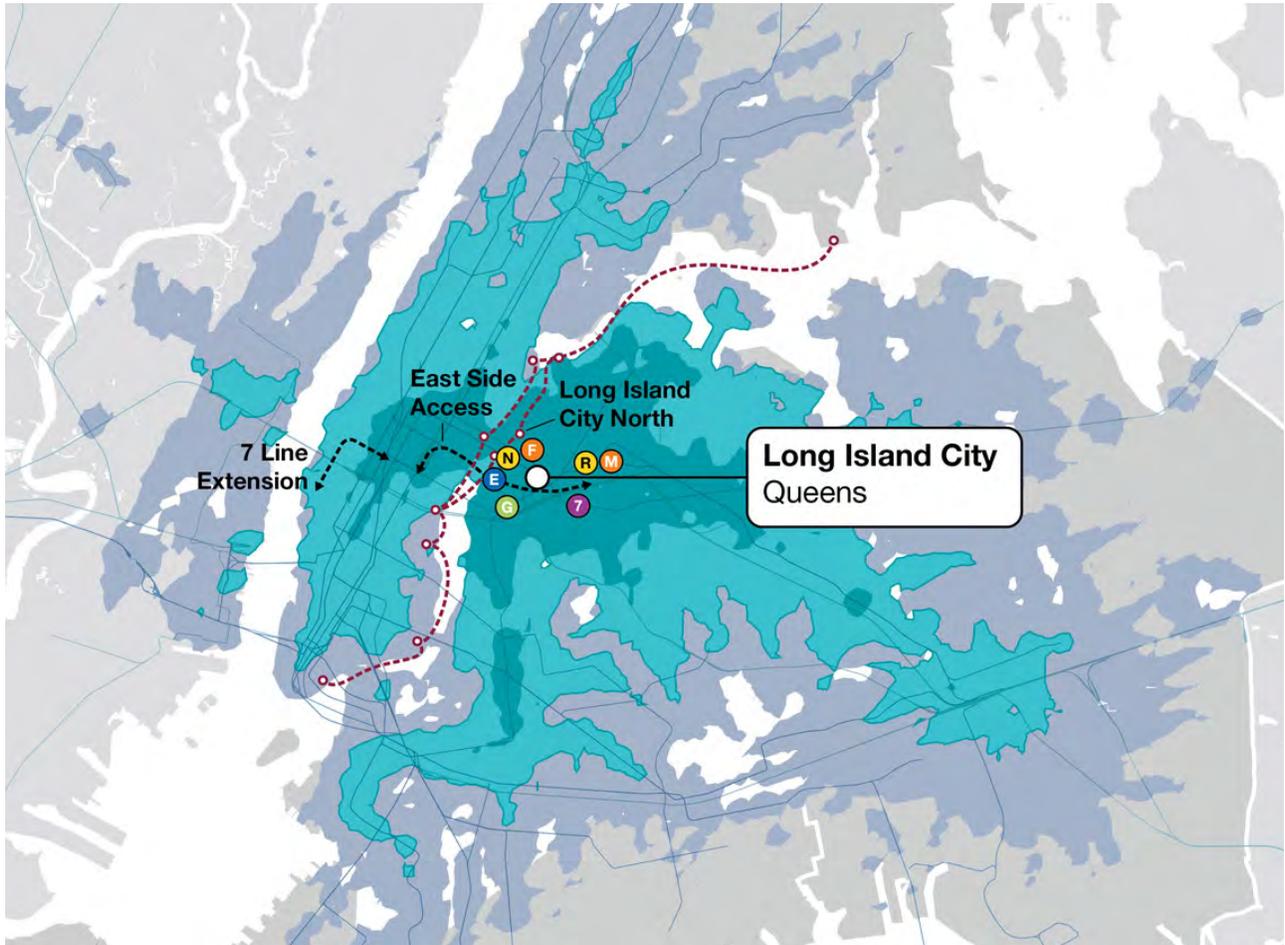
DURATION

2013 - 2014

SERVICES PROVIDED BY BUROHAPPOLD

Strategic energy and carbon planning, project management, energy planning, stakeholder engagement, technical oversight

One New York, New York, NY



Client

HR&A Advisors

Project owner

Deputy Mayors Office of Long Term Planning & Sustainability

Key facts

300-page plan

Arup used its Transportation Travel Time (T3A) Tool, to create isochrone maps illustrating the transit commute accessibility within 30, 45, and 60 minutes of various neighborhoods

Contract period: 2015

Key services provided

Geographical information systems

Sustainability consulting

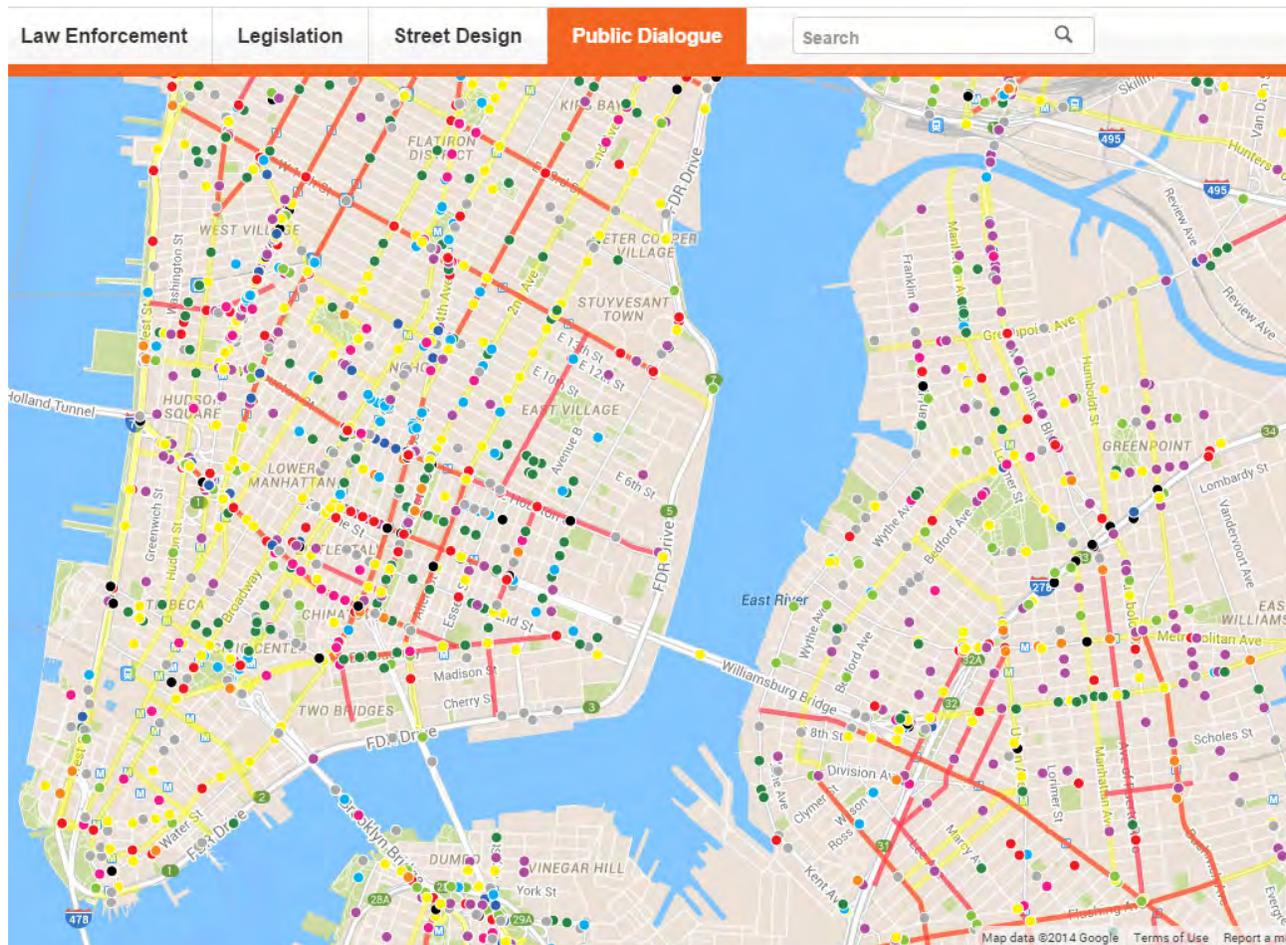
Transport planning

Arup created and executed the 300-page plan in an unprecedented four months – previously taking up to 16 months to complete.

On Earth Day, April 22, 2015, New York City’s Mayor de Blasio announced *One New York: The Plan for a Strong and Just City*. “OneNYC” is the City’s every-four-year plan for advancing sustainability and accommodating growth. Since the last PlaNYC 2011, themes of resiliency and equity have also been added to the Plan’s ambitious vision.

Arup and its team, including McKinsey & Company and HR&A Advisors, created a plan that covered topics such as infrastructure spending, zero waste, education improvement, brownfields, coastal defenses, and more. Arup’s role specifically focused on physical planning concepts related to growth, transportation, and access to jobs; mapping, including GIS and graphic design; research, analysis, and mapping of capital spending by city and regional agencies; and aviation consultation.

Vision Zero Support and Web Interactive, New York, NY



Client

New York City Department of Transportation

Key collaborators

OpenPlans

Key facts

Mayor Bill de Blasio's street safety initiative

Multi-agency initiative

Vision Zero goal is to reduce traffic fatalities and serious injuries through better street design, stricter enforcement, and public education

Task order under Arup's Engineering Services Agreement with NYCDOT

Key services provided

Planning and policy advice

Research

Software development

Transport planning

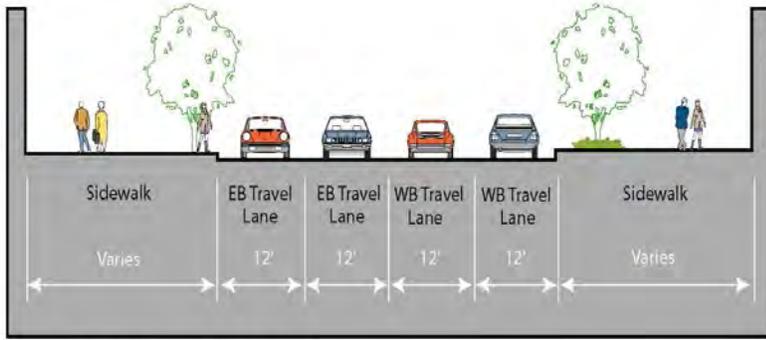
Urban design

Through its long-standing relationship with NYCDOT, Arup leveraged its expertise in street design, data analysis, and public outreach to help launch this critical initiative.

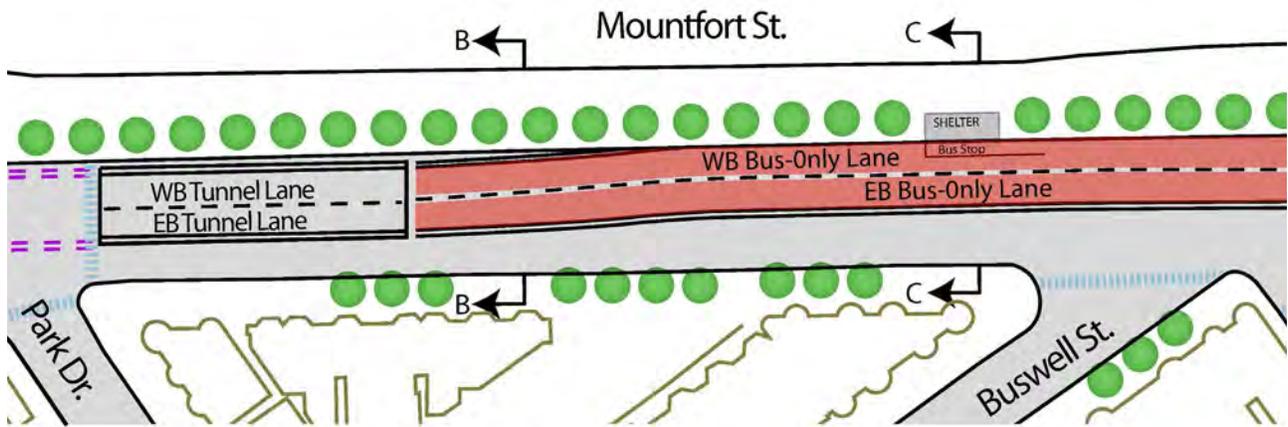
The Vision Zero Support and Web Interactive project is Mayor Bill de Blasio's street safety initiative, which asserts that pedestrian fatalities and severe injuries on city streets are neither acceptable nor inevitable.

Arup staff were seconded full-time to NYCDOT's offices to assist with all aspects of the Vision Zero plan, including coordinating and executing public outreach sessions and developing five borough-wide pedestrian safety action plans. Arup also helped NYCDOT organize its crash and traffic data, as well as assist in the re-engineering of specific crash-prone intersections. Finally, Arup and its web design/marketing partners developed a public comment website based on Google Streetview that the City used to understand problem corridors, intersections, and areas.

Boston University Campus Masterplan, Boston, Massachusetts



Typical Section A - A



Client

Boston University

Key collaborators

CBT Architects

Key facts

Multi-modal transit station serving light rail, commuter rail, and bus services

Key services provided

Transport planning
Engineering support

Arup, as part of a multidisciplinary team, developed the masterplan to integrate the multi-modal transit station with the proposed Urban Ring circumferential transit project.

The historic Boston University (BU) campus is situated along Commonwealth Avenue, a major east-west link between western areas of Boston and the downtown Financial District. BU experiences heavy traffic flows and congestion throughout the day, denigrating the campus environment, creating physical and psychological barriers for walking, bicycling, and using transit, while also creating noise and pollution. This masterplan seeks to create a new pedestrian-friendly campus realm around the BU Bridge, the site of the worst traffic congestion. This will improve the quality of campus life and permit efficient transit and Bus Rapid Transit (BRT) operations through the area.

Arup led the conceptual engineering and design for the BRT and transit facilities passing through the university campus.

REFERENCES

GEETI SILWAL, PERKINS+WILL

Alison Becker

Director, LA Promise Zone
 Mayor's Office of Economic Development
 City of Los Angeles
 213.978.2769
 alison.becker@lacity.org
 Project: Sunset Blvd+Civic Center Design Plan

Andrea Old

Toronto City Hall
 416.392.7623
 aold@toronto.ca
 Project: Lower Yonge Urban Design
 Principles + Guidelines, Toronto

Katy Jensen

Capital Improvement Program Manager,
 City of Cupertino
 (408) 777-3354
 katyj@cupertino.org
 Project: City of Cupertino Master Plan

DENNIS DORNAN AND NOAH FRIEDMAN, PERKINS+WILL

Donald Johnson

Senior Development Manager
 Regional Industrial Development
 Corporation (RIDC)
 412.697.3204
 djohnson@ridc.org
 Project: Almono Pittsburgh Mixed-Use
 District

Rodney Wilts, JD, LEED AP

Partner/Partenaire
 Windmill Development Group, Ltd
 613.820.5600 x.133
 rodney@windmilldevelopments.com
 Project: Chaudiere Les Iles Master Plan

Kevin Hansen

Director of Real Estate Development
 Empire State Development
 212.803.3745
 khansen@esd.ny.gov
 Project: Buffalo Outer Harbor
 Revitalization Plan

KRISTEN HALL, PERKINS+WILL

Amy Neches

TMG Partners
 415.772.5900
 Project: Mission Bay

Ergon Terplan

Regional Planning Director, SPUR
 (415) 644-4284
 eterplan@spur.org

Claire Maxfield

Atelier Ten
 450 Geary Street Suite 200
 San Francisco CA 94102
 (415) 351-2100
 claire.maxfield@atelierten.com

CHRIS LOCKERY, PERKINS+WILL

Cindy Leary

Facilities and HSE Manager
 Schlumberger-Doll Research
 Cambridge, MA
 617.768.2000

John Drew

The Drew Company
 Seaport World Trade Center,
 Boston, MA 02210
 (617) 385-5060

Peter Calkins

Executive VP and CEO (Cambridge)
 Forest City Science + Technology Group
 Cambridge, MA 02139
 617-225-0310

LISA DICKSON, KLEINFELDER

John Bolduc

Environmental Planner
 Community Development Department
 City of Cambridge
 617.349.4628

Robbin Peach

Program Manager of Resiliency
 Capital Programs and Environmental
 Affairs
 Massachusetts Port Authority
 617.568.3583

John Messervy

Corporate Director of Design and
 Construction
 Partners HealthCare, Inc.
 617.726.8618

JOHN STRUZZIERY, KLEINFELDER

Owen O'Riordan

Commissioner
 Department of Public Works
 147 Hampshire Street
 Cambridge, MA
 617.349.4585

Katherine F. Watkins

City Engineer
 Department of Public Works
 Cambridge, MA
 617.349.4751

Peter Austin

Project Manager
 Massachusetts Port Authority
 617.568.3969

CAROL DENNISON, KLEINFELDER

Travis Wanat

Project Manager
 Massachusetts Institute of Technology
 617.258.7687

Catherine Woodbury

Project Manager
 City of Cambridge
 617.349.4818

Peter B. Calkins

Senior Vice President
 Forest City Development Residential Group
 Cambridge, MA
 617.225.0310

NATHALIE BEAUVAIS, KLEINFELDER

Mr. John Bolduc, Environmental Planner

Community Development Department
 City of Cambridge
 617.349.4628

Kate Johnson

Climate Programs Analyst
 Urban Sustainability Administration
 District Department of the Environment
 202-299-3355 (office)
 202-695-5276 (cell)
 katherine.johnson@
 dc.gov<mailto:katherine.johnson@dc.gov

Susanne Rasmussen

Community Development Department
 srasussen@cambridgema.gov
 617.349.4607

THE CECIL GROUP REFERENCES

Taha Jennings

Assistant to the City Manager
City of Cambridge
617.349.4302

Lynn Goonin Duncan

Planning Director
Dept. of Planning & Community
Development
City of Salem
978.619.5685

Mayor Joseph Curtatone

Somerville City Hall
617.625.6600 x 2120

SUSAN SILBERBERG, CIVICMOXIE

Doreen Kraft, Executive Director
The City of Burlington Department of
Planning
Burlington City Arts (BCA)
802.865.7156
dkraft@burlingtoncityarts.org

Craig Wheeler, former head of City
Planning, City of Concord
Current Town Manager, Raymond, NH
603.895.4735 x117
cwheeler@townofraymondnh.com

Maria Jaunarena

Director of Community Collaborations
The Foundation for Puerto Rico
787.975.8711
maria.jaunarena@foundationpr.org

DENTERLEIN REFERENCES

Peter Sougarides

Samuels & Associates
617.247.3434
psougarides@samuelsre.com

Mark Robinson

Mintz Levin
617.838.3335
mrobinson@mintz.com

Doug Husid

Goulston and Storrs
617.270.4531
dhusid@goulstonstorrs.com

SHUPROTIM BHAUMIK, HR&A

John Swagerty

Vice President, Development
Acadia Realty Trust
jswagerty@acadiarealty.com
718.923.8809

Tom Evans

Executive Director
Cambridge Redevelopment Authority
tevens@cambridgeredevelopment.org
617.492.6800

Ann Golob

Director
Long Island Index
agolob@rauchfoundation.org
516.873.9808 ext. 205

CANDACE DAMON, HR&A

Marilyn Jordan Taylor, Dean
University of Penn. School of Design
Mitaylor@design.upen.edu
215.898.3425

Carl Weisbrod, Chairman
Department of City Planning
cweisbrod@planning.nyc.gov
212.720.3200

Mark Johnson, President

Civitas, Inc.
mjohnson@civitasinc.com
303.571.0053 x203

KYLE VANGEL, HR&A

Trisha Hasch

Project Manager
City of Raleigh, Dept. of City Planning
trisha.hasch@raleighnc.gov
919.996.4641

Ann Golob

Director
Long Island Index
agolob@rauchfoundation.org
516.873.9808 ext. 205

Ali Bulter

Project Manger
Mass. Convention Center Authority
Abutler@massconvention.com

KARL SIEDMAN

Linda Prosnitz

Housing Project Planner
City of Cambridge, CDD
lprosnitz@cambridgema.gov
617/349-4619

Michael F. Glavin, Executive Director
Mayor's Office of Strategic Planning &
Community Development
City of Somerville
City Hall
mglavin@somervillema.gov;
617.625.6600 ext. 2510

Robin Hacke, Senior Fellow to the
Presidential Office
Kresge Foundation
RLhacke@kresge.org
202.641.3178

TRENT LETCHO, ARUP

Janette Sadik-Khan

Bloomberg Associates
jsadikhan@bloomberg.org
917.846.0123

Michael Donovan

Boston University
617.353.4468
donovanm@bu.edu

Suchi Sanagavarapu

Federal Emergency Relief Programs Director
Finance, Contracting & Program Management
New York City Department of Transportation
212.839.4462
ssanagavarapu@dot.nyc.gov

BURRO HAPPOLD REFERENCES

David Gilford

Vice President,
Center for Economic Transformation
New York City Economic Development Corporation
dgilford@edc.nyc

Irwin M. Lowenstein, RA

President ReThink Advisors, Inc.
Advisor to CWRU
216.570.2334
Irwin@ReThinkAdvisors.com
Project: Case Western Reserve University Master Plan

Katherine M. Rougeux

New York Power Authority
Office of Strategic Planning
914 355 0682
Katherine.Rougeux@nypa.gov
Project: Five Cities Energy Master Plans

APPENDIX



SUNSET BOULEVARD & CIVIC CENTER URBAN DESIGN PLAN

LOS ANGELES, CALIFORNIA

Balancing nodes of high intensity while preserving the historic fabric along Sunset Boulevard

GEETI SILWAL, AICP, LEED® AP

Principal-in-Charge



Geeti Silwal is an Associate Principal and leads Perkins+Will's West Coast Urban Design discipline. She is a Senior Project Manager with over fifteen years of experience working with communities to identify issues and develop visions and implementation guidelines with an emphasis on placemaking, identity building, vibrancy, connectivity, and accessibility in the urban environment. She has worked nationally and internationally managing diverse scale of urban projects that formulate urban design principles; make recommendations and guidelines that have been the foundation of transformative changes over a long-term period; and projects that have developed streetscape plans, master plans, specific plans, downtown revitalization plans, institutional campuses and health campuses.

EDUCATION

Master of Urban Design
University of California, Berkeley

Bachelor of Architecture
Jadavpur University, Calcutta

Often faced with multi-agency client teams, she strongly believes in urban designers playing the role both as advocates of good urban cities, and as diplomats facilitating dialogue across agencies, departments, and various stakeholder groups to reach consensus on solutions of function and inspiration. She was instrumental to the success of Better Market Street Alternatives Development phase coordinating information and managing the complex client and the multi-disciplinary consultant team of urban design, landscape architecture, transportation, infrastructure engineers and wayfinding consultants. She has also been managing the urban design study of the Future of Gardiner Expressway Environmental Assessment and Urban Design Study, with a focus on ensuring a pleasant and safe public realm environment along heavily challenged transportation-infrastructure corridors.

Her project management approach is focused on collaboratively fulfilling the client's and community's objectives within the budget and on schedule. She brings together diverse communities and consistently exceeds client expectations which has led to long relationships with her clients.

In an effort to find closed-loop, zero waste solutions that address issues of food security, water scarcity, social equity and climate change within dense urban environment, she has researched, published and spoken widely on the reuse of urban wastewater for urban agriculture. She heads the Water Committee within Perkins+Will's Sustainable Design Initiative.



Sunset Blvd & Civic Center Urban Design Plan
Los Angeles, California



San Fernando Valley Vision 2020/Strategic Plan
Los Angeles, California



Better Market Street
San Francisco, California

GEETI SILWAL RESUME /

PROFESSIONAL AFFILIATIONS

Women in Transportation
 Member, American Institute of Certified Planners
 Member, American Planning Association,
 Member, Urban Land Institute,
 Member, U.S. Green Building Council,
 Member, Council of Architecture, India,

PROFESSIONAL ACTIVITIES

Speaker at Making Cities Livable Conference, “Taking Streets- Reclaiming the Public Realm”, 2014
 Professional Merit Award Winner - Drylands Design - Ideas Competition, 2012
 Speaker at Advancing Sustainability Symposium, “The Ailing Heart of the Urbanscape: Its Causes & Cures - Woodbury University, 2012
 Panelist, “Elevating Sustainability” APACA Annual Conference, 2010
 Speaker, “Towards a Just Metropolis—From Crisis to Possibilities” Conference, 2010
 Winner, Perkins+Will, Research Travel Program “In Search of Food and Water,” 2009
 Visiting Urban Design Critic, UC Berkeley, College of Environmental Design, 2005-present
 Visiting Urban Design Critic, California College of Arts (CCA), San Francisco, 2008

RELEVANT EXPERIENCE

Future of the Gardiner Expressway Urban Design Study & Environmental Analysis
 City of Toronto / Waterfront Toronto Corporation
 Toronto, Ontario
 San Francisco Department of Public Works
 Better Market Street
 San Francisco, California
 Sunset Blvd + Civic Center Urban Design Plan
 Community Redevelopment Agency of the City of Los Angeles
 Los Angeles, California
 Station Park Green
 EBL+S Development Corporation
 Transit-Oriented Development Specific Plan + Design Guidelines
 San Mateo, California
 Stanford Quarry Road Capacity Study
 Stanford University
 Palo Alto, California
 City of Oakland
 Kaiser Facility - Community Alternative Plan
 Oakland, California
 Kaiser LAMC Sunset Campus + Mental Health Campus Plan
 Kaiser Permanente
 Los Angeles, California
 Cupertino Civic Center
 Master Plan
 Cupertino, California
 Union City Intermodal Station District + Transit Facility
 City of Union City
 Union City, California
 Mission Rock / Seawall Lot 337
 San Francisco Giants
 San Francisco, California

Edmonton City Centre Airport Lands
 City of Edmonton
 Edmonton, Alberta
 The Yards at Southeast Federal Centre
 Design Guidelines
 Forest City Washington
 Washington DC
 Treasure Island Master Plan
 Lennar Communities
 San Francisco, California
 Naval Air Station South Weymouth—Master Development Urban Design Plan
 South Shore / Tri-Town Development Corporation
 South Weymouth, Massachusetts
 Los Angeles River Urban Agriculture + Green Infrastructure Plan
 Los Angeles River Corporation
 Los Angeles, California
 Alameda Landing
 Mixed-Use Development Plan
 Catellus/ProLogis
 Alameda, California
 San Fernando Valley Vision
 2020/Strategic Plan
 Community Redevelopment Agency of Los Angeles (CRA/LA)
 Los Angeles, California
 Downtown San Pedro Revitalization Plan
 Community Redevelopment Agency of Los Angeles (CRA/LA)
 Los Angeles, California
 Centre City Development Corporation (CCDC)
 Downtown San Diego Design Guidelines
 San Diego, California
 City of San Jose
 San Jose Downtown Streetscape Plan
 San Jose, California

DENNIS R. DORNAN, AIA, LEED® AP
 Senior Project Manager, Studio Director



EDUCATION

Master of Architecture,
 Cambridge University, Cambridge, UK

Bachelor of Architecture,
 Cambridge University, Cambridge, UK

Dennis Dornan, our Urban Design+Planning Studio Director, is a master of Perkins+Will’s extensive, time-tested project management systems, with access to information across the firm, internal reviews and valuable firm-wide support to ground and test new strategies for sustainability. Dennis has distinguished himself at Perkins+Will by his ability to lead large consultant teams and complex projects involving extensive community and agency outreach as well as multi-headed and multi-layered client groups.

He is adept at both urban design and architectural projects and has been responsible for a wide range of projects, including master plans, revitalization projects, civic, community facilities and large retail/mixed-use projects to which he brings a sound understanding of client, developer and end-user needs, as well as extensive experience in the fields of constructability and sustainable design.

Dennis is highly experienced at keeping projects and budgets on schedule and is extremely adept at handling consultant teams of various sizes. He will be responsible for maintaining overall control of the sub-consultant team throughout the project, and will constantly update the teams of any issues that may alter the schedule or budget. He will lead the entire team in working with quickly resolve such issues as and when they arise, ensuring timely completion of draft and final documents fully consistent with a pre-agreed overall Scope of Work, Project Schedule and Project Budget.

Dennis is a Senior Associate within Perkins+Will and is the Studio Director for the 12-person Urban Design group in San Francisco. As such, he is responsible for ensuring all Urban Design and Campus Master Planning projects are adequately staffed with the right level of experience and correct skill sets. He meets weekly with the urban design team to review budgets and workload projections and is responsible for making any necessary adjustments to staffing. He also acts as back-up Operations Director and chairs project manager meetings for the entire San Francisco office. In this capacity he is responsible for maintaining adequate staffing levels for all projects within the 90-person office.



Almona Waterfront Development Plan
 Pittsburgh, Pennsylvania



Chaudière Les Iles Master Plan
 Chaudière Island, Canada



Buffalo Outer Harbor Redevelopment Plan
 Buffalo, New York

DENNIS DORNAN RESUME /

REGISTRATIONS

Registered Architect, California and Great Britain

LEED® Accredited Professional

PROFESSIONAL AFFILIATIONS

Member, American Institute of Architects

Mentorship Program, Department of Architecture, University of California, Berkeley

Visiting Critic, Department of Architecture, University of California, Berkeley

RELEVANT EXPERIENCE

Almono Waterfront Development Plan
Regional Industrial Development Corporation of Southwest Pennsylvania
Pittsburgh, Pennsylvania

Chaudière Les Isles Master Plan
Sustainable Community
Windmill Development Group
Chaudière Island, Canada

Buffalo Outer Harbor
Redevelopment Plan
Buffalo, New York

Petribu Quizanga Master Plan
15 sm Sustainable Community
Recife, Brazil

San Jose Giants
Santa Clara County Fairgrounds
San Jose, CA

City of Davis
University-Downtown Gateway District
Davis, California

City of Fremont
South Fremont/Warm Springs
Community Plan
Fremont, California

City of Concord
Downtown Specific Plan + EIR
Concord, California

Diridon Station
Station Area Master Plan
San Jose, California

Univeristy of California, San Francisco
Long Range Development Plan
San Francisco, California

Winchester Boulevard Envisioning Strategy¹
The San Jose Redevelopment Agency
San Jose, California

Monterey Road Streetscape¹
The City of Monterey
Morgan Hill, California

City of Fremont
Fremont Boulevard Enhancement Strategy¹
Fremont, California

North San Jose Urban Design Guidelines¹
San Jose Redevelopment Agency
San Jose, California

Northern Virginia Regional Commission,
Community Charrettes¹
NRV Redevelopment Agency
Northern Virginia

City of San Mateo
San Mateo Community Facilities;
Strategic Overview¹
San Mateo, California

North Novato Redevelopment Area
Master Plan¹
Novato Redevelopment Agency
Novato, California

City of San Jose
Mayfair Library and Community Center¹
San Jose, California

¹Prior to joining Perkins+Will

NOAH FRIEDMAN, LEED® AP

Senior Urban Designer



Noah Friedman is a senior urban designer with 13 years of experience in urban design, architecture and real estate development. A passionate designer, Noah brings an enthusiastic and rigorous approach to every project with a commitment to performance based design, creating well-loved places and sustainability. His broad range of expertise includes project types ranging from: regional and large scale master plans; regulating plans and design guidelines; concept and vision plans and community participatory design. Having led the design of landmark projects such as the Treasure Island Master Plan and the Chaudiere Isle Master Plan, Noah is an emerging leader in the field of urban design.

EDUCATION

Masters of Urban Design
University of California, Berkeley

Bachelors of Architecture
University of Oregon, Eugene

REGISTRATIONS

LEED® Accredited Professional

PROFESSIONAL ACTIVITIES

“4 Ways Cold-Climate Cities Can Make The Most Of Their Waterfronts”, Arch Daily, May 15, 2015

Speaker, City of Toronto Official Plan Review - Urban Design Matters, 2014

Speaker, HOPES, University of Oregon, 2014

Speaker, UC Berkeley, “Regenerative Urban Ecologies”, 2011

Visiting Urban Design Critic, UC Berkeley, 2008-Present

Visiting Architecture Critic, Cal Poly San Luis Obispo, 2004-Present

Speaker, HOPES, University of Oregon, “Sustainability of Affordable Housing”, 2005

Member, San Francisco Planning + Urban Research Center (SPUR)

RELEVANT EXPERIENCE

Almondo Waterfront Development Plan
Regional Industrial Development Corporation of Southwest Pennsylvania
Pittsburgh, Pennsylvania

Chaudière Les Iles Master Plan
Sustainable Community
Windmill Developments
Chaudière Island, Ottawa, Canada

Buffalo Outer Harbor
Redevelopment Plan
Buffalo, New York

City of Fremont
South Fremont/Warm Springs
Community Plan
Fremont, California

Mission Rock / Seawall Lot 337
San Francisco Giants
San Francisco, CA

Lower Yonge Waterfront
Urban Design Guidelines + Master Plan
City of Toronto
Toronto, Ontario

Presidio Futures - A Conversation
The Presidio Trust
San Francisco, CA

Jinqiao Auto Innovation City
Urban Design Competition
Shanghai, China

Moscow River Eco-City Concept Plan
FINEX
Moscow, Russia

Edmonton City Centre Airport Lands
City of Edmonton
Edmonton, Alberta

Planning + Real Estate Study
Mtn. View Technology Company
Mountain View, CA

University of California, San Francisco
Long Range Development
Plan Study
San Francisco, CA

Nusajaya West Concept Plan¹
UEM Land Berhad
Gelang Patah, Malaysia

Changjiang Avenue Master Plan¹
Tanshan Land Development
Shijiazhuang, China

Dlaian Old Port Master Plan¹
CITIC
Dalian, China

Treasure Island Master Plan + Design for Development¹
Treasure Island Community Development LLC (TICD)
San Francisco, CA

Parkmerced Master Plan, Design Standards and Guidelines + Sustainability Plan¹
Stellar Management
San Francisco, CA

Lehi Workplace Neighborhood Master Plan¹
PrimeMark Development

¹Prior to joining Perkins+Will

URBAN DESIGN

KRISTEN HALL, AICP, LEED® AP ND

Senior Urban Planner



Kristen Hall is an urban designer and planner who specializes in complex urban infill projects. She has led the urban design of several high profile projects in San Francisco, including Mission Rock and Central Subway Chinatown Station. Through her experience both locally and internationally she has worked across many different scales and contexts to design masterplans, write guidelines, coordinate public outreach, and create implementation strategies. Kristen’s core area of expertise is delivering projects that require innovation, interdisciplinary collaboration, and stakeholder engagement.

EDUCATION

Master of City Planning (MCP)
with Urban Design Certificate,
Massachusetts Institute of
Technology, Cambridge, MA

Bachelor of Arts in Sociology
Tulane University
New Orleans, LA

PROFESSIONAL ACTIVITIES

Visiting Urban Design Lecturer and Critic,
UC Berkeley, College of Environmental
Design

Urban Land Institute Program Coordination
Committee - Bay Area Chapter

PROFESSIONAL AFFILIATIONS

Member, San Francisco Planning and Urban
Research (SPUR)

Member, American Planning Association

Member, Urban Land Institute

RELEVANT EXPERIENCE

San Francisco Planning and Urban
Research (SPUR)
Future of Downtown Oakland
Oakland, CA

Gerding Edlen
1700 Webster Street
Oakland, CA

San Francisco Giants
Mission Rock / Seawall Lot 337
San Francisco, CA

San Jose Giants
Santa Clara County Fairgrounds
San Jose, CA

San Francisco 49ers
49ers Mixed Use Development
Santa Clara, CA

Almono Waterfront Development Plan
Regional Industrial Development
Corporation of Southwest Pennsylvania
Pittsburgh, PA

Stanford University School of Medicine
Building Feasibility Study
Stanford, CA

Kaiser Los Angeles Medical Center
Campus Master Plan
Mental Health Master Plan
Zoning and Urban Design
Los Angeles, CA

SF Municipal Transportation Agency
Central Subway Chinatown Station*
San Francisco, CA

Dalian Harbor Cruise Terminal and
Masterplan*
Dalian, China

Goodman LLC
Goodman Langfang Business Park*
Beijing, China

Ku-ring-gai Council
Gordon Town Centre*
Sydney, NSW, Australia

HuaYe Real Estate
Tongzhou Central*
Tongzhou, China

Beijing Finance Street – E Area Masterplan*
Beijing Finance Street Investment Group
Beijing, China

CISCO Systems
MIT Sustainable Connected Cities Initiative
– Cisco Connected Bus*
San Francisco, CA

Arthaloka LLC
Arthaloka Mixed Use Development*
Jakarta, Indonesia

Karle Infra Projects
Karle Town Center and IT SEZ*
Bangalore, India

Government of Kuwait
Kuwaiti Diplomatic Mission*
Canberra, Australia

Raffles University*
Perth Campus Extension
Perth, Australia

LAURA SHIFLEY, AICP, LEED AP® BD+C

Urban Designer II



An interdisciplinary designer with a commitment to sustainability, Laura Shifley has over 8 years of professional experience in urban design and planning. With a background in environmental chemistry and urban planning, Laura's experience encompasses a broad range of scales, from campus planning and large-scale international master planning projects to mapping and information graphics. Laura utilizes both technical and conceptual design skills, and has prepared award-winning long-range plans, specific plans, and capital improvement plans for public and private institutions, as well as developed architectural and sustainability design guidelines.

EDUCATION

Masters of Science in Urban Planning, Columbia University, Graduate School of Architecture, Planning + Preservation, 2006

Bachelor of Arts, Concentration in Environmental Chemistry, Hampshire College, 2001

REGISTRATIONS

US Green Building Council: LEED AP BD+C

American Planning Association: AICP

AWARDS

AIA National Honor Award, 2013

Analysis & Planning Design Award [Jiaxing Nanhu New Country Village Master Plan & Urban Design, American Society of Landscape Architects, 2011

First Place, Northern California USGBC Chapter and National Finalists: 'Vertical Integration', USGBC Emerging Green Builders Design Competition, 2008

Display of Columbia University project: 'New Orleans Now - Fluid Dynamics', Venice Biennale, 2006

National Finalists, Columbia University team, JPMORGAN CHASE Affordable Housing Development Competition, 2005

RELEVANT EXPERIENCE

Almondo Waterfront Development Plan
Regional Industrial Development Corporation of Southwest Pennsylvania
Pittsburgh, Pennsylvania

Buffalo Outer Harbor
Redevelopment Plan
Buffalo, New York

Chaudière Isles Master Plan
Sustainable Community
Windmill Developments
Chaudière Island, Canada

University of California San Francisco
Long Range Development Plan
San Francisco, California

City of Concord
Downtown Specific Plan
Concord, CA

LG Science Park
Design Competition
Korea

Meydenbauer Bay Park & Master Plan
Bellevue, Washington

Illuminating Downtown Planning Study
San Jose, California

Metropolitan Transportation Commission
Bay Area Transit Connectivity Program
San Francisco Bay Area, California

Green Dragon Lake/
Beijing Eco-District
China

Pomona College Master Plan Update¹
Pomona, California

University of San Diego
Master Plan Update¹
San Diego, California

North Dakota State University Campus
Master Plan¹
Fargo, North Dakota

Guangzhou Baietan Design Guidelines¹
China

Panyu Wanbo Urban Design Plan¹
Guangzhou, China

Nanjing Qilin Eco-Tech Innovation Park¹
Nanjing, China

Sunway Medini Zone F Master Planning¹
Malaysia

Alliance New Country Village—Jiaxing¹
Nanhu, China

¹Prior to joining Perkins+Will

PUBLICATIONS

"Environments of Design: New Orleans Now - Fluid Dynamics", <http://www.project-neworleans.org>, 2006

"Characterization of Trace Metals Complexed to Humic Acids Derived From Agricultural Soils, Annelid Composts, and Sediment by Flow Field Flow Fractionation - Inductively Coupled Plasma-Mass Spectrometry (FFFF-ICP-MS)", Humic Substances: Structures, Models and Functions, E. H. Ghabbour and G. Davies (Eds.), Royal Society of Chemistry, Cambridge, UK, 2001

URBAN DESIGN

RUI SONG

Urban Designer II



Rui Song is a young urban designer with experience in both urban design and architecture. As a passionate designer, Rui provides unique ideas, diverse perspective and innovative solutions to every project with a commitment to sustainable design. Rui's core skill lie in offering unifying overarching conceptual ideas on large scale projects (master planning, urban mixed-use) and showing appreciation for the details in streetscape plans and design guidelines. Having worked on wide scale of projects, Rui brings fresh new ideas to every effort.

EDUCATION

Masters of Architecture
University of Illinois, Urbana Champaign

Bachelors of Urban Planning
Chongqing University, China

RELEVANT EXPERIENCE

<p>Jabal Al-Ka'aba Transit Station Makkah, Saudi Arabia</p> <p>Almono Waterfront Development Plan Regional Industrial Development Corporation of Southwest Pennsylvania Pittsburgh, Pennsylvania</p> <p>Chaudière Les Iles Master Plan Sustainable Community Windmill Developments Chaudière Island, Ottawa, Canada</p> <p>Mission Rock / Seawall Lot 337 San Francisco Giants San Francisco, California</p> <p>Better Market Street San Francisco Department of Public Works San Francisco, California</p> <p>Lower Yonge Waterfront Urban Design Guildelines + Master Plan City of Toronto Toronto, Ontario</p> <p>City of Davis University-Downtown Gateway District Davis, California</p> <p>City of Fremont South Fremont/Warm Springs Community Plan Fremont, California</p> <p>Downtown Specific Plan + EIR City of Concord Concord, California</p>	<p>Petribu Quizanga Master Plan 15 sm Sustainable Community Recife, Brazil</p> <p>Qingdao Blue Economic Zone Master Plan ChinaBeijing Eco District China</p> <p>Jinquiao Auto Innovation City Concept Master Plan Shanghai, China</p> <p>One Bay Area — 390 Main Headquarters Bay Area Headquarters Authority San Francisco, California</p> <p>Xiaolan Xinnan District Urban Design, Guangdong China</p> <p>Xindu District Urban Design, China Jingang International Residential District Plan¹ China</p> <p>Shuangbei Jingkouduan International Design Competition¹ China</p> <p>Lanwan Residential District Plan and Architectural Design¹ China</p> <p>Changshou Core District Plan¹ China</p>
--	---

¹Prior to joining Perkins+Will

KAREN B. ALSCHULER, FAICP, LEED® AP

Principal, Urban Design



Over the last 35 years, Karen Alschuler has tackled some of the most interesting and urgent of urban issues. Over the last twenty years, Alschuler has overseen a portfolio of over 400 planning and urban design projects. Her projects have set the design parameters for the transformation of large urban districts, and urban waterfronts, embracing urban stewardship and the creation of civic places. Alschuler is an active contributing member of the Urban Land Institute and a Fellow of APA. She has been published in Urban Land and Planning Magazine and several industry “bibles” of planning and urban design.

EDUCATION

Master of City + Regional Planning
University of California, Berkeley

Bachelor of Arts, Brown University

REGISTRATIONS

Licensed Planner, New Jersey

LEED Accredited Professional

PROFESSIONAL AFFILIATIONS

Fellow, American Institute of Certified Planners, 2004

Member, American Planning Association

Elected President, Commercial Real Estate Women, Boston, New York, and San Francisco

Leader, Urban Land Institute

Member, Lambda Alpha

Bay Conservation Development Commission, Design Review Board, 1992-present

AWARDS & HONORS

San Francisco Business Times, 2011
Northern California Real Estate Women of Influence Honoree

Mission Rock / Seawall Lot 337, AIA California Council, Merit Award, 2011; AIA San Francisco, Honor Award, 2010

Treasure Island Design + Development Concept, AIA National, Honor Award for Regional and Urban Design, 2009; AIA Honor Award for Regional and Urban Design, 2007

RELEVANT EXPERIENCE

Almondo Waterfront Development Plan
Regional Industrial Development Corporation of Southwest Pennsylvania
Pittsburgh, Pennsylvania

Buffalo Outer Harbor
Redevelopment Plan
Buffalo, New York

Mission Rock - Seawall Lot 337
Mission Rock Development
San Francisco, California

Fremont/Warm Springs Community Plan
Transit-Oriented Development
Fremont, California

Future of the Gardiner Expressway
Urban Design Study &
Environmental Analysis
City of Toronto /

Waterfront Toronto Corporation
Toronto, Ontario

Lower Yonge Waterfront
Urban Design Guidelines + Master Plan
City of Toronto
Toronto, Ontario

University of California, San Francisco
Long Range Development Plan
San Francisco, California

City of Concord
Downtown Specific Plan + EIR
Concord, CA

Station Park Green
EBL+S Development Corporation
Specific Plan + Design Guidelines
San Mateo, CA

Harvard University
Harvard Futures—Scenarios for Growth
Cambridge, MA

Massachusetts Turnpike Authority
Boston Central Artery
Corridor Master Plan
Boston, MA

The Yards - Southeast Federal Center
Forest City Washington
Washington D.C.

Panama Pacifico Town Centre Development
Clinton Climate Initiative
Masterplan + Guidelines
London + Regional Panama

New York University
NYU Plans 2031
New York, NY

Brown University Strategic Master Plan:
Growth Strategy Urban Campus in the
Jewelry District
Providence, RI

Treasure Island Community Development
Development Plan & Design Guidelines
San Francisco, CA

District of Columbia Office of Planning
Poplar Point Target Area Plan Anacostia
Waterfront Initiative
Washington, D.C.

Forest City Enterprises
East Baltimore Development Plan
The Yards at Southeast Federal Centre
Baltimore, Maryland

ARCHITECTURE

CHRISTOPHER LOCKERY, LEED® AP

Senior Project Architect



Chris brings more than 20 years of experience working on a broad range of projects including high technology buildings, educational facilities, commercial office buildings, and research laboratories.

Chris shares his expertise in his teaching capacity; he has taught at the Bartlett School of Architecture, University of London, and at the Architectural Association. He is an occasional critic at the Boston Architectural College.

EDUCATION

Bachelor of Fine Arts, Brown University

REGISTRATIONS

LEED Accredited Professional

RELEVANT EXPERIENCE

Schlumberger-Doll Research
Cambridge, Massachusetts
180,000 square foot research laboratory in a new build-to-suit headquarters including specialized labs and a central 'collaboratory' for visiting researchers; private offices; 220 seat auditorium; conference rooms; and, full service cafeteria and fitness center.

300 Concord Road
Billerica, Massachusetts
Fast-track renovation of 168,000 square feet, four-story office building, and demolition and new construction of 200,000 square foot class A office building.

Fidelity Investments
Merrimack, New Hampshire
Full architectural and interior design services for 260,000 square foot general office space and data center on existing corporate campus.

Microsoft Startup Labs
Cambridge, Massachusetts
40,000 square foot interior fit-up for research and development facility, including the removal of 3,400 square feet of floor slab to create a two-story space with monumental stair.

Northeastern University
Center for Drug Discovery
Boston, Massachusetts
10,000 square foot laboratory space for chemistry and biochemistry research.
PharmEco Laboratories

Lexington, Massachusetts
Master planning for 600,000 square feet on a 70-acre site; 130,000 square foot manufacturing/headquarters facility.

The Lodge at Lincoln Peak
Warren, Vermont
303,000 square foot ski-in/ski-out resort with vacation residences, luxury spa and fitness area, retail shops, a themed restaurant, and a conference center.

Lesley University
Science Center Master Plan
Cambridge, Massachusetts
Architectural and interior design services for 12,000 square foot science center with four labs, classroom, faculty and administrative spaces.

The Poynter Institute
for Media Studies
St. Petersburg, Florida
31,000 square foot two-story facility adjacent to the University of South Florida including offices, classrooms, amphitheater, conference rooms, and library.

¹Prior to joining Perkins+Will

Education

MS, Geological Sciences.
 University of Michigan, Ann Arbor, Michigan, 1994

BA, Geology-Biology. Colby College, Maine, 1992

Registrations

Professional Geologist (P.G.), No.428, ME, 1998

Professional Affiliations

Geological Society of Maine, President (past)

Geological Society of Maine, Vice President (past)

Maine State Museum - Augusta, Adjunct Research Scientist

Institute of Sustainable Infrastructure, Member, Research and Resource Committee

Publications

Dickson, L., 2015. Heat Waves and Extreme Events: A conversation with Dr. Katharine Hayhoe about climate change in D.C. (March 11, 2015 at the National Geographic Society, Washington D.C.; invited panelist)

Dickson, L., 2015. Plenary Session: Climate Impacts on the Business of Aviation. Airport Consultants Council and American Association of Airport Executives: Airport Planning, Design and Construction Symposium (Denver, February 18-19, 2015; invited panelist)

Beauvais, N., Ghosh, I and Dickson, L. 2015. Translating the science of climate change into built solutions. Michigan Journal of Sustainability, Field Notes, in press.

Experience

19 Years

Experience With Kleinfelder

10 years

Lisa Dickson, PG

Resiliency Lead

Lisa Dickson, PG, Vice President of Sustainability, has expertise in regulations and financial markets related to carbon and renewable energy, and risk assessment as it relates to sustainability and climate change. She was a contributor to the World Resource Institute's 2010 Public Sector GHG Protocol and aided in development of the Institute for Sustainable Infrastructure's (ISI) project rating system. In 2010, she was invited to Shanghai to comment on China's 12th 5-Year Plan and present on the use of carbon markets to drive investment within the transportation sector. Currently, she is leading multiple climate change projects throughout the eastern U.S. She has been invited to the Pentagon to advise the Navy on her work related to climate security and is also the author of two books: Maine's Fossil Record: The Paleozoic (2007) and Historic Bridges of Maine (in press).

Project Experience

Climate Change Adaptation Plan, District Department of the Environment, Washington, DC

Ms. Dickson is principal-in-charge for the Kleinfelder team, in partnership with P+W, to develop climate resiliency within the District. The project will develop meaningful, implementable resiliency strategies leveraging synergies with Sustainable DC and other related initiatives.

City of Cambridge Climate Change Vulnerability Assessment and Preparedness Plan, Cambridge, MA

Ms. Dickson is the principal-in-charge for this project that involves a comprehensive analysis and assessment of climate change impacts, including sea level rise and extreme events on infrastructure, public health, economics, and the environment. She will oversee the development of concrete solutions to increase the City's resiliency through the Preparedness Plan.

Massport Disaster and Infrastructure Resiliency Plan, Boston, MA

Ms. Dickson was the project manager for this work. Tasks included establishing a baseline of climate risks for Boston Logan Airport and the Massport maritime facilities and a prioritized listing of actions based on probability and consequence of impacts and overall criticality of the asset with respect to business continuity. Costs were calculated for recommended resiliency actions and used to create an overall capital investment budget for resiliency

Climate Action Plan Update, Technical Services, Boston, MA

Ms. Dickson was the project manager for a multi-disciplinary team providing technical support for Boston stakeholders and City staff participating in the update process, responding to both mitigation and adaptation concerns and preparing required technical analyses.

Facility Resiliency and Operational Impact Report in Connection with Extreme Weather Events, Confidential Healthcare Provider, multiple locations in MA

Ms. Dickson is the project manager for this vulnerability analysis of 30 hospital and healthcare campuses under multiple climate scenarios. The project includes a system-wide risk assessment identifying key vulnerabilities and the need for redundancy, impact on critical functions and business continuity, and identity of key external dependencies. Final report will present concrete actions to develop resiliency and support business continuity. P+W is also a team member in this project.



Education

Greater Boston Executive Program in Business Management, Sloan School of Management, MIT, 2004

M.Arch, Urban Design (MAUD), Harvard Graduate School of Design, Massachusetts, 1992

Baccalaureate in Architecture, Université Laval, Canada 1986

Certifications

LEED Accredited Professional

Registrations

Ordre des Architectes du Québec, Canada, Registered Architect

American Institute of Architects, International Associate

Professional Affiliations

American Planning Association

Publications

Lead author, "Translating the Science of Climate Change into Built Solutions", Michigan Journal of Sustainability. vol 3 Spring.2015.

Contributor "Designing with Water: Creative Solutions from around the World" ; The Boston Harbor Association (TBHA) funded by the Barr Foundation. November 2014.

Contributing author to the Urban Land Institute Report on "the Urban Implications of Living with Water"; funded by the Kresge Foundation; ULI Boston / New England District Council. Published in September 2014.

Awards

Silver Award, 2015 Engineering Excellence Awards, Massport Disaster and Infrastructure Resiliency Plan

Boston Society of Landscape Architects (BSLA) Honor Award, Landscape Analysis and Planning, Vermont Law School Framework Plan, Sasaki Associates, 2011

Nathalie Beauvais, Int'l Assoc. AIA, APA , LEED AP Project Manager

Ms. Beauvais has over 23 years of experience in architecture, urban design, and planning with a strong emphasis on sustainability and the integration of planning and engineering expertise. She is a strong team leader and client advocate. She is experienced in managing complex projects requiring comprehensive analyses and, developing strategic framework and decisional process for successful design development and implementation. Her areas of expertise include climate change planning, public engagement, sustainable design, and integration of regulatory processes, transportation planning, and infrastructures design.

Project Experience

DDOE Climate Adaptation Plan, Washington DC

Ms. Beauvais is deputy project manager responsible for the integration of expertise in coordination with climate scientists, architects and the client's many stakeholders. She is responsible for coordinating the Climate Change scenario for their integration to the vulnerability assessment and how it will inform the adaptation plan.

Climate Change Vulnerability Assessment and Preparedness Plan, City of Cambridge, Cambridge, MA

Ms. Beauvais manages the integration of disciplines and directs the stakeholder engagement plan including coordination with many city departments, state agencies, advocacy groups, and academic climate change initiatives. She has developed a flexible management model that allows transparency and inclusiveness while remaining committed to schedule and budget. She provides expertise in strategic planning and design to integrate regulations, sustainability, stakeholders, engagement processes, and best design practices.

As the next step, Ms. Beauvais will be project manager for the Preparedness Plan. to provide for a "vision" for a "resilient Cambridge" and develop a coherent set of strategies and actions to guide the City's implementation roadmap. The team is developing a community engagement framework to foster stakeholder and resident participation in the development of strategies to best prepare the City.

Disaster and Infrastructure Resiliency Plan, Massport, Boston, MA

Ms. Beauvais is deputy project manager for this comprehensive vulnerability and resiliency plan for Boston Logan Airport and the Massport maritime facilities to provide an understanding of overall climate change vulnerability, the most at-risk elements, and the range of adaptation efforts and associated costs required to build resiliency within the system and for critical assets.

National University of Singapore Master Plan, Singapore

Ms. Beauvais was project lead for Sustainability Planning. She led the team developing sustainability guidelines for the campus focusing on water management and climate adaptation measures. She coordinated efforts with engineers and architects and the University executives to develop the sustainability program integrating government priorities and regulations, advocacy groups' requirements, and cost consideration for construction and operations. (while with Sasaki Associates)

Education

MS, Civil / Environmental Engineering. Northeastern University, Massachusetts, 1981

BS, Civil / Environmental Engineering. Northeastern University, Massachusetts, 1976

Registrations

Professional Engineer (P.E.)
Sanitary, No.30434, MA, 1981

Professional Engineer (P.E.)
Civil, No.4213, ME, 1980
Civil, No.5328, NH, 1982

Certifications

OSHA Confined Space Entry Training, Awarded: 01/01/1994

Certified Pipeline Assessment, NASSCO, Awarded: 2009

Professional Affiliations

Trenchless Technology Center, Active Member of Industry Advisory Board.
From 1995 to Present

American Society of Civil Engineers, Active Member Pipeline Division in leadership and working group committees.
From 1985 to Present

Water Environment Federation, past Member Collection Systems Committee.
From 1979 to Present

North American Society for Trenchless Technology, Member.
From 1995 to Present

Publications

Numerous local and national publications and presentations on design, construction, and renewal of large diameter sewer and stormwater projects and the use of trenchless technologies.

Years Experience

39 years

Years with Kleinfelder

32 years

John Struzziery, PE

Civil Engineering Lead, Public

Mr. Struzziery has over 39 years of experience in Civil/Environmental Engineering and Construction including: wastewater, water, stormwater, and solid waste projects. Since 1998, Mr. Struzziery has been the Technical Services Manager/Senior Program Manager for the \$300 million Cambridge Sewer Separation and Stormwater Management Program and is responsible for overall program coordination and client contact. He oversees all Cambridge projects and is the interface between the city and project teams. In this capacity, John is aware and involved in all aspects of the projects including planning, design, and construction. He is an experienced project manager in all aspects of project activity including facilities planning, preliminary and final design, permitting and construction. John also provides regulatory coordination and reporting for projects being performed under the Massachusetts Water Resources Authority (MWRA), court ordered program. Mr. Struzziery is also a nationally recognized leader in the use of trenchless technologies including cured-in-place pipeline (CIPP) renewal, pipe jacking, microtunneling, horizontal directional drilling, pilot tube guided auger boring, and pipe bursting technologies.

Project Experience

Combined Sewer Separation and Stormwater Management Program, Cambridge, MA

Mr. Struzziery was responsible for overseeing field investigations, the final design, and construction phase services of all projects since 1998. There have been many applications of the use of trenchless technologies on each of these projects. The most notable include extensive use of small to large diameter cured-in-place pipelining, parallel pipe jackings of 48-inch diameter storm drains across Memorial Drive and MBTA/Conrail railroad tracks, and single pipe jackings to cross active railroad tracks, private property easements, and utility crossings using pilot tube guided auger boring. The Cambridge project also includes many types of sewer rehabilitation performed as part of emergency type work.

Springfield Water & Sewer Commission: Washburn Street Combined Sewer Rehabilitation, Garden Brook Sewer Rehabilitation, Main Interceptor Rehabilitation, Connecticut River Crossing Preliminary Design

Mr. Struzziery served as technical and construction support (as applicable) in the evaluation and design of trenchless alternatives and approaches associated with project.

Massachusetts Water Resources Authority, Wellesley Extension Sewer Replacement, Dedham, Needham, Wellesley, and Dover, MA

The final phase of this project was the largest sewer rehabilitation project of its type ever to be undertaken in this country. It involved the rehabilitation of 7.5 miles of 48-inch, 54-inch and 60-inch diameter pipeline by cured-in-place pipelining, structural rehabilitation of 83 manholes, protective coating on special structures, and abandonment of the older sewer. A condition survey was performed by use of internal video inspections for the active pipeline, and physical surveys at the manholes and structures.

I-93 North to the Charles River, Utility Relocations D015A, Mass Highway Department, Boston, MA

Mr. Struzziery served as design and QA/QC engineer for the utility relocation portion of the Mainline Tunnel construction for the Central Artery/Tunnel Project between the Sumner Tunnel and North Station.

Education

BS, Civil Engineering. University of Maine, Augusta, Maine, 1992

AS, Architectural and Civil Engineering. Central Maine Technical College, 1985

Certificate, Construction Management. Northeastern University, Massachusetts, 2003

Registrations

Engineer-in-Training, No.17878, MA

Certifications

OSHA Confined Space Entry Training

OSHA 40 Hour Hazardous Materials Emergency Response

Professional Affiliations

Society of College and University Planning (SCUP), Member

American Society of Civil Engineers (ASCE/BSCE) / Construction Institute, Member

American Council of Engineering Companies of MA (ACEC), Member

International District Energy Association (IDEA), Member

South Shore Habitat for Humanity, Former Member - Board of Directors

Publications

Author, School in Sustainability, UMass Amherst, 2013, Stormwater Solutions

Awards

GoGreen Stormwater Management Award for University Park at MIT, 2009
Office of the Mayor, City of Cambridge

Experience

34 years

Experience With Kleinfelder

20 years

Carol Dennison**Civil Lead, Private**

Ms. Dennison is a Vice President and Senior Program Manager of large/complex Civil Infrastructure projects. Her work portfolio also includes roles as Group Manager, Financial Manager, Technical Practice Leader and Quality Control Peer Reviewer. With nearly 30 years of experience in the consulting engineering field, she has worked on a range of multi-discipline projects for both public and private clients and on a variety of urban projects. Ms. Dennison's experience includes Project Management and Technical Leadership for planning, permitting, site development, utility, stormwater management, roadway and materials management projects. Some of which included extensive field investigation programs, master planning, trenchless technology techniques, cost estimating, bidding and construction administration. Her utility work experience is extensive and covers a majority of the systems, including specialized design for steam/condensate piping, condensate piping and chilled water piping.

Project Experience**Alexandria Center, Cambridge, MA**

Carol is the project manager of the multi-building development for Alexandria Real Estate Equities (ARE), known as the Alexandria Center in Cambridge, MA. The development consists of seven multi-story buildings with underground parking that will be used for commercial, life science and retail industries. Kleinfelder is responsible for civil-site engineering, stormwater management, and permitting for all the buildings, plus all the street infrastructure surrounding the development. Kleinfelder was hired by ARE specifically based on our expertise in logistic planning, constructability, regulatory and City approval process, creative solutions for meeting infiltration/inflow requirements, and agency coordination.

University Park at MIT, Forest City Development, Cambridge, MA

Ms. Dennison served as the project manager for Forest City's site development plan for Massachusetts Institute of Technology. She worked with both Forest City Development (FCD) and several participating architects in the design and development of Phase IV, which consisted of seven large commercial and residential buildings and a parking garage. Ms. Dennison was responsible for coordinating design and development of construction documents for the utility infrastructure, sanitary sewer, storm drain, water, gas, electric, telephone, cable, and University Park communication lines along Landsdowne Street, Purrington Street, Cross Street, Pacific Street, Pilgrim Street, and Blanche Street, as well as all roadway design for the park. In addition, Ms. Dennison led the client as lead company through the City of Cambridge Pole and Conduit Commission and assisted the client in developing an overall stormwater management program.

MIT.nano, Cambridge, MA

Ms. Dennison is serving as project manager and works directly with the Client Facilities Department and the architect in developing of the necessary utility relocation to enable a proposed slurry wall foundation installation for the future laboratory building. Project includes permit and approvals from local, state, and federal agencies.

Grand Junction Community Path, Massachusetts Institute of Technology (MIT), Cambridge, MA

Ms. Dennison is serving as client manager and technical lead on the multi-modal community path in the Grand Junction railroad tracks, what runs through the MIT campus. Ms. Dennison works directly with the Kleinfelder team to ensure the project is progressing and meeting the client's needs.

Steven G. Cecil AIA ASLA

Principal

Education

Master of Architecture and Urban Design,
University of Washington

Bachelor of Arts in Economics and Philosophy,
Trinity College, Connecticut

Professional Affiliations

American Institute of Architects

Boston Society of Architects,
former Treasurer and Commissioner
of Urban Design

Boston Society of Landscape
Architects

National Trust for Historic
Preservation

Professional Registrations

Massachusetts
Registration No. 8772

Massachusetts Landscape
Registration No. 1213

Connecticut
Registration No. 08177

Rhode Island
Registration No. 2191

Rhode Island Landscape
Registration No. 457

National Certification: National
Council of Architectural Registration
Boards

As the founding principal of The Cecil Group, Inc., Mr. Cecil brings over twenty-five years of professional experience to the firm, including urban design, planning, landscape architecture, and architecture projects throughout the United States and abroad. His practice brings creative solutions to planning and design challenges that are attentive to their cultural, environmental and community context. Mr. Cecil brings his commitment and special skills in community participation as a dimension of many successful planning and design projects. Prior to forming The Cecil Group, he was a founding principal of Cecil & Rizvi, Inc. and served as Director of Urban Design and Landscape Architecture at both CBT Architects and SOM/Boston. Mr. Cecil's academic contributions have included teaching assignments in both the urban design and urban planning programs at Harvard's Graduate School of Design.

Relevant Experience

- **Connect Kendall Square Open Space Competition, Cambridge, Massachusetts** - The Cecil Group collaborated with STASTNY: architect for public outreach, web and graphic design and local coordination for the Connect Kendall Square Open Space Competition.
- **East Fenway Neighborhood Strategic Plan, Boston, Massachusetts** – Developed a strategic plan that envisioned the future character of the district in a format to help guide development, infrastructure, and investments. The planning process included urban design, landscape architecture, transportation planning, institutional planning, analyses of housing and economic contexts, zoning recommendations, and extensive community participation.
- **Braintree Comprehensive Master Plan, Braintree, Massachusetts**– Comprehensive community master plan for a community confronted with significant issues of growth, quality of life for its neighborhoods, and infrastructure.
- **Assembly Square Redevelopment Plan, Somerville Massachusetts** – Lead the creation of the master plan for the mixed-use redevelopment of a 145-acre site at Assembly Square along the Mystic River in Somerville. Subsequent to preparing the master plan, The Cecil Group assisted the City by creating innovative new zoning strategies to ensure that balanced, mixed use redevelopment will occur.
- **Aquidneck Island Master Plan, Rhode Island**–Mr. Cecil led a large, multi-disciplinary team of planners, designers, engineers, and economists to create a comprehensive master plan for a 10-mile stretch of densely populated coastal area along the west side of Aquidneck Island.
- **South Norwalk Transit Oriented Development Master Plan, South Norwalk, Connecticut** – The Cecil Group worked extensively with City staff, community stakeholders and the general public to establish the development parameters set by the Master Plan. Detailed urban design, planning and pro forma analyses have been conducted to ensure that the Master Plan promotes development that is not only aesthetically appealing, but also financially feasible.
- **Jewelry District/Old Harbor Planning Framework Study, Providence, Rhode Island** – Developed a framework for planning initiatives to shape the future of the Jewelry District/Old Harbor neighborhood in Providence. As a framework, it is intended to be a timely and topical resource for the many participants and proponents who are stakeholders in that future.

Kenneth J. Buckland AICP PP[NJ] LEED AP

Principal

Education

Master of Marine Affairs,
University of Rhode Island

Master of Science,
University of Bridgeport, Connecticut

Bachelor of Science,
University of Maryland

Professional & Civic Affiliations

Vice President of Professional
Development, American Planning
Association 1997-99

Secretary and Treasurer, American
Planning Association, 1995

Boston Society of Architects,
Charrette team leader

Falmouth Charter Commission
member

Chairman of the Falmouth Facilities
Advisory (Capital Improvement)
Committee

Professional Registration

American Institute of Certified
Planners, 1984, Reg. No. 5197

New Jersey Professional Planner
License No. 33L100620400

LEED-Accredited Professional,
United States Green Building Council

Mr. Buckland has over twenty-five years of planning experience and brings his particular expertise in environmental planning, municipal affairs, and zoning to The Cecil Group. Mr. Buckland has worked as a planner in several municipalities, including Falmouth, Massachusetts, and Stamford and New Haven, Connecticut. He has also worked in the private sector for SEA Consultants in Cambridge, and Judith Nitsch Engineering in Boston, as well as serving as principal in his own firm. In addition to his significant efforts in visioning, strategic planning and regulatory implementation, Mr. Buckland has created environmental performance standards, prepared numerous environmental permitting applications, and established environmental management plans. Mr. Buckland's past experience includes the following relevant projects:

Relevant Experience

- **Norwalk Sustainability Standards, Norwalk Connecticut** – The Cecil Group was hired by the City to provide the Norwalk Redevelopment Agency with sustainable design standards within the context of the Urban Renewal Plans. The program includes green building and site design performance standards to improve project designs.
- **Aquidneck Island West Side Master Plan** – Prepared the environmental, site design and building performance standards that are to be incorporated into the municipal and private development projects on the west coastal side of the three towns that make up Aquidneck Island. The properties include military, government, farmland, commercial and other private and institutional uses. The performance standards include LEED criteria for green design as well as additional standards for high quality urban and rural design.
- **Framingham Comprehensive Master Plan, Framingham, Massachusetts** – To update the town's master plan, The Cecil Group is providing goals, objectives, a master land use map, and assisting in planning forums. The process is the second phase of the process.
- **Northampton Sustainable Master Plan, Northampton, Massachusetts** – Mr. Buckland served as the City's urban and environmental planning consultant to prepare a comprehensive plan for future land use and development composed using principles of sustainability. The Sustainable Master Plan included emphasis on measurable standards to allow the Town to monitor progress in accomplishing its vision, including the preservation of open space, energy efficiency and other "smart growth" goals.
- **Keene Zoning, Keene, New Hampshire** - Developed zoning and land use regulations that encourage redevelopment in the Marlboro Street area of the City. Important considerations include the relationship of Beaver Brook to the surrounding grades and future development given its repeated and destructive flood events, increasing open space, and increasing bicycle and pedestrian connection to the Industrial Heritage Trail.
- **UMass-Amherst Housing and Economic Development Plan, Amherst, Massachusetts** - Mr. Buckland analyzed the local and state regulations controlling housing and economic development resulting in the conditions found in Amherst and the region, and impacting the State University and Town goals. The study found the common ground for opportunities to meet the needs for stabilized neighborhoods, adequate student housing and local economic growth.

SUSAN SILBERBERG

617-475-0554 Office
susan@civicmoxie.com

Architect, Urban Designer and City Planner

Licensed Architect, State of New York #20774, NCARB Certification #41,596
American Institute of Architects, member
American Planning Association, member

EDUCATION

Massachusetts Institute of Technology	<i>Master in City Planning</i>	1998
Pratt Institute	<i>Bachelor of Architecture</i>	1987
University of Copenhagen/Danish Royal Academy International Study	<i>Certificate of Study</i>	1984

PROFESSIONAL PRACTICE

CivicMoxie, LLC <i>Founder and Managing Director</i>	2013 - present
Community Partners Consultants, Inc. <i>Senior Vice-President</i>	1997 - 2011
Goody, Clancy & Associates, Inc. <i>Senior Planner/Urban Designer and Manager of Urban Design and Planning Division</i>	1998 - 2001
Silberberg Architects <i>Co-founder and Principal</i>	2001-1996
David Jones & Associates, Inc. <i>Associate and project architect</i>	1990-1991
Pratt Architectural Collaborative/Pratt Institute Center for Community and Environmental Development (PICCED) <i>Project Architect</i>	1988-1990

TEACHING

Massachusetts Institute of Technology School of Architecture and Planning, Department of Urban Studies and Planning (DUSP) <i>Lecturer in Urban Design and Planning in the City Design and Development Group.</i>	2002-present
Mayors' Institute on City Design <i>Associate Director and Expert Panel Member of the Northeast Regional Mayors' Institute on City Design</i>	2006
Auburn University <i>School of Architecture, Design and Construction, Instructor in the Department of Architecture.</i>	1992-1996
Norway Summer Study Program <i>Auburn University School of Architecture, Design and Construction, Founder and Director</i>	1995-1997

SELECTED PUBLICATIONS AND RESEARCH

- Author, "Pretext Securitization of Boston's Public Realm after 9/11: Motives, actors and a role for planners," in *Policing Cities: Securitization and Regulation in a 21st Century World*, Randy Lippert and Kevin Walby, editors. Routledge, 2013.
- Lead Author, "Places in the Making: How placemaking builds places and community," MIT Department of Urban Studies and Planning, 2013.
- Author, "Affordable Artist Space and Community Engagement: An Overview of the MetLife Foundation Innovative Space Awards from 2010-11," MIT Department of Urban Studies and Planning, 2013.
- Recipient, Boston Society of Architects, Research in Architecture Grant, 2007.

INVITED KEYNOTE ADDRESSES, CONFERENCE PAPERS, LECTURES AND SEMINARS

- Speaker, TEDx Beacon Street, November 2014.
- Speaker, Chicago Ideas Week, October 2014
- Speaker, Public Spaces and Places, NYC AIA, September 2014.
- Speaker, "What's Your Place in the World?," Mashable Social Good Summit, New York, NY, September 2013.
- Speaker, "Artists and Community – an Overview of the MetLife Innovative Space Awards," MIT Department of Urban Studies and Planning Faculty Form, Spring 2011.
- Keynote Speaker, "The Arts and Cape Gloucester," Keynote address at the annual meeting of SeArts, Cape Ann, MA. February 2011.

Carrie James

Project Zero, Harvard Graduate School of Education
13 Appian Way, 4th Floor, Cambridge, MA 02138
carrie_james@harvard.edu

Curriculum Vitae

CURRENT APPOINTMENTS

Harvard Graduate School of Education

Lecturer in Education (2012-present)

Research Director & Principal Investigator (2007-present), **Project Zero**

Research areas: young people's civic and political participation in the digital age; ethical issues in new media environments; social changes associated with the rise of new digital media

CURRENT SPONSORED RESEARCH PROJECTS

The Good Participation Project (2010 – present): An empirical investigation of the impacts of digital media on youth civic and political participation.

Principal Investigators: Howard Gardner and **Carrie James**

Funder: The John D. and Catherine T. MacArthur Foundation's Youth and Participatory Politics Research Network

Educating for Participatory Politics (2013 – present): An educational collaboration with Facing History and Ourselves supporting young people's civic engagement in a digital age.

Principal Investigators: Howard Gardner and **Carrie James**

Funder: The John D. and Catherine T. MacArthur Foundation, The Chicago Community Trust

Out of Eden Learn (2013 – present): An online educational program supporting youth to observe the world carefully, exchange stories, and make connections between local and global issues. In partnership with the Out of Eden Walk, journalist Paul Salopek's 7-year walk across the globe.

Principal Investigators: Liz Dawes Duraisingh, Carrie James, Shari Tishman

Funder: The Abundance Foundation

SELECTED PEER-REVIEWED PUBLICATIONS

Carrie James. (2014). *Disconnected: Youth, New Media, and the Ethics Gap*. Cambridge, MA: The MIT Press.

Emily Weinstein, Margaret Rundle, & **Carrie James.** (2015). A hush falls over the crowd: Diminished online civic expression among young civic actors. *International Journal of Communication*, 9.

Andrea Flores & **Carrie James.** (2013). Morality and Ethics Behind the Screen: Young People's Perspectives on Digital Life. *New Media & Society*.

Katie Davis & **Carrie James.** (2013). Tweens' Conceptions of Privacy Online: Implications for Educators. *Learning, Media, & Technology*.

EDUCATION

Ph.D., Sociology, New York University (2003)

M.A., Sociology, New York University (1996)

B.A. cum laude with honors, Sociology, Hobart and William Smith Colleges (1992), Phi Beta Kappa

GERI DENTERLEIN

524 Huron Ave, Cambridge, MA 02138

617-306-2105

geri@denterlein.com

Experienced communications executive, with track record of accomplishment at the intersection of public relations, press, promotion and public policy. Significant multi-disciplinary experience at complex organizations in competitive environments. Strategic at senior management level, while also hands-on with project management from concept to completion.

DENTERLEIN, Boston, MA

President & Founder

2000 - present

Business Leadership

- Innovative leader with success in increasing revenues and earnings, as well as client and employee satisfaction.
- Expertise in management and implementation of complex initiatives; oversee all aspects of fast-paced public relations and business consulting firm, including business development, client service and staff management
- Reputation as a thought leader with the ability to analyze issues, devise improvement plans and incorporate strategies into business plans
- Thought leader in areas of business, government and journalism
- Customer-focused and performance-driven
- Manage budgets, with an emphasis on maintaining profit margins while investing in growth

Client Service

- Responsible for comprehensive strategy and implementation of strategic communications and wide ranging variety of public relations activities, including but not limited to media relations; internal communications; marketing; branding; advertising, and social media
- Manage communications around complex and high profile crisis situations
- Guide message development exercises to assist clients
- Create public policy and communications campaigns for associations, businesses and non-profits
- Interact with media, business leaders, government officials and civic leaders to support client objectives

Kennedy School of Government at Harvard University, Cambridge, MA

Masters of Public Administration

University of Cincinnati, Cincinnati, OH

Bachelor of Science

CIVIC ENGAGEMENT (current)

- American Red Cross of Massachusetts, Board of Directors
- National Philanthropic Board
- Tiffany Circle of Women Leaders
- Mount Auburn Cemetery, Visitors Board
- Massachusetts Taxpayers Foundation, Board of Trustees
- MassINC, Board of Directors
- A Better City, Board of Directors
- ABCD, Board Advisor

DIANA C. PISCIOTTA

426 Hanover Street, #5, Boston, MA 02113

617/784-5256 (cell) 617/367-0314 (home)

diana.pisciotta@gmail.com

DENTERLEIN

Executive Vice President, January 2008 – present

Managing Director, February 2001 – December 2007

Business Leadership

- Oversee all aspects of fast-paced public affairs and communications firm, including business development, client service and staff management; firm more than doubled in revenues and tripled in staff from 2001 to 2011
- Manage budgets, with an emphasis on maintaining profit margins while investing in growth
- Lead expansion strategy, including creating business plans and developing new industry-focused practice areas

Client Service

- Collaborate with leadership of corporations, healthcare and higher education institutions, non-profits, professional services firms and real estate developers to develop diverse communications strategies that support business goals
- Conduct strategic communications planning exercises
- Integrate media relations, internal communications, direct communications, social media and relationship marketing into comprehensive campaigns to deliver focused messages to target audiences
- Guide message development exercises to assist clients in articulating compelling and consistent themes
- Employ digital and web-based media to reach segmented audiences with creative communications that encourage engagement and dialogue;
- Create public policy and communications campaigns for associations, businesses and non-profits to achieve legislative goals and influence the regulatory process
- Lead crisis response team, identifying strategies to minimize risk and maintain corporate reputation
- Write and edit materials with an eye towards concise messaging, lively tone and motivating audiences to action
- Conduct media, presentation skills and crisis communications trainings for CEOs and senior management
- Interact with business leaders, government officials and civic leaders to support client objectives

BOSTON COLLEGE, Chestnut Hill, MA

1996

B.A., *summa cum laude*, political science

CIVIC ENGAGEMENT

Greater Boston Chamber of Commerce Future Leaders program, 2003

Fundraising Committee, YWCA of Boston

Board Member and Nominations Committee Chair, Boston Preservation Alliance

Board Member, Vice Chair and Nominating Committee Chair, Rosie's Place

Board Member, Women's Network Advisory Board, Greater Boston Chamber of Commerce



SHUPROTIM BHAUMIK

PARTNER

EDUCATION

University of New York Stony Brook
Masters of Science
Economics
1992

Presidency College, India
Bachelor of Arts
Economics
1987

WORK EXPERIENCE

HR&A Advisors, Inc.
Partner
2010 – Present

AECOM Economics
Senior Vice President
Global Co-Leader
2009 – 2010

Economics Research Associates
Leader of Economic Planning and Real
Estate Group
Principal
2005 – 2009

Economics Research Associates
Senior Associate
2003 – 2005

New York City
Economic Development Corporation
Senior Vice President
1997 – 2003

New York City OMB
Senior Budget Analyst
1995 – 1997

1993
Financial Economist
Emerging Markets Finance Corporation
Amersfoort, Netherlands

Shuprotim Bhaumik has over two decades of experience in the field of economic development, real estate and public policy consulting. His practice focuses on market and economic analysis, strategic planning, and development advisory services for real estate investors and developers, public agencies, financial institutions, and non-profit organizations. Prior to joining HR&A, Shuprotim was a Senior Vice President at AECOM, where he led the firm's economics practice (formerly Economics Research Associates) in North America, and was responsible for managing and executing projects throughout the country. Shuprotim also worked as a Senior Vice President for the New York City Economic Development Corporation, where he led an interdisciplinary analytic team in developing initiatives for new and emergent business districts, analyzing public policies, and implementing economic development plans. Shuprotim is member of a number of industry organizations such as ULI, CDFA, and IEDC.

Foundry Building Redevelopment and Affordable Housing Feasibility Analysis Strategy in Cambridge, MA

As an on-call consultant to the Cambridge Redevelopment Authority (CRA), led the development of re-use scenarios for the City-owned Foundry Building in Cambridge, MA. Led market due diligence and focused outreach to brokers and real estate experts to understand typical deal terms in the local market. Worked in coordination with CRA to define five programmatic alternatives and produced a financial model demonstrating the financial returns of undertaking the redevelopment alternatives for a private sector partner. Identified possible public-private development structures and tools to mitigate any financial gaps.

In a subsequent engagement, led a market and financial feasibility analysis for affordable housing development as part of the Kendall Square Urban Renewal Plan (KSURP). Developed flexible, multi-year pro formas to create multiple scenarios for residential and office development to test sensitivities and assess the impact of various levels of low income and middle income housing on feasibility.

Master Plan for the Lower Schuylkill Waterfront in Philadelphia

On behalf of the Philadelphia Industrial Development Corporation, supporting the creation of a master plan to guide the redevelopment of the Lower Schuylkill River District of Philadelphia, an industrial district located between Philadelphia International Airport and University City. Advising on land use recommendations based on local real estate and industrial market conditions as well as the district's strengths and weaknesses. The final deliverable recommended a range of priority development sites to catalyze development in the district and evaluated how infrastructure improvements can support the industrial development strategy.

Philadelphia Industrial Land Use Policy Study

Led a multi-disciplinary team that was retained by PIDC to develop an industrial strategy for the City of Philadelphia. The team undertook a detailed cluster analysis that identified growth industries in Philadelphia, the types of sites and facilities that would be required by new and existing industrial firms, their requirements in terms of access and infrastructure, and their impacts on surrounding communities.



CANDACE DAMON

VICE CHAIRMAN

EDUCATION

Harvard University
Law School
Juris Doctorate
1986

Amherst College
Bachelor of Arts
American Studies
1981

WORK EXPERIENCE

HR&A Advisors, Inc.
(Formerly Hamilton, Rabinovitz &
Alschuler, Inc.)
Partner
1988 – Present

G. Works
Founding Partner
2009 – Present

Webster & Sheffield.
Real Estate Associate
1986 – 1988

Lincoln Institute of Land Policy
Research Associate
1985 – 1986

Massachusetts Bar Association
Committee on Alternative Dispute
Resolution
Research Associate
1984 – 1985

New York City
Office of Management and Budget
(Office of Community Board Relations)
Analyst
1981 – 1983

AWARDS

Real Estate Forum
Women of Influence Award
2008

Candace Damon, Vice Chairman of HR&A Advisors, Inc. has over 30 years of experience in the management of complex, public-private real estate and economic development activity. Candace has directed a wide-ranging practice, crafting sustainable urban redevelopment strategies for cities across North America. Her specific areas of expertise include leading organizational planning for non-profits and institutions, ensuring the long term viability of urban open spaces, supporting master planning efforts for large-scale revitalizations, and addressing the financial challenges of making commercial and multifamily residential buildings energy efficient.

Juror for Connect Kendall Square: A Design Competition

Served on the 2014 Connect Kendall Square Design Competition Jury to judge submissions to plan and implement a vision for the open space network in and around Kendall Square. The jury convened over a three stage design process, evaluating submitted material and presentations and deliberating on the strengths and weaknesses of each proposal.

Campus Planning for MIT

For the Massachusetts Institute of Technology, led the market and financial feasibility sections of an East Campus redevelopment plan. Led the market study to determine the amount and nature of residential, office, lab, and retail space that could be absorbed on sites controlled by MIT, collaborated in a series of team work sessions to refine programming and design alternatives for the study area, worked with cost estimator to project infrastructure and site costs by scheme and created a multi-phase financial model to evaluate the feasibility of several proposed development schemes. Recommended strategy to realize MIT's financial and urban design goals in tandem.

Charlotte Revitalization and Planning

For Mecklenburg County and the City of Charlotte, worked with CIVITAS to lead the master planning effort for the revitalization of Downtown Charlotte's Third Ward. Conducted a market analysis that informed the location and configuration of a much-needed park and advised the County on a land negotiation to accommodate this proposed amenity. Outlined the park's programming and recommended a management structure.

Building upon the Third Ward master planning effort, on behalf of a local developer and a major property owner in Charlotte's First Ward, worked with CIVITAS to develop a plan for more than two million square feet of retail, commercial, office and residential development. Created a plan that included a major new public park, significant new parking, a new light rail line, and major utility and infrastructure upgrades. Devised strategies for financing and managing the new park. Also created a model which evaluated the new development's financing potential by utilizing the state's new tax increment financing legislation.

Greensboro Downtown Consolidated Plan

For downtown Greensboro, developed a Consolidated Plan and implementation strategy to generate economic returns, spur further revitalization, and link downtown to areas of strength. Worked closely with stakeholders and the public to synthesize previous planning efforts into a unified vision for downtown and recommended a short list of priority projects for implementation. Devised an implementation strategy for each priority project, including a funding strategy, timeline, and roles of key actors.

Karl F. Seidman

PROFESSIONAL EXPERIENCE

KARL F. SEIDMAN CONSULTING SERVICES Cambridge, MA 1995 to Present

President. Design, manage and write community and economic development plans and studies. Major accomplishments:

- Formulated economic development plans for over 20 neighborhoods, communities and regions.
- Conducted market analysis, strategic planning, program design and evaluations for development finance and small business development programs.
- Prepared feasibility studies, financing plans, and marketing plans for over fifteen development projects in Massachusetts, New Jersey and Virginia.
- Evaluated the impacts of government, philanthropic and private sector economic and community development programs, policies and initiatives

MASSACHUSETTS INSTITUTE OF TECHNOLOGY Cambridge, MA 1994 to Present
Department of Urban Studies and Planning

Senior Lecturer. Teach graduate-level courses in Economic Development Finance, Economic Development Planning, and Commercial District Revitalization . Advise students on master's theses. Major accomplishments:

- Supervised over 100 graduate student projects for development finance institutions and 21 economic development plans for local governments and community organizations;
- Oversaw implementation of new practicum course requirement for Master in City Planning degree;
- Designed, raised funding and oversee Green Economic Development Initiative.

MASSACHUSETTS GOVERNMENT LAND BANK Boston, MA 1987 to 1995

Deputy Director (1991 to 1995) **and Treasurer/Director of Administration** (1987-1991) for state authority that finances and undertakes public purpose real estate projects. Major accomplishments:

- Expanded assets from \$35 million to \$120 million;
- Supervised \$60 million in loans to over 70 affordable housing and economic development projects;
- Designed and implemented Pre-development Assistance and Emerging Technology Fund programs;
- Doubled lending volume and expanded development projects through new lending policies, portfolio management system, and cultivation initiative.
- Formulated and built consensus on plan for state regional economic development offices;
- Prepared implementation plan and budget for reuse of 4,400-acre army base (Fort Devens).

MT. AUBURN ASSOCIATES Somerville, MA 1986 to 1987

MASSACHUSETTS GENERAL COURT Boston, MA 1983 to 1986
Senior Research Director, COMMITTEE ON TAXATION
Senior Research Director and Research Analyst, COMMITTEE ON COMMERCE AND LABOR

EDUCATION

HARVARD UNIVERSITY, KENNEDY SCHOOL OF GOVERNMENT 1982
Master in Public Policy.

AMHERST COLLEGE 1978
Bachelor of Arts, magna cum laude, in political science.

PROFESSIONAL and CIVIC ASSOCIATIONS

Council of Development Finance Agencies
Boston Main Streets Foundation Director
International Economic Development Council (member and former Director)
Massachusetts Economic Development Council
Northeast Economic Developers Association (Board Member and President)

Trent Lethco, AICP



Trent Lethco is a Principal with Arup's Integrated Planning Group. He has over 15 years of experience and has worked in New York, Boston, Washington DC, Los Angeles, Chicago, and the San Francisco Bay Area. Trent has a strong background in transportation planning, policy, and funding issues. Trent's primary focus is on effectively linking transportation and land use policy to achieve fiscal, environmental, and social sustainability. He has been involved in a variety of projects for clients in the public sector and has a thorough understanding of local, state, and federal guidelines.

Profession

Transportation Planner

Current Position

Principal

Joined Arup

2002

Years of Experience

15

Qualifications

MA, Urban Planning (Transportation), University of California, Los Angeles, 1998

BA, History, University of California, Berkeley, 1992

AICP, American Institute of Certified Planners

Professional Associations

Board Member, Regional Plan Association

Member, TRB Transportation Issues in Major U.S. Cities Committee, 2008-Ongoing

American Institute of Certified Planners, 2005

Member, American Planning Association

Member, Women's Transportation Seminar

Awards

Toronto Waterfront Lower Don Lands, Clinton Climate Initiative program to demonstrate economic, environmental strategies for sustainable urban growth, 2009

Publications

Trent Lethco, et al., Microsimulation Model Design in Lower Manhattan: A Street Management Approach. New York, NY: Arup, 2009*

Trent Lethco, et al., A Street Management Framework for

Trent's strengths lie in his ability to articulate the connections between land use and transportation policy and planning and bring about consensus among a variety of stakeholders.

Boston University Campus Masterplan, Boston, MA

Boston University is developing a multi-modal transit station. Arup supports a multidisciplinary team to develop station concepts for Bus Rapid Transit, light rail and commuter rail.

Tysons Corner Development Plan, Tysons Corner, VA

Tysons Corner is a high density, auto oriented suburban employment center. The district is seeking transformation into a mixed-use, transit, bicycle and pedestrian friendly district that rivals the noteworthy downtowns of the United States

Hudson Square Streetscape Improvement Plan, New York, NY

Project Director for a study to support the improvement of Hudson Square through traffic calming, smart streets and other urban design strategies to enhance the public realm.

Lower Manhattan Street Management, New York, NY

Arup manages a team of consultants responding to a variety of pressing mobility concerns in Lower Manhattan which is the third largest business district in the United States. Transportation concerns are associated with new developments and the eventual reopening of the World Trade Center.

University of Maryland Masterplan, College Park, MD

The plan provides a detailed framework for growth particularly as it pertains to transportation systems and the campus landscape. One of the primary goals of the master plan is to ensure that an influx of new students does not cause parking congestion on campus

Lower Manhattan: The Downtown of the 21st Century. New York, NY: Arup, 2009

Presentations

Railvolution Conference, “Increasing Transit’s Share of the Commute Trip Session,” October 28, 2008

Moving from Policy to Place Conference, “Bridging the distance between home and work – creating better urban spaces,” June 23, 2008

TOD Regional Summits in Brisbane, Sydney, and Melbourne. From Policy to Place: Making TOD Happen in Australia

MassImpact, “Low Impact, High-Mobility Cities,” June 9, 2008

7th Annual New Partners for Smart Growth Conference: Building Safe, Healthy, and Livable Communities, “Transit-Oriented Development Decision-Making: One Size Does Not Fit All,” February 7, 2008

2006 Railvolution 2006 Conference, “Corridor Land Use: Transit + Development,” November 7, 2006

The Metropolitan Transportation Commission’s Housing Incentive Program, Regional Smart Growth Session, April 17, 2002

New York City Department of Transportation (NYCDOT) On Call ESA Planning & Sustainability, New York, NY

Project Director for Engineering service agreement (ESA). This contract is for a period of 3 years with an upset limit of \$7.5m. The scope of work involves various on-call tasks to address planning, engineering and environmental tasks.

Lower Don Lands Masterplan, Toronto

Waterfront Toronto is developing a 150-acre mixed-use development in the Lower Don Lands along the waterfront. In parallel, the City is considering tearing down the overhead Gardiner Expressway, which runs along the waterfront. Trent managed the transportation components of the project which pedestrian network enhancements, waterfront bicycle strategies, vehicular and pedestrian bridges, municipal infrastructure, and major earthworks. He oversaw the development and evaluation of transportation network alternatives and creation of a transportation master plan for the area.

Susan Ambrosini, AICP



Profession

Urban Planner

Position

Senior Planner

Joined Arup

2013

Years of Experience

10

Qualifications

MUP (Urban Planning), City University of New York, Hunter College, 2005

BA, Political Science, University of Colorado, Boulder, 1997

AICP Certified, American Institute of Certified Planners (AICP)

Professional Associations

Member, American Institute of Certified Planners (AICP)

Member, American Planning Association (APA)

Member, Urban Land Institute

Awards

AICP Outstanding Student Award

Presentations

American Planning Association Conference Panelist, “Multi-Modal Transformation of L.A.’s Westside,” April 2012

Susan Ambrosini is an Associate with Arup. She has ten years of urban planning experience focused on urban design, transportation planning, land use, sustainability, transit-oriented development, and economic development, with a strong background in community planning and participation. Susan is adept at understanding residential, commercial and industrial land use issues and opportunities, utilizing her strong foundation in retail analysis, economic development, and housing policy. Susan also specializes in sustainable transportation, looking at ways to create more balanced, multi-modal streets that better function as successful public spaces. This deep understanding of both land use and transportation planning, and how the two areas are interdependent, is a key strength that she brings to every project.

Susan has an extensive understanding of municipal government operations and has worked with a variety of types of agencies and departments in different cities. Susan is skilled at developing successful community communications strategies, facilitating public meetings, and working with a variety of community organizations.

Susan’s strength lies in her ability to weave her transportation, land use, urban design, and economic development expertise into holistic, community-driven project outcomes.

One New York, New York, NY

Arup’s role included physical planning concepts related to growth, transportation, and access to jobs; extensive mapping of citywide transit travel times, flood risk, economic sectors, commercial and residential growth, and environmental conditions. Arup also researched, analyzed, and mapped capital spending by city and regional agencies, and provided general aviation consultation.

City of Harrisburg Comprehensive Plan Update

Plan focus is complete streets, integration into the larger regional transportation network, Amtrak station redevelopment, and an expanded bicycle network.

NYCDOT Willoughby Pedestrian Priority Street, New York, NY

Task Leader for conceptual design of a “shared street” concept for Willoughby and Pearl Streets in Downtown Brooklyn that involved close collaboration with local stakeholders, including business, educational, developer, and residential interests. This innovative approach allows all street users, including cars, to share a common space, promoting a public plaza feel and creating a more pedestrian-friendly, vibrant space in the downtown core.

New York Rising Community Reconstruction Program, Long Island, NY

Deputy Project Manager for New York Rising Community Reconstruction, a community-based resiliency planning program. With extensive public outreach at the core of the process, Arup provided technical support for five communities on Long Island's south shore that were severely impacted by Superstorm Sandy and Hurricane Irene. The project includes analyzing risks associated with sea level rise and heightened storm intensity on community assets, and identifying strategies for long-term resiliency.

Lower Yonge Transportation Master Plan, Toronto, ON

Project Manager for Arup's work to create a multi-modal Transportation Master Plan for the Lower Yonge Precinct. The Masterplan supports redevelopment of a previously industrial area into a dense, mixed-use neighborhood in the heart of Toronto.

Transit Neighborhood Planning for Expo Line Light Rail, Los Angeles, CA*

Project Manager for \$3 million transit-oriented planning project to create new land use, zoning, urban design, streetscape, and parking regulations around six new light rail stations in West Los Angeles. A focus of the project included overcoming the physical barriers created by the I-10 and 405 Freeways to enhance pedestrian and cyclist access to the stations. Project included extensive public outreach component.

Westside Mobility Plan, Los Angeles, CA*

Co-Project Manager for Westside Mobility Plan, a \$2.6 million, multi-jurisdictional joint Department of Transportation/City Planning effort to study and model the future of West Los Angeles' multi-modal mobility, perform a nexus study to update transportation impact fees and capital project lists, create new Transportation Demand Management strategies, improve parking regulations and management, and create new Streetscape Plans along key boulevards.

West Los Angeles Community Plan Update, Los Angeles, CA*

Associate Project Manager for West Los Angeles Community Plan update, a comprehensive plan for land use, zoning, urban design, and mobility, which included extensive coordination of community groups, neighborhood councils, elected officials, and business and property owners.

* experience prior to joining Arup

Varanesh Singh, PE



Profession

Transport Engineer

Current Position

Associate

Joined Arup

1999

Years of Experience

14

Qualifications

BS, Civil Engineering with Distinction, University of Alberta, Edmonton, Alberta, Canada 1998

Professional Engineer, State of California

EIT, Province of Alberta, Canada

Professional Associations

Member, Institute of Transportation Engineers (ITE), 1999

Awards

Toronto Waterfront Lower Don Lands, Clinton Climate Initiative program to demonstrate economic, environmental strategies for sustainable urban growth, 2009

Toronto Waterfront Lower Don Lands, ITE Transportation Achievement Award for Facilities, 2010

Publications

Varanesh Singh, et al., Microsimulation Model Design in Lower Manhattan: A Street Management Approach. New York, NY: Arup, 2009.

Varanesh Singh is an Associate with Arup. His focus combines areas of traffic and civil engineering, with a concentration in vehicular movement analysis. He has worked on projects ranging from traffic calming to capacity analyses and utility relocation design to pedestrian movement. He specializes in microsimulation models, traffic capacity studies, parking studies, and geometric alignments, and has worked with the implications of security on civil design.

Varanesh's strength lies in his ability to apply advanced analytical techniques to support challenging planning and policy initiatives.

Lower Manhattan Street Management, New York, NY

Key Member on a team providing transport planning services to the NYC DOT's Office of the Lower Manhattan Borough Commissioner, as part of the effort to redevelop Lower Manhattan after September 11th, 2001.

Enterprise Resilience Assessment, New York, NY

Lead Transport planner for Arup's work to assess 49 affordable multifamily buildings in super storm Sandy-affected areas for capital and operational improvement opportunities that would enhance the buildings' resilience to storms, floods, and systems disruptions.

New York City Department of Transportation (NYCDOT) On Call ESA Planning & Sustainability, New York, NY

Transport planner for this Engineering service agreement (ESA). The contract is for a period of 3 years with an upset limit of \$7.5m.

Office of Housing Recovery Operations, New York, NY

Project manager for a study aimed at providing guidance for New York City homeowners rebuilding after Hurricane Sandy.

Pier A Plaza, New York, NY

Project Manager for planning and design of new plaza directly outside of the renovated historic Pier A building in Battery Park City.

Waterfront Toronto, Lower Don Lands, Toronto, ON

Lead Traffic Analyst on a team providing a range of transportation planning and traffic engineering services for new roads and transit lines associated with a 150-acre mixed use development on the Toronto


ARIELLA MARON

LEED AP

POSITION

Principal

SPECIALISM

Energy, Sustainability, Strategic Infrastructure Planning, Strategic Planning, and Project Management

QUALIFICATIONS

Master of City Planning, Massachusetts Institute of Technology (2003); Bachelor of Arts, Economics and Environmental Studies, University of Pennsylvania (1999)

ACCREDITATIONS

LEED Accredited Professional (AP)

MEMBERSHIPS

Urban Green Council

BUROHAPPOLD

2012 – present

Ariella Maron brings a wealth of expertise in the energy sector, and is well-known in New York City for her involvement in PlaNYC and the city's efforts to reshape the energy profile of its building portfolio. Before joining BuroHappold, Ariella was the Deputy Commissioner for energy management at the NYC Department of Citywide Administrative Services. She was also deputy director of the NYC Mayor's Office of Long-Term Planning and Sustainability, the office responsible for the implementation of PlaNYC, the city's long-term sustainability plan, and a member of the core team that developed PlaNYC, focusing on air and water quality, energy, and climate change. Not only does Ariella have significant experience developing energy plans, she has experience implementing these plans, providing her with a realistic understanding of what is achievable and how best to achieve it. Her recent work includes the New York Power Authority's (NYPA) Five Cities Energy Master Plans, which involved the development of comprehensive energy master plans for five of the largest cities in New York State. She also provided project management of NYPA's "BuildSmart NY," a plan to strategically implement an executive order to improve the energy efficiency of the city's buildings 20% by 2020.

KEY PROJECT INFORMATION

NYPA Five Cities Energy Master Plans
Albany, Buffalo, Rochester, Syracuse, Yonkers

NYPA Contracting Advisory Services
New York

Transportation Station Analysis for a Confidential Client
New York, NY

Strengthening NYC's Civic Sustainability Infrastructure: Sandy Success Stories
New York, NY

Enterprise Community Partners Resiliency Planning
New York, NY

New York City Economic Development Corporation RISE : NYC Competition
New York, NY

Towards a Master Plan for Jamaica Bay
Queens, NY

Detroit Future City
Detroit, MI

Archer Avenue
Queens, NY

New York Power Authority BuildSmart NY
New York

New York City Economic Development Corporation, Citywide Sustainability & Energy Policy Initiatives*
New York, NY

New York City Mayor's Office of Long-Term Planning & Sustainability, PlaNYC*
New York, NY

New York City Department of City Planning, Bronx Office*
Bronx, NY

NYC Municipal Energy Management and Greenhouse Gas Reduction*
New York, NY

*experience prior to joining BuroHappold

**STEVEN BAUMGARTNER**

PE CEM HBDP LEED AP®

POSITION

Associate Principal

SPECIALISM

Sustainability Consulting, Energy and Infrastructure Planning

QUALIFICATIONS

Bachelor of Science, Mechanical Engineering, Union College (1999)

ACCREDITATIONS

Professional Engineer (PE): New York, District of Columbia; LEED Accredited Professional (AP): ASHRAE High Performance Building Design Professional (HBDP); Certified Energy Manager (CEM) from Association of Energy Engineers

MEMBERSHIPS

ASHRAE; US Green Building Council (USGBC); Society for College and University Planning (SCUP)

TEACHING

Adjunct Professor: Columbia GSAPP Center of Urban Real Estate; Lecturer: Cornell, Cooper Union, The New School, Lynn University

BUROHAPPOLD

2007 – present

Steven Baumgartner specializes in infrastructure planning and sustainability framework development. He has a history of creating unique solutions to assist his clients in meeting their organizational missions. With a background in mechanical engineering, he has been involved in design and research of energy simulation/analysis and sustainable system design through a number of projects in various stages of design and construction. Steven provides environmental and energy engineer expertise and is responsible for building environmental strategies, conceptual design studies, strategic energy services, sustainable design research, and energy/carbon action plans and implementation plans. He runs multiple sustainability consultancy projects throughout the world. Steven is the former President of the New York Chapter of ASHRAE. He teaches and lectures at colleges and universities throughout the country including a new three part class he co-developed on “High Performance Development” at Columbia University (GSAPP, MSRED). Steven has contributed to many publications on a broad range of topics related to sustainable building, including several chapters in ASHRAE’s GreenGuide, “The Design, Construction and Operation of Sustainable Buildings” (Third Edition). Steven regularly speaks about net-zero energy and low carbon campuses, with lectures including “Sustainable Building Codes and Standards: India, China and the Middle East” with Arup; “Breaking the Psychological Barrier of Net Zero Energy” with Sasaki Associates; and “Taking Zero Net Energy from Building Scale to Campus Scale” with Sasaki Associates.

KEY PROJECT INFORMATIONMiami Innovation District
*Miami, FL*Destination Medical Center
*Rochester, MN*NYPA Five Cities Energy Master Plans
*Albany, Buffalo, Rochester, Syracuse, Yonkers*Case Western Reserve University Master Plan
*Cleveland, OH*New York City Economic Development Corporation RISE : NYC Competition
*New York, NY*World Bank Southeast Asian Cities Energy Efficient Cities Program
*Asia*Northside Urban Redevelopment Plan
*St. Louis, MO*King Abdullah City for Atomic and Renewable Energy
*Riyadh, Saudi Arabia*The New School, University Carbon Review
*New York, NY*Confidential Corporate Headquarters Campus Master Plan
*Baltimore, MD*Vizag Knowledge City Master Plan
*Vishakhapatnam, India*University of North Carolina at Chapel Hill, Strategic Sustainability Plan
*Chapel Hill, NC*Envisioning Courthouse Square
Arlington, VA



Christopher Rhie is an Energy and Sustainability Planner in BuroHappold’s Cities group. With a background in urban planning and environmental management, he has multifaceted experience with the implementation of energy and climate action initiatives within large, complex institutions. Chris is highly attuned to decision-making processes within multidisciplinary teams, and is especially effective at communicating sustainability principles among diverse audiences. He is currently working on master plans at George Mason University and an urban infill district in Northern Virginia, focusing on energy, infrastructure, and the development of sustainability frameworks. Prior to joining the firm, Chris was an energy analyst at the City of New York, where he coordinated energy efficiency audits and retrofits at over 300 municipal facilities. Operating under PlaNYC, the city’s long-term plan for sustainability, he was the lead analyst on a \$100 million capital budget. Previously, he developed energy and climate benchmarking protocols for the City of Oakland, California.

CHRISTOPHER RHIE

LEED AP ND EMIT ENV SP

POSITION

Energy and Sustainability Planner

SPECIALISM

Sustainability Consulting

QUALIFICATIONS

Bachelor of Arts, Political Science, Yale University (2007); Master in City Planning & Master of Science in Real Estate Development, Massachusetts Institute of Technology (2013)

ACCREDITATIONS

LEED Accredited Professional Neighborhood Development (LEED AP ND); Energy Manager in Training (EMIT); Envision Sustainability Professional (ENV SP)

MEMBERSHIPS

US Green Building Council (USGBC); American Planning Association (APA) New York Metro, Environment and Urban Design Committees; Society for College & University Planning (SCUP); Forum and Institute for Urban Design Young Fellow; Urban Land Institute (ULI)

BUROHAPPOLD

2014 – present

KEY PROJECT INFORMATION

Miami Innovation District

Miami, FL

Destination Medical Center

Rochester, MN

Case Western Reserve University Master Plan

Cleveland, OH

Hofstra University Master Plan

Hempstead, NY

George Mason University Master Plan

Fairfax, VA

University of the Sciences Facilities Master Plan

Philadelphia, PA

University of North Carolina at Chapel Hill, Sustainability Strategic Plan

Chapel Hill, NC

Envisioning Courthouse Square

Arlington, VA

Confidential Corporate Headquarters Campus Master Plan

Baltimore, MD

New York City Economic Development Corporation RISE : NYC Competition

New York, NY

PlaNYC Municipal Energy Efficiency Program*

New York, NY

Oakland Energy and Climate Action Plan*

Oakland, CA

Urban Future Lab Resilient Technologies Exhibit*

New York, NY

Boston Housing Authority Strategic Sustainability Plan*

Boston, MA

*experience prior to joining BuroHappold

**ALASDAIR YOUNG**

MA (Hons) MEng MSt CEng MIMechE

POSITION

Associate Director

SPECIALISM

Energy Consulting

QUALIFICATIONS

MA (Hons) MEng Mechanical Engineering;
MSt Interdisciplinary Design for the Built Environment;
Chartered Engineer.

MEMBERSHIPS

Member of the Institution of Mechanical Engineers.

BUROHAPPOLD

2005 - present

Alasdair Young joined BuroHappold Engineering in 2005 after working in the UK's largest newspaper production plant. Alasdair's main expertise is in designing infrastructure systems which can enable sustainable and low carbon development, particularly when utility systems for energy and water can be designed to 'close the loop' with materials, waste, and wastewater cycles.

Alasdair has led numerous projects involving sustainable energy, water and waste systems at a range of scales. He is the Practice 'champion' for CHP and community heating and has worked on projects through optioneering, feasibility, scheme design and procurement. He also has detailed design experience of numerous low and zero carbon energy infrastructure, including solar photovoltaics, biomass and large scale wind. As well as technical expertise Alasdair has experience of developing techno-economic models of low carbon energy and infrastructure systems to develop business cases for funding and procurement. Recent work has focused on delivery of new sustainable utility systems on large redevelopment schemes which has given him strong insights into the energy services and multi-utility market place.

As well as this project based work Alasdair has led a number of policy projects, including work for London First and the Greater London Authority on developing low carbon heat networks throughout London. This work addresses the barriers and policy changes required to make these systems economically viable for private sector investors. Alasdair has also given evidence to the London Plan Examination in Public on decentralised energy and was a member of the Department of Energy and Climate Change District Heating Sounding Board. He was a member of the UK Green Building Council Taskforce on Sustainable Infrastructure and the follow up taskforce to this, Legal Frameworks for Sustainable Infrastructure.

KEY PROJECT INFORMATION

Alectron Solar Farms
UK

London's Secondary Heat Capacity Study
London, UK

London Renewable Energy Feasibility Study
London, UK

London First Decentralised Energy Study
London, UK

London 2012 Olympic Park and Site-wide Infrastructure
London, UK

London Thames Gateway Heat Network
London, UK

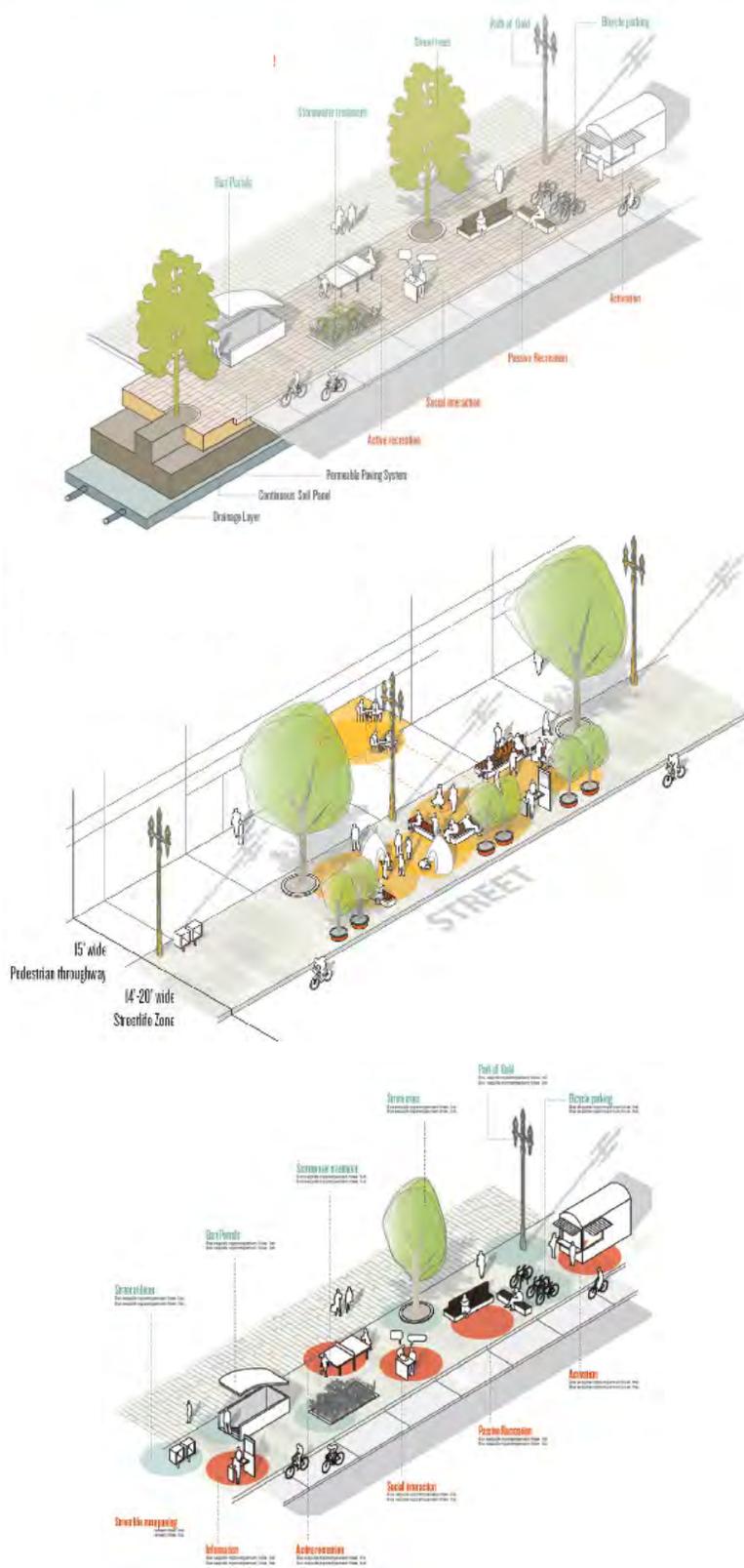
Greenwich Peninsula Site Wide Energy Strategy
London, UK

Langley Academy of Science, Sustainable Technology
London, UK

University of Leicester Carbon Reduction Strategy
Leicester, UK

Sustainable Development Commission
UK

FORMS



BETTER MARKET STREET

SAN FRANCISCO, CALIFORNIA

Opportunities for lingering activities and interaction between modes of transport and between uses, buildings, and sidewalk

**CITY OF CAMBRIDGE
REQUEST FOR PROPOSALS
ANTI-COLLUSION/ TAX COMPLIANCE STATEMENT**

The undersigned certifies under penalty of perjury that this proposal has been made and submitted in good faith and without collusion or fraud with any person. As used in this certification, "person" shall mean any natural person, business, partnership, corporation, union, committee, club or other organization, entity or group of individuals.

As required by M.G.L. Chapter 62C, Section 49A, the undersigned further certifies under penalty of perjury that the bidder has complied with all laws of the Commonwealth of Massachusetts relating to taxes, reporting of employees and contractors, and withholding and remitting child support".

Geeti Silwal

Signature

Geeti Silwal, Associate Principal

Name and title of person signing proposal

06/22/2015

Date

Perkins+Will

Name of business

2 Bryant Street, Suite 300 San
Francisco, CA 94105

Address

RETURN THIS FORM WITH YOUR PROPOSAL

CITY OF CAMBRIDGE

**DESIGNER'S/ENGINEER'S OR CONSTRUCTION MANAGER'S
TRUTH-IN-NEGOTIATIONS CERTIFICATE**

For Negotiated Fees

The undersigned hereby certifies under the penalties of perjury that the wage rates and other costs used to support its compensation are accurate, complete and current at the time of contracting.

The undersigned agrees that the original contract price and any additions to the contract may be adjusted within one year of completion of the contract to exclude any significant amounts if the City determines that the fee was increased by such amounts due to inaccurate, incomplete or noncurrent wage rates or other costs.

BY: Perkins+Will

Name and Title: Geeti Silwal, Associate Principal

Cambridge City Wide Planning, File No. 6848
Project: _____

Date: 06/22/2015

Reference: M.G.L. c. 7, §38H(b)

RETURN THIS FORM WITH YOUR PROPOSAL

CORI COMPLIANCE FORM

Persons and businesses supplying goods and/or services to the City of Cambridge (“Vendors”), who are required by law to perform CORI checks, are further required by Section 2.112.060 of the Cambridge Municipal Code to employ fair policies, practices and standards relating to the screening and identification of persons with criminal backgrounds through the CORI system. Such Vendors, when entering into contracts with the City of Cambridge, must affirm that their policies, practices and standards regarding CORI information are consistent with the policies, practices and standards employed by the City of Cambridge as set forth in the City of Cambridge CORI Policy (“CORI Policy”) attached hereto.

CERTIFICATION

The undersigned certifies under penalties of perjury that the Vendor employs CORI related policies, practices and standards that are consistent with the provisions of the attached CORI Policy. **All Vendors must check one of the three lines below.**

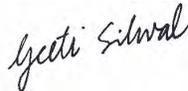
1. CORI checks are not performed on any Applicants.

2. _____ CORI checks are performed on some or all Applicants. The Vendor, by affixing a signature below, affirms under penalties of perjury that its CORI policies, practices and standards are consistent with the policies, practices and standards set forth in the attached CORI Policy.

3. _____ CORI checks are performed on some or all Applicants. The Vendor’s CORI policies, practices and standards are not consistent with the attached CORI Policy. Please explain on a separate sheet of paper.

Geeti Silwal, Associate Principal

(Typed or printed name of person signing quotation, bid or Proposal)



Signature

Perkins+Will

(Name of Business)

NOTE:

The City Manager, in his sole discretion may grant a waiver to any Vendor on a contract by contract basis.

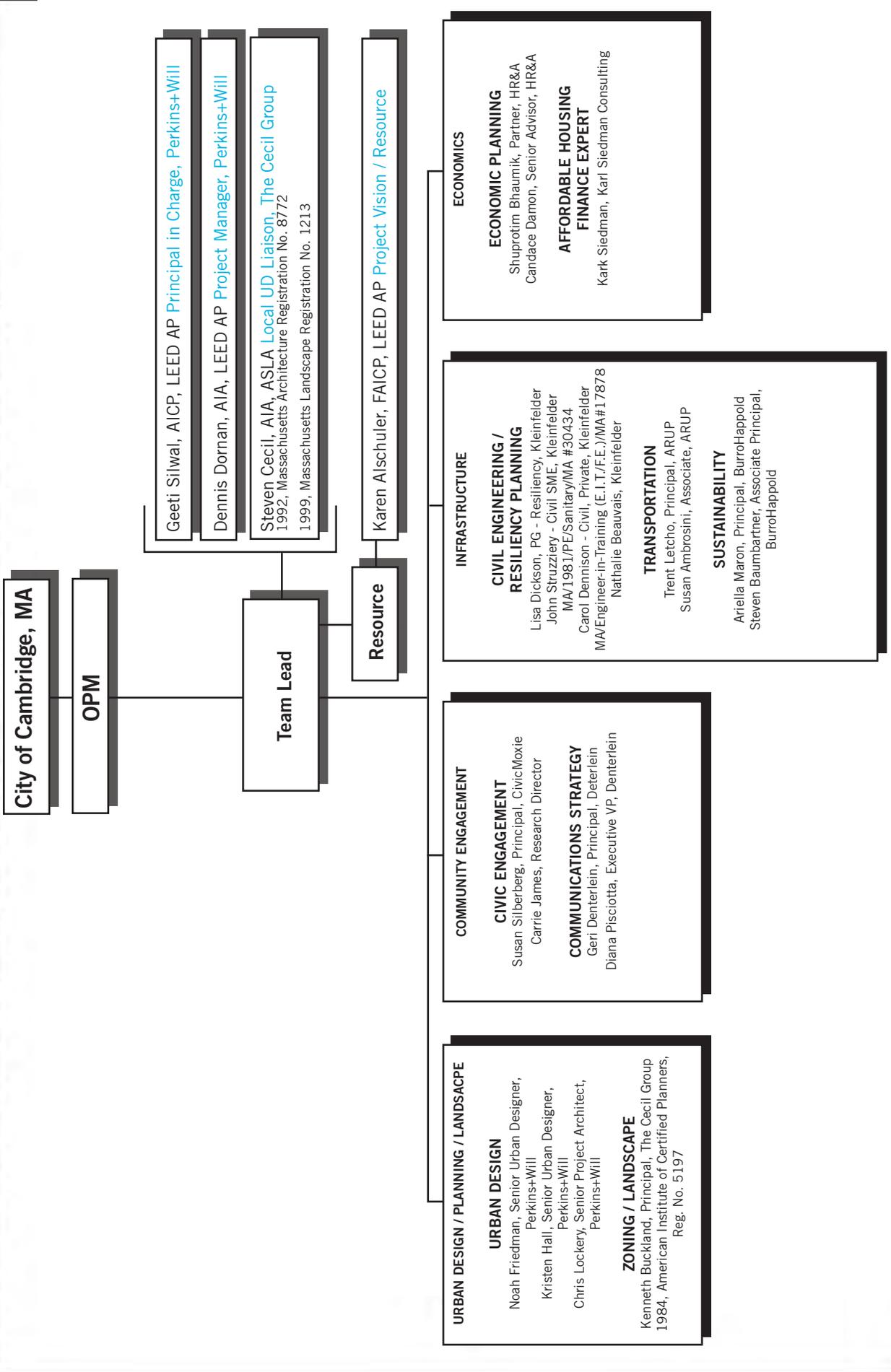
Instructions for Completing CORI Compliance Form:

A Vendor should not check Line 1 unless it performs NO CORI checks on ANY applicant. A Vendor who checks Line 2 certifies that the Vendor’s CORI policy conforms to the policies, practices and standards set forth in the City’s CORI Policy. A Vendor with a CORI policy that does NOT conform to the City’s CORI Policy must check Line 3 and explain the reasons for its nonconformance in writing. Vendors, who check Line 3, will not be permitted to enter into contracts with the City, absent a waiver by the City Manager.

RETURN THIS FORM WITH YOUR PROPOSAL

Commonwealth of Massachusetts Standard Designer Application Form for Municipalities and Public Agencies not within DSB Jurisdiction (Updated May 2014)	1. Project Name/Location for Which Firm is Filing: City of Cambridge Cambridge City Wide Planning Request for Qualifications	2. Project # 6848 This space for use by Awarding Authority only.																																																																																
3a. Firm (Or Joint-Venture) - Name and Address Of Primary Office To Perform The Work: PERKINS+WILL 225 Franklin Street, Suite 1100 Boston, Massachusetts 02110	3e. Name Of Proposed Project Manager: For Study: Dennis Doman, AIA, LEED AP For Design: Dennis Doman, AIA, LEED AP																																																																																	
3b. Date Present and Predecessor Firms Were Established: Perkins+Will Est. 1935	3f. Name and Address Of Other Participating Offices Of The Prime Applicant, If Different From Item 3a Above: N/A																																																																																	
3c. Federal ID #: 043280122	3g. Name and Address Of Parent Company, if Any: Perkins+Will, Inc. 330 North Wabash, Suite 3600 Chicago, IL 60611																																																																																	
3d. Name and Title Of Principal-In-Charge Of The Project (MA Registration Required): Geeti Silwal, AICP, LEED AP Principal-in-Charge Massachusetts Registration - N/A Email Address: geeti.silwal@perkinswill.com Telephone No: 415.856.3000 Fax No.: 415.856.3001	3h. Check Below If Your Firm Is Either: (1) SDO Certified Minority Business Enterprise (MBE) <input type="checkbox"/> (2) SDO Certified Woman Business Enterprise (WBE) <input type="checkbox"/> (3) SDO Certified Minority Woman Business Enterprise (MWBEBE) <input type="checkbox"/>																																																																																	
4. Personnel From Prime Firm Included In Question #3a Above By Discipline (List Each Person Only Once, By Primary Function -- Average Number Employed Throughout The Preceding 6 Month Period. Indicate Both The Total Number In Each Discipline And, Within Brackets, The Total Number Holding Massachusetts Registrations):																																																																																		
<table style="width:100%; border-collapse: collapse;"> <tr> <td style="width:15%;">Admin. Personnel</td> <td style="width:10%; text-align: center;">13</td> <td style="width:10%; text-align: center;">()</td> <td style="width:10%;">Ecologists</td> <td style="width:10%; text-align: center;">()</td> <td style="width:10%;">Licensed Site Profs.</td> <td style="width:10%; text-align: center;">()</td> <td style="width:10%;">Other</td> <td style="width:10%; text-align: center;">15</td> <td style="width:10%;">()</td> </tr> <tr> <td>Architects</td> <td style="text-align: center;">61</td> <td style="text-align: center;">(30)</td> <td>Electrical Engrs.</td> <td style="text-align: center;">()</td> <td>Mechanical Engrs.</td> <td style="text-align: center;">()</td> <td></td> <td style="text-align: center;">()</td> <td></td> </tr> <tr> <td>Acoustical Engrs.</td> <td style="text-align: center;">()</td> <td style="text-align: center;">()</td> <td>Environmental Engrs.</td> <td style="text-align: center;">()</td> <td>Planners: Urban./Reg.</td> <td style="text-align: center;">()</td> <td></td> <td style="text-align: center;">()</td> <td></td> </tr> <tr> <td>Civil Engrs.</td> <td style="text-align: center;">()</td> <td style="text-align: center;">()</td> <td>Fire Protection Engrs.</td> <td style="text-align: center;">()</td> <td>Specification Writers</td> <td style="text-align: center;">()</td> <td></td> <td style="text-align: center;">()</td> <td></td> </tr> <tr> <td>Code Specialists</td> <td style="text-align: center;">()</td> <td style="text-align: center;">()</td> <td>Geotech. Engrs.</td> <td style="text-align: center;">()</td> <td>Structural Engrs.</td> <td style="text-align: center;">()</td> <td></td> <td style="text-align: center;">()</td> <td></td> </tr> <tr> <td>Construction Inspectors</td> <td style="text-align: center;">()</td> <td style="text-align: center;">()</td> <td>Industrial Hygienists</td> <td style="text-align: center;">()</td> <td>Surveyors</td> <td style="text-align: center;">()</td> <td></td> <td style="text-align: center;">()</td> <td></td> </tr> <tr> <td>Cost Estimators</td> <td style="text-align: center;">()</td> <td style="text-align: center;">()</td> <td>Interior Designers</td> <td style="text-align: center;">9</td> <td></td> <td style="text-align: center;">()</td> <td></td> <td style="text-align: center;">()</td> <td></td> </tr> <tr> <td>Drafters</td> <td style="text-align: center;">()</td> <td style="text-align: center;">()</td> <td>Landscape Architects</td> <td style="text-align: center;">()</td> <td></td> <td style="text-align: center;">()</td> <td>Total</td> <td style="text-align: center;">98</td> <td style="text-align: center;">(30)</td> </tr> </table>	Admin. Personnel	13	()	Ecologists	()	Licensed Site Profs.	()	Other	15	()	Architects	61	(30)	Electrical Engrs.	()	Mechanical Engrs.	()		()		Acoustical Engrs.	()	()	Environmental Engrs.	()	Planners: Urban./Reg.	()		()		Civil Engrs.	()	()	Fire Protection Engrs.	()	Specification Writers	()		()		Code Specialists	()	()	Geotech. Engrs.	()	Structural Engrs.	()		()		Construction Inspectors	()	()	Industrial Hygienists	()	Surveyors	()		()		Cost Estimators	()	()	Interior Designers	9		()		()		Drafters	()	()	Landscape Architects	()		()	Total	98	(30)		
Admin. Personnel	13	()	Ecologists	()	Licensed Site Profs.	()	Other	15	()																																																																									
Architects	61	(30)	Electrical Engrs.	()	Mechanical Engrs.	()		()																																																																										
Acoustical Engrs.	()	()	Environmental Engrs.	()	Planners: Urban./Reg.	()		()																																																																										
Civil Engrs.	()	()	Fire Protection Engrs.	()	Specification Writers	()		()																																																																										
Code Specialists	()	()	Geotech. Engrs.	()	Structural Engrs.	()		()																																																																										
Construction Inspectors	()	()	Industrial Hygienists	()	Surveyors	()		()																																																																										
Cost Estimators	()	()	Interior Designers	9		()		()																																																																										
Drafters	()	()	Landscape Architects	()		()	Total	98	(30)																																																																									
5. Has this Joint-Venture previously worked together? <input type="checkbox"/> Yes <input type="checkbox"/> No																																																																																		

6. List **ONLY** Those Prime and Sub-Consultant Personnel Specifically Requested In The Advertisement. This Information Should Be Presented Below In The Form Of An Organizational Chart. Include Name Of Firm and Name Of The One Person In Charge Of The Discipline, With Mass. Registration Number, As Well As MBE/WBE Status, If Applicable:



<p>7. Brief Resume Of ONLY Those Prime Applicant and Sub-Consultant Personnel Requested In The Advertisement. Confine Responses To The Space Provided On The Form and Limit Resumes To ONE Person Per Discipline Requested In The Advertisement. Resumes Should Be Consistent With The Persons Listed On The Organizational Chart In Question # 6. Additional Sheets Should Be Provided Only As Requested For The Number Of Key Personnel Requested In The Advertisement and They Must Be In The Format Provided. By Including A Firm As A Sub-Consultant, The Prime Applicant Certifies That The Listed Firm Has Agreed To Work On This Project, Should The Team Be Selected.</p>	
<p>a. Name and Title Within Firm: Dennis Dornan, AIA, LEED AP Senior Associate, Studio Director</p>	<p>a. Name and Title Within Firm: Geeti Silwal, AICP, LEED AP Associated Principal</p>
<p>b. Project Assignment: Project Manager</p>	<p>b. Project Assignment: Principal-in-Charge</p>
<p>c. Name and Address of Office in Which Individual Identified in 7a Resides: PERKINS+WILL 2 Bryant Street, Suite 300 San Francisco, CA 94105</p>	<p>c. Name and Address of Office in Which Individual Identified in 7a Resides: PERKINS+WILL 2 Bryant Street, Suite 300 San Francisco, CA 94105</p> <p>MBE <input type="checkbox"/> WBE <input type="checkbox"/></p>
<p>d. Years Experience: With This Firm: 4 With Other Firms: 26</p>	<p>d. Years Experience: With This Firm: 13 With Other Firms: 4</p>
<p>e. Education: Degree(s) /Year/Specialization Master of Architecture / Cambridge University, Cambridge, UK Bachelor of Architecture / Cambridge University, Cambridge, UK</p>	<p>e. Education: Degree(s) /Year/Specialization Master of Urban Design / University of California, Berkeley Bachelor of Architecture / Jadavpur University, Calcutta</p>
<p>f. Active Registration: Year First Registered/Discipline/Mass Registration Number: N/A</p>	<p>f. Active Registration: Year First Registered/Discipline/Mass Registration Number: N/A</p>
<p>g. Current Work Assignments and Availability For This Project: Mr. Dornan is currently working on Almono Pittsburgh Mixed-Use District and UC San Francisco Framework Plan. Mr. Dornan will be available 50% for the Cambridge Master Plan Project.</p>	<p>g. Current Work Assignments and Availability For This Project: Ms. Silwal is currently working on City of Cupertino Civic Center Master Plan, High Speed Rail – Bakersfield Station, and Gardiner Expressway Urban Design Study. Ms. Silwal will be available 50% for the Cambridge Master Plan Project.</p>
<p>h. Other Experience and Qualification Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): Dennis has distinguished himself by his ability to lead large teams and complex projects involving extensive community and agency outreach He is adept at both urban design and architectural projects and has been responsible for a wide range of projects, including master plans; revitalization projects, civic and community facilities; and large, pedestrian-oriented retail/mixed-use projects to which he brings a sound understanding of city, developer and end-user needs, as well as extensive experience in the fields of constructability and sustainable design. Almono Waterfront Development Plan Regional Industrial Development Corporation of Southwest Pennsylvania Pittsburgh, Pennsylvania Chaudière Les Iles Master Plan Sustainable Community Windmill Developments Chaudière Island, Canada Buffalo Outer Harbor Redevelopment Plan Buffalo, New York Calxico West Port of Entry Phase 1 Expansion Calxico, California</p>	<p>h. Other Experience and Qualification Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): Geeti Silwal is a dynamic urban designer and architect with more than 13 years of planning, urban design and architectural experience. As a Project Manager and integral member of the Perkins+Will Planning team, she provides design and planning expertise on a wide scale of projects including large master plans, waterfront developments, urban mixed-use projects, streetscape plans, and design guidelines encompassing issues of public access, urban design and open space. Naval Air Station South Weymouth—Master Development Urban Design Plan South Shore / Tri-Town Development Corporation South Weymouth, Massachusetts Mission Rock / Seawall Lot 337, San Francisco Giants San Francisco, California Lower Yonge Waterfront Urban Design Guidelines + Master Plan, City of Toronto Toronto, Ontario Sunset Blvd + Civic Center Urban Design Plan Community Redevelopment Agency of the City of Los Angeles Los Angeles, California Treasure Island Master Plan Lennar Communities San Francisco, California</p>

<p>7. Brief Resume Of ONLY Those Prime Applicant and Sub-Consultant Personnel Requested In The Advertisement. Confine Responses To The Space Provided On The Form and Limit Resumes To ONE Person Per Discipline Requested In The Advertisement. Resumes Should Be Consistent With The Persons Listed On The Organizational Chart In Question # 6. Additional Sheets Should Be Provided Only As Required For The Number Of Key Personnel Requested In The Advertisement and They Must Be In The Format Provided. By Including A Firm As A Sub-Consultant, The Prime Applicant Certifies That The Listed Firm Has Agreed To Work On This Project, Should The Team Be Selected.</p>	
<p>a. Name and Title Within Firm: Noah Friedman, LEED AP Senior Urban Designer</p>	<p>a. Name and Title Within Firm: Kristen Hall, AICP, LEED AP ND Urban Planner III, Associate</p>
<p>b. Project Assignment: Urban Designer</p>	<p>b. Project Assignment: Senior Urban Planner</p>
<p>c. Name and Address of Office in Which Individual Identified in 7a Resides: PERKINS+WILL 2 Bryant Street, Suite 300 San Francisco, CA 94105</p>	<p>c. Name and Address of Office in Which Individual Identified in 7a Resides: PERKINS+WILL 2 Bryant Street, Suite 300 San Francisco, CA 94105</p> <p>MBE <input type="checkbox"/> WBE <input type="checkbox"/></p> <p>MBE <input type="checkbox"/> WBE <input type="checkbox"/></p>
<p>d. Years Experience: With This Firm: 4 With Other Firms: 9</p>	<p>d. Years Experience: With This Firm: 2 With Other Firms: 8</p>
<p>e. Education: Degree(s) /Year/Specialization Masters of Urban Design / University of California, Berkeley Bachelors of Architecture / University of Oregon, Eugene</p>	<p>e. Education: Degree(s) /Year/Specialization Master of City Planning (MCP) with Urban Design Certificate / Massachusetts Institute of Technology Bachelor of Arts in Sociology / Tulane University</p>
<p>f. Active Registration: Year First Registered/Discipline/Mass Registration Number: N/A</p>	<p>f. Active Registration: Year First Registered/Discipline/Mass Registration Number: N/A</p>
<p>g. Current Work Assignments and Availability For This Project: Mr. Friedman is currently working on Almono Pittsburgh Mixed-Use District. Mr. Friedman will be available 75% for the Cambridge Master Plan Project.</p>	<p>g. Current Work Assignments and Availability For This Project: Ms. Hall is currently working on Mission Rock and UC San Francisco Framework Plan. Ms. Hall will be available 75% for the Cambridge Master Plan Project.</p>
<p>h. Other Experience and Qualification Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): Noah Friedman is a senior urban designer with 13 years of experience in urban design, architecture and real estate development. A passionate designer, Noah brings an enthusiastic and rigorous approach to every project with a commitment to performance based design, creating well-loved places and sustainability. His broad range of expertise includes project types ranging from: regional and large scale master plans; regulating plans and design guidelines; concept and vision plans and community participatory design. Having led the design of landmark projects such as the Treasure Island Master Plan and the Chaudière Isle Master Plan, Noah is an emerging leader in the field of urban design. Almono Waterfront Development Plan Regional Industrial Development Corporation of Southwest Pennsylvania Pittsburgh, Pennsylvania Mission Rock / Seawall Lot 337 San Francisco Giants San Francisco, California Chaudière Isles Master Plan Sustainable Community Windmill Developments Chaudière Island, Canada Buffalo Outer Harbor Redevelopment Plan Buffalo, New York</p>	<p>h. Other Experience and Qualification Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): Kristen Hall is an urban designer and planner who specializes in complex urban infill projects. She has led the urban design of several high profile projects in San Francisco, including Mission Rock and Central Subway Chinatown Station. Through her experience both locally and internationally she has worked across many different scales and contexts to design masterplans, write guidelines, coordinate public outreach, and create implementation strategies. Kristen's core area of expertise is delivering projects that require innovation, interdisciplinary collaboration, and stakeholder engagement. Almono Waterfront Development Plan Regional Industrial Development Corporation of Southwest Pennsylvania Pittsburgh, PA San Francisco Planning and Urban Research (SPUR) Future of Downtown Oakland Oakland, CA Kaiser Los Angeles Medical Center Campus Master Plan Mental Health Master Plan Zoning and Urban Design Los Angeles, CA</p>

7. Brief Resume Of **ONLY** Those Prime Applicant and Sub-Consultant Personnel Requested In The Advertisement. Confine Responses To The Space Provided On The Form and Limit Resumes To **ONE** Person Per Discipline Requested In The Advertisement. Resumes Should Be Consistent With The Persons Listed On The Organizational Chart In Question # 6. Additional Sheets Should Be Provided Only As Required For The Number Of Key Personnel Requested In The Advertisement and They Must Be In The Format Provided. By Including A Firm As A Sub-Consultant, The Prime Applicant Certifies That The Listed Firm Has Agreed To Work On This Project, Should The Team Be Selected.

<p>a. Name and Title Within Firm: Rui Song Urban Designer II</p>	<p>a. Name and Title Within Firm: Laura Shifley, AICP, LEED AP BD+C Urban Designer II</p>
<p>b. Project Assignment: Urban Designer</p>	<p>b. Project Assignment: Urban Planner</p>
<p>c. Name and Address of Office in Which Individual Identified in 7a Resides: PERKINS+WILL 2 Bryant Street, Suite 300 San Francisco, CA 94105</p> <p>MBE <input type="checkbox"/> WBE <input type="checkbox"/></p>	<p>c. Name and Address of Office in Which Individual Identified in 7a Resides: PERKINS+WILL 2 Bryant Street, Suite 300 San Francisco, CA 94105</p> <p>MBE <input type="checkbox"/> WBE <input type="checkbox"/></p>
<p>d. Years Experience: With This Firm: 3 With Other Firms: 0</p>	<p>d. Years Experience: With This Firm: 3 With Other Firms: 7</p>
<p>e. Education: Degree(s) /Year/Specialization Masters of Architecture / University of Illinois, Urbana Champaign Bachelors of Urban Planning / Chongqing University, China</p>	<p>e. Education: Degree(s) /Year/Specialization Masters of Science in Urban Planning / Columbia University, Graduate School of Architecture, Planning + Preservation Bachelor of Arts, Concentration in Environmental Chemistry / Hampshire College</p>
<p>f. Active Registration: Year First Registered/Discipline/Mass Registration Number: N/A</p>	<p>f. Active Registration: Year First Registered/Discipline/Mass Registration Number: N/A</p>
<p>g. Current Work Assignments and Availability For This Project: Ms. Song is currently working on Mission Rock. Ms. Song will be available 100% for the Cambridge Master Plan Project.</p>	<p>g. Current Work Assignments and Availability For This Project: Ms. Shifley is currently working on UC San Francisco Framework Plan. Ms. Shifley will be available 100% for the Cambridge Master Plan Project.</p>
<p>h. Other Experience and Qualification Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): Rui Song is a young urban designer with experience in both urban design and architecture. As a passionate designer, Rui provides unique ideas, diverse perspective and innovative solutions to every project with a commitment to sustainable design. Rui's core skill lie in offering unifying overarching conceptual ideas on large scale projects (master planning, urban mixed-use) and showing appreciation for the details in streetscape plans and design guidelines. Having worked on wide scale of projects, Rui brings fresh new ideas to every effort. Almono Waterfront Development Plan Regional Industrial Development Corporation of Southwest Pennsylvania Pittsburgh, Pennsylvania Mission Rock / Seawall Lot 337 San Francisco Giants San Francisco, California Chaudière Isles Master Plan Sustainable Community Windmill Developments Chaudière Island, Canada Jabal Al-Ka'aba Transit Station Makkah, Saudi Arabia</p>	<p>h. Other Experience and Qualification Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): An interdisciplinary designer with a commitment to sustainability, Laura Shifley has over 8 years of professional experience in urban design and planning. With a background in environmental chemistry and urban planning, Laura's experience encompasses a broad range of scales, from campus planning and large-scale international master planning projects to mapping and information graphics. Laura utilizes both technical and conceptual design skills, and has prepared award-winning long-range plans, specific plans, and capital improvement plans for public and private institutions, as well as developed architectural and sustainability design guidelines. Almono Waterfront Development Plan Regional Industrial Development Corporation of Southwest Pennsylvania Pittsburgh, Pennsylvania Buffalo Outer Harbor Redevelopment Plan Buffalo, New York Chaudière Isles Master Plan Sustainable Community Windmill Developments Chaudière Island, Canada University of California San Francisco Long Range Development Plan San Francisco, California</p>

<p>7. Brief Resume Of ONLY Those Prime Applicant and Sub-Consultant Personnel Requested In The Advertisement. Confine Responses To The Space Provided On The Form and Limit Resumes To ONE Person Per Discipline Requested In The Advertisement. Resumes Should Be Consistent With The Persons Listed On The Organizational Chart In Question # 6. Additional Sheets Should Be Provided Only As Requested For The Number Of Key Personnel Requested In The Advertisement and They Must Be In The Format Provided. By Including A Firm As A Sub-Consultant, The Prime Applicant Certifies That The Listed Firm Has Agreed To Work On This Project, Should The Team Be Selected.</p>	
<p>a. Name and Title Within Firm: Karen Alschuler, FAICP, LEED AP Principal</p>	<p>Name and Title Within Firm: Christopher Lockery, LEED AP, Senior Project Architect</p>
<p>b. Project Assignment: Project Vision / Resource</p>	<p>Project Assignment: Senior Project Architect</p>
<p>c. Name and Address of Office in Which Individual Identified in 7a Resides: PERKINS+WILL 2 Bryant Street, Suite 300 San Francisco, CA 94105</p>	<p>Name and Address of Office in Which Individual Identified in 7a Resides: PERKINS+WILL 225 Franklin Street, Suite 1100 Boston, MA 02110</p> <p>MBE <input type="checkbox"/> WBE <input type="checkbox"/></p> <p>MBE <input type="checkbox"/> WBE <input type="checkbox"/></p>
<p>d. Years Experience: With This Firm: 22 With Other Firms: 13</p>	<p>Years Experience: With This Firm: 1.5 With Other Firms: 21</p>
<p>e. Education: Degree(s) /Year/Specialization Master of City + Regional Planning / University of CA, Berkeley Meillon Fellowship in City Planning and Urban Renewal Bachelor of Arts / Brown University</p>	<p>Education: Degree(s) /Year/Specialization Bachelor of Fine Arts, Brown University</p>
<p>f. Active Registration: Year First Registered/Discipline/Mass Registration Number: N/A</p>	<p>Active Registration: Year First Registered/Discipline/Mass Registration Number: N/A</p>
<p>g. Current Work Assignments and Availability For This Project: Ms. Alschuler is currently working on City of Cupertino Civic Center Master Plan, Mission Rock. Ms. Alschuler will be available 10% for the Cambridge Master Plan Project.</p>	<p>Current Work Assignments and Availability For This Project: Chris is currently working on office building projects. Chris will be available 50% for the Cambridge Master Plan Project</p>
<p>h. Other Experience and Qualification Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): Over the last 35 years, Karen Alschuler has tackled some of the most interesting and urgent of urban issues. Over the last twenty years, first at SMWM and now at Perkins+Will Alschuler has overseen a portfolio of over 400 planning and urban design projects. Her projects have set the design parameters for the transformation of large urban districts, and urban waterfronts, embracing urban stewardship and the creation of civic places. Alschuler is an active contributing member of the Urban Land Institute and a Fellow of APA. She has been published in Urban Land and Planning Magazine and several industry "bibles" of planning and urban design. She has served on numerous civic panels and boards including 22 years as a member of the BCDC Design Review Board. Almono Waterfront Development Plan Regional Industrial Development Corporation of Southwest Pennsylvania Pittsburgh, Pennsylvania Buffalo Outer Harbor Redevelopment Plan Buffalo, New York Fremont/Warm Springs Community Plan Transit-Oriented Development Fremont, California Cupertino Civic Center Master Plan Cupertino, California</p>	<p>Other Experience and Qualification Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): Chris brings more than 20 years of experience working on a broad range of projects including high technology buildings, educational facilities, commercial office buildings, and research laboratories. Chris shares his expertise in his teaching capacity; he has taught at the Bartlett School of Architecture, University of London, and at the Architectural Association. He is an occasional critic at the Boston Architectural College. Schlumberger-Doll Research 180,000 sf Research Laboratory Cambridge, Massachusetts 300 Concord Road 168,000 sf, four-story office building Billerica, Massachusetts</p>

<p>7. Brief Resume Of ONLY Those Prime Applicant and Sub-Consultant Personnel Requested In The Advertisement. Confine Responses To The Space Provided On The Form and Limit Resumes To ONE Person Per Discipline Requested In The Advertisement. Resumes Should Be Consistent With The Persons Listed On The Organizational Chart In Question # 6. Additional Sheets Should Be Provided Only As Requested For The Number Of Key Personnel Requested In The Advertisement and They Must Be In The Format Provided. By Including A Firm As A Sub-Consultant, The Prime Applicant Certifies That The Listed Firm Has Agreed To Work On This Project, Should The Team Be Selected.</p>	
<p>a. Name and Title Within Firm:</p>	<p>Lisa Dickson, PG Vice President, Sustainability</p>
<p>b. Project Assignment:</p>	<p>Resiliency</p>
<p>c. Name and Address of Office in Which Individual Identified in 7a Resides:</p>	<p>Kleinfelder 215 First Street, Suite 320 Cambridge, MA 02142</p>  <p>MBE <input type="checkbox"/> WBE <input type="checkbox"/></p>
<p>d. Years Experience: With This Firm: 10 With Other Firms: 9</p>	<p>With Other Firms: 9</p>
<p>e. Education: Degree(s) /Year/Specialization</p>	<p>MS / Geological Sciences / University of Michigan BA / Geology-Biology / Colby College</p>
<p>f. Active Registration: Year First Registered/Discipline/Mass Registration Number:</p>	<p>Professional Geologist (PG), No. 428ME, 1998</p>
<p>g. Current Work Assignments and Availability For This Project:</p>	<p>Extreme Weather Resiliency Study; Partners Healthcare (PHM) City of Cambridge Vulnerability Assessment and Preparedness Study (PIC on both). Availability for this project: 30%</p>
<p>h. Other Experience and Qualification Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm):</p>	<p>Lisa Dickson has expertise in regulations and financial markets related to carbon and renewable energy, and risk assessment as it relates to sustainability and climate change. Currently, she is leading multiple climate change projects throughout the eastern U.S.</p> <ul style="list-style-type: none"> Climate Change Adaptation Plan, District Department of the Environment, Washington, DC City of Cambridge Climate Change Vulnerability Assessment and Preparedness Plan, Cambridge, MA Massport Disaster and Infrastructure Resiliency Plan, Boston, MA Climate Action Plan Update, Technical Services, Boston, MA Facility Resiliency and Operational Impact Report in Connection with Extreme Weather Events, Confidential Healthcare Provider, multiple locations in MA Climate Resiliency Pilot Study, Newman Springs Pump Station, NJ American Water, Middletown, NJ Massachusetts Army National Guard, Camp Edwards Climate Change Vulnerability Assessment
<p>i. Active Registration: Year First Registered/Discipline/Mass Registration Number:</p>	<p>International Associate, American Institute of Architects, Registered Architect, Ordre des Architectes du Québec, Canada (Registration A2843), Member of the American Planning Association</p>
<p>j. Current Work Assignments and Availability For This Project:</p>	<p>City of Cambridge Vulnerability Assessment, Preparedness Study, and Washington D.C. Climate Risk and Adaptation Study. Nathalie is available for 50% for this project.</p>
<p>h. Other Experience and Qualification Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm):</p>	<ul style="list-style-type: none"> Climate Change Adaptation Plan, District Department of the Environment, Washington, DC Climate Change Vulnerability Assessment and Preparedness Plan, City of Cambridge, Cambridge, MA Disaster and Infrastructure Resiliency Plan, Massport, Boston, MA National University of Singapore Master Plan, Singapore (Sasaki Associates) Cortland College Sustainability Plan, State University of New York (SUNY), Cortland, NY (Sasaki Associates) State University of New York (SUNY), Cortland College Sustainability Plan, Cortland, NY (Sasaki Associates) Allston Master Plan, Harvard University, Boston, MA (Sasaki Associates)

<p>7. Brief Resume Of ONLY Those Prime Applicant and Sub-Consultant Personnel Requested In The Advertisement. Confine Responses To The Space Provided On The Form and Limit Resumes To ONE Person Per Discipline Requested In The Advertisement. Resumes Should Be Consistent With The Persons Listed On The Organizational Chart In Question # 6. Additional Sheets Should Be Provided Only As Required For The Number Of Key Personnel Requested In The Advertisement and They Must Be In The Format Provided. By Including A Firm As A Sub-Consultant, The Prime Applicant Certifies That The Listed Firm Has Agreed To Work On This Project, Should The Team Be Selected.</p>	
<p>a. Name and Title Within Firm: John Struzziery Senior Program Manager</p>	<p>a. Name and Title Within Firm: Carol Dennison Senior Program Manager</p>
<p>b. Project Assignment: Civil SME</p>	<p>b. Project Assignment: Civil, Private</p>
<p>c. Name and Address of Office in Which Individual Identified in 7a Resides: Kleinfelder 215 First Street, Suite 320 Cambridge, MA 02142</p>	<p>c. Name and Address of Office in Which Individual Identified in 7a Resides: Kleinfelder 215 First Street, Suite 320 Cambridge, MA 02142</p>   <p>MBE <input type="checkbox"/> MBE <input type="checkbox"/> WBE <input type="checkbox"/> WBE <input type="checkbox"/></p>
<p>d. Years Experience: With This Firm: 32 With Other Firms: 7</p>	<p>d. Years Experience: With This Firm: 20 With Other Firms: 14</p>
<p>e. Education: Degree(s) /Year/Specialization MS, Civil, Environmental Engineering / Northeastern University BS, Civil, Environmental Engineering / Northeastern University</p>	<p>e. Education: Degree(s) /Year/Specialization BS / Civil Engineering / University of Maine AS / Architectural and Civil Engineering / Central Maine Technical College Certificate / Construction Management / Northeastern University</p>
<p>f. Active Registration: Year First Registered/Discipline/Mass Registration Number: Professional, PE, Sanitary, No. 30434, MA 1981</p>	<p>f. Active Registration: Year First Registered/Discipline/Mass Registration Number: Engineer-in-Training (E.I./F.E.), No. 17878, MA</p>
<p>g. Current Work Assignments and Availability For This Project: Current Work Assignments and Availability For This Project: 25% availability Program Manager overseeing all projects in Cambridge, such as, Cambridge CAAM004 Sewer Separation, Western Ave Infrastructure Improvement, East Cambridge Infrastructure Improvement, Climate Change Vulnerability Assessment and Preparedness Plan</p>	<p>g. Current Work Assignments and Availability For This Project: Huron A: CAM004 Sewer Separation and Stormwater Management Project, Cambridge Alexandria Real Estate Equities, program manager for 6 new commercial and 2 residential buildings</p>
<p>h. Other Experience and Qualification Relevant To The Proposed Project: (Identify Firm By Which Employed, if Not Current Firm): Mr. Struzziery has over 39 years of experience in Civil/Environmental Engineering and Construction including: wastewater, water, stormwater, and solid waste projects. Since 1998, Mr. Struzziery has been the Technical Services Manager/Senior Program Manager for the \$300 million Cambridge Sewer Separation and Stormwater Management Program. <ul style="list-style-type: none"> CambridgePark Drive (CAM004) Sewer Separation/Stormwater Management & Concord Ave Sewer Separation: three-phased project and Alewife stormwater constructed wetland General Engineering Contract, City of Cambridge: 2006-2008, 2009-2012, 2013-2016 Program Manager Combined Sewer Separation and Stormwater Management Program, Cambridge, MA Springfield Water & Sewer Commission: Washburn Street Combined Sewer Rehabilitation, Garden Brook Sewer Rehabilitation, Main Interceptor Rehabilitation, Connecticut River Crossing Preliminary Design Western Ave Sewer Separation and Surface Restoration Harvard Square Sewer Separation and Stormwater Management Program Fresh Pond Parkway Sewer Separation and Stormwater Management </p>	<p>h. Other Experience and Qualification Relevant To The Proposed Project: (Identify Firm By Which Employed, if Not Current Firm): Ms. Dennison's experience includes Project Management and Technical Leadership for planning, permitting, site development, utility, stormwater management, roadway and materials management projects. Some of which included extensive field investigation programs, master planning, trenchless technology techniques, cost estimating, bidding and construction administration. <ul style="list-style-type: none"> Huron A Sewer Separation Project, Cambridge, MA University Park at MIT, Forest City Development, Cambridge, MA MIT.nano, Cambridge, MA Grand Junction Community Path, Massachusetts Institute of Technology (MIT), Cambridge, MA Harvard Allston On-call, Boston MA </p>

7. Brief Resume Of **ONLY** Those Prime Applicant and Sub-Consultant Personnel Requested In The Advertisement. Confine Responses To The Space Provided On The Form and Limit Resumes To **ONE** Person Per Discipline Requested In The Advertisement. Resumes Should Be Consistent With The Persons Listed On The Organizational Chart In Question # 6. Additional Sheets Should Be Provided Only As Required For The Number Of Key Personnel Requested In The Advertisement and They Must Be In The Format Provided. By Including A Firm As A Sub-Consultant, The Prime Applicant Certifies That The Listed Firm Has Agreed To Work On This Project, Should The Team Be Selected.

<p>a. Name and Title Within Firm: Susan Silberberg Principal</p>	<p>a. Name and Title Within Firm: Shuprotim Bhaumik Partner</p>
<p>b. Project Assignment: Project Lead and Project Manager for Civic Engagement</p>	<p>b. Project Assignment: Partner-in-Charge</p>
<p>c. Name and Address of Office in Which Individual Identified in 7a Resides: CivicMoxie, LLC One Holden Street, Suite 218 Brookline, MA 02445</p> <p></p> <p>MBE <input type="checkbox"/> WBE <input type="checkbox"/></p>	<p>c. Name and Address of Office in Which Individual Identified in 7a Resides: HR&A Advisors 99 Hudson Street, 3rd Floor New York, NY 10013</p> <p></p> <p>MBE <input type="checkbox"/> WBE <input type="checkbox"/></p>
<p>d. Years Experience: With This Firm: 2 With Other Firms: 24</p>	<p>d. Years Experience: With This Firm: 5 With Other Firms: 18</p>
<p>e. Education: Degree(s) /Year/Specialization Master in City Planning / MIT Bachelor of Architecture / Pratt Institute</p>	<p>e. Education: Degree(s) /Year/Specialization Masters of Science Economics / University of New York Stony Brook B.A. Economics / Presidency College India</p>
<p>f. Active Registration: Year First Registered/Discipline/Mass Registration Number: N/A</p>	<p>f. Active Registration: Year First Registered/Discipline/Mass Registration Number: N/A</p>
<p>g. Current Work Assignments and Availability For This Project: Currently working on planBTV South End, Burlington, VT; ImagineSanturce, San Juan, Puerto Rico; Brookline 9th Elementary School Site Study and Waterfront Master Plan, Bridgeport, CT. Available immediately to project manage and lead the community engagement part of this project.</p>	<p>g. Current Work Assignments and Availability For This Project: Currently working on New Orleans Convention Center Developer Section and Negotiation Support, Transbay Master Lessee Selection, and Konza MDP2 Development Advisor Time Available to Devote to This Project: 20%</p>
<p>h. Other Experience and Qualification Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): See g.</p>	<p>h. Other Experience and Qualification Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm):</p> <ul style="list-style-type: none"> • On-Call Advisor for the Cambridge Redevelopment Authority • Redevelopment Strategy for the Foundry Building • Kendall Square Urban Renewal Plan Affordable Housing Analysis • Master Plan for the Lower Schuylkill Waterfront in Philadelphia • Philadelphia Industrial Land Use Policy Study • Long Island's Future: Economic Implications of Today's Choices • Infrastructure Financing Strategy for Hudson Yards (NYC Economic Development Corp.) • Arlington Columbia Pike Affordable Housing Plan Assessment • Atlanta Housing Strategy • New York City Tech Ecosystem Study

7. Brief Resume Of **ONLY** Those Prime Applicant and Sub-Consultant Personnel Requested In The Advertisement. Confine Responses To The Space Provided On The Form and Limit Resumes To **ONE** Person Per Discipline Requested In The Advertisement. Resumes Should Be Consistent With The Persons Listed On The Organizational Chart In Question # 6. Additional Sheets Should Be Provided Only As Required For The Number Of Key Personnel Requested In The Advertisement and They Must Be In The Format Provided. By Including A Firm As A Sub-Consultant, The Prime Applicant Certifies That The Listed Firm Has Agreed To Work On This Project, Should The Team Be Selected.

a.	Name and Title Within Firm: Candace Damon Partner	Name and Title Within Firm: Karl Seidman President
b.	Project Assignment: Senior Advisor	Project Assignment: Affordable Housing Finance
c.	Name and Address of Office in Which Individual Identified in 7a Resides: HR&A Advisors 99 Hudson Street, 3rd Floor New York, NY 10013  MBE <input type="checkbox"/> WBE <input type="checkbox"/>	Name and Address of Office in Which Individual Identified in 7a Resides: Karl Seidman Consulting Services PO Box 425575, Kendall Square Cambridge MA 02142 MBE <input type="checkbox"/> WBE <input type="checkbox"/>
d.	Years Experience: With This Firm: 27 With Other Firms: 0	Years Experience: With This Firm: 20 With Other Firms: 13
e.	Education: Degree(s) /Year/Specialization Juris Doctorate / Harvard Law School B.A. American Studies / Amherst College	Education: Degree(s) /Year/Specialization Master in Public Policy / Harvard Kennedy School of Government
f.	Active Registration: Year First Registered/Discipline/Mass Registration Number: N/A	Active Registration: Year First Registered/Discipline/Mass Registration Number: N/A
g.	Current Work Assignments and Availability For This Project: Currently working on 100 Resilient Cities New Orleans, Denver Broadway Station Vision Plan, Sarasota Bayfront Community-based Planning Process, Wilkes-Barre Open Space Planning, and 100 Resilient Cities Norfolk Strategy. Time Available to Devote to This Project: 10%	Current Work Assignments and Availability For This Project: Have extensive availability beginning in 2016 and moderate availability in 2015. Current assignments include Working Cities Challenge Evaluation Team –6 to 8 days per year in 2015 and 2016, South Portland Economic Development Plan, 15 to 20 days in 2015; will be completed in 2015, and Part-time Senior Lecturer at MIT—8 days per month September through May.
h.	Other Experience and Qualification Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): <ul style="list-style-type: none">• Campus Planning for MIT• Charlotte Revitalization and Planning• Greensboro Downtown Consolidated Plan• Program Management for New York City's Talking Transition• Redevelopment Planning for Philadelphia's Central Waterfront• Strategic Plan to Reposition the Brooklyn Tech Triangle• Analysis of New York City's Energy Efficiency Initiatives and National Best Practices Identification• Brooklyn Bridge Park Planning• Tax Increment Financing Assessment and Development Strategy For Atlanta	Other Experience and Qualification Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): <ul style="list-style-type: none">• Senior Lecturer, MIT Department of Urban Studies and Planning, 1994 to Present• Former Deputy Director and Chief Financial Officer for Massachusetts Government Land Bank (now MassDevelopment) , 1987 to 1995

7. Brief Resume Of **ONLY** Those Prime Applicant and Sub-Consultant Personnel Requested In The Advertisement. Confine Responses To The Space Provided On The Form and Limit Resumes To **ONE** Person Per Discipline Requested In The Advertisement. Resumes Should Be Consistent With The Persons Listed On The Organizational Chart In Question # 6. Additional Sheets Should Be Provided Only As Required For The Number Of Key Personnel Requested In The Advertisement and They Must Be In The Format Provided. By Including A Firm As A Sub-Consultant, The Prime Applicant Certifies That The Listed Firm Has Agreed To Work On This Project, Should The Team Be Selected.

<p>a. Name and Title Within Firm: Trent Lethco Principal</p>	<p>a. Name and Title Within Firm: Susan Ambrosini Associate</p>
<p>b. Project Assignment: Arup Project Director</p>	<p>b. Project Assignment: Arup Project Manager</p>
<p>c. Name and Address of Office in Which Individual Identified in 7a Resides: Arup 77 Water Street New York, NY 10005</p>	<p>c. Name and Address of Office in Which Individual Identified in 7a Resides: Arup 77 Water Street New York, NY 10005</p> <p style="text-align: right; font-size: 2em;">ARUP</p> <p style="text-align: right; font-size: 0.8em;">MBE <input type="checkbox"/> WBE <input type="checkbox"/></p>
<p>d. Years Experience: With This Firm: 13 With Other Firms: 3</p>	<p>d. Years Experience: With This Firm: 2 With Other Firms: 8</p>
<p>e. Education: Degree(s) /Year/Specialization MA / Urban Planning (Transportation) / University of California, Los Angeles BA / History, University of California / Berkeley</p>	<p>e. Education: Degree(s) /Year/Specialization MUP (Urban Planning) / City University of New York, Hunter College BA / Political Science / University of Colorado</p>
<p>f. Active Registration: Year First Registered/Discipline/Mass Registration Number: N/A</p>	<p>f. Active Registration: Year First Registered/Discipline/Mass Registration Number: N/A</p>
<p>g. Current Work Assignments and Availability For This Project: Currently working on NYCDOT Woodhaven Bus Rapid Transit Design and Washington DC Union Station. Availability is 30%.</p>	<p>g. Current Work Assignments and Availability For This Project: Currently working on City of Harrisburg, NYCEDC Ferry Survey, and NYCDOT Willoughby Pedestrian Priority Study. Availability is 60%.</p>
<p>h. Other Experience and Qualification Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): Trent Lethco is a Principal with Arup's Integrated Planning Group. He has over 15 years of experience and has worked in New York, Boston, Washington DC, Los Angeles, Chicago, and the San Francisco Bay Area. Trent has a strong background in transportation planning, policy, and funding issues. Trent's primary focus is on effectively linking transportation and land use policy to achieve fiscal, environmental, and social sustainability. He has been involved in a variety of projects for clients in the public sector and has a thorough understanding of local, state, and federal guidelines.</p> <ul style="list-style-type: none"> • Boston University Campus Masterplan, Boston, MA • Tysons Corner Development Plan, Tysons Corner, VA • Lower Manhattan Street Management, New York, NY 	<p>h. Other Experience and Qualification Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): Susan Ambrosini is an Associate with Arup. She has ten years of urban planning experience focused on urban design, transportation planning, land use, sustainability, transit-oriented development, and economic development, with a strong background in community planning and participation. Susan is adept at understanding residential, commercial and industrial land use issues and opportunities, utilizing her strong foundation in retail analysis, economic development, and housing policy. Susan also specializes in sustainable transportation, looking at ways to create more balanced, multi-modal streets that better function as successful public spaces. This deep understanding of both land use and transportation planning, and how the two areas are interdependent, is a key strength that she brings to every project.</p> <ul style="list-style-type: none"> • One New York, New York, NY • City of Harrisburg Comprehensive Plan Update • NYCDOT Willoughby Pedestrian Priority Street, New York, NY

<p>7. Brief Resume Of ONLY Those Prime Applicant and Sub-Consultant Personnel Requested In The Advertisement. Confine Responses To The Space Provided On The Form and Limit Resumes To ONE Person Per Discipline Requested In The Advertisement. Resumes Should Be Consistent With The Persons Listed On The Organizational Chart In Question # 6. Additional Sheets Should Be Provided Only As Required For The Number Of Key Personnel Requested In The Advertisement and They Must Be In The Format Provided. By Including A Firm As A Sub-Consultant, The Prime Applicant Certifies That The Listed Firm Has Agreed To Work On This Project, Should The Team Be Selected.</p>	
<p>a. Name and Title Within Firm: Steven Baumgartner Associate Principal, North American Energy Sector Leader</p>	
<p>b. Project Assignment: Project Lead – Sustainability and Energy</p>	
<p>c. Name and Address of Office in Which Individual Identified in 7a Resides: Buro Happold Consulting Engineers, PC 100 Broadway New York, NY 10005</p>	<p>BUROHAPPOLD ENGINEERING MBE <input type="checkbox"/> WBE <input type="checkbox"/></p>
<p>d. Years Experience: With This Firm: 8 With Other Firms: 8</p>	
<p>e. Education: Degree(s) /Year/Specialization Bachelor of Science in Mechanical Engineering / Union College</p>	
<p>f. Active Registration: Year First Registered/Discipline/Mass Registration Number: N/A</p>	
<p>g. Current Work Assignments and Availability For This Project: Currently working on Confidential Corporate Headquarters Master Plan , Hofstra University Master Plan, Case Western Reserve University Master Plan, University of North Carolina, Chapel Hill Strategic Sustainability Plan, University of the Sciences Master Plan. Availability for this project is 30%.</p>	
<p>h. Other Experience and Qualification Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): Steven Baumgartner specializes in infrastructure planning and sustainability framework development. He has a history of creating unique solutions to assist his clients in meeting their organizational missions. With a background in mechanical engineering, he has been involved in design and research of energy simulation/analysis and sustainable system design through a number of projects in various stages of design and construction. Steven provides environmental and energy engineer expertise and is responsible for building environmental strategies, conceptual design studies, strategic energy services, sustainable design research, and energy/carbon action plans and implementation plans.</p>	<p>h. Other Experience and Qualification Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): Ariella Maron brings a wealth of expertise in the energy and planning sectors, and is well-known in New York City for her involvement in PlaNYC and the city's efforts to reshape the energy profile of its building portfolio. Before joining BuroHappold, Ariella was the Deputy Commissioner for Energy Management at the NYC Department of Citywide Administrative Services, responsible for achieving a 30% in greenhouse gases for the City's 4000 buildings by 2017, with a particular focus on building operations. She was also deputy director of the NYC Mayor's Office of Long-Term Planning and Sustainability, the office responsible for the development and implementation of PlaNYC, the city's long-term sustainability plan. At BuroHappold, Ariella leads sustainability and energy work for the Cities group, providing strategic support to cities, state authorities, universities, and developers in developing and implementing energy and climate action plans.</p>

<p>7. Brief Resume Of ONLY Those Prime Applicant and Sub-Consultant Personnel Requested In The Advertisement. Confine Responses To The Space Provided On The Form and Limit Resumes To ONE Person Per Discipline Requested In The Advertisement. Resumes Should Be Consistent With The Persons Listed On The Organizational Chart In Question # 6. Additional Sheets Should Be Provided Only As Requested For The Number Of Key Personnel Requested In The Advertisement and They Must Be In The Format Provided. By Including A Firm As A Sub-Consultant, The Prime Applicant Certifies That The Listed Firm Has Agreed To Work On This Project, Should The Team Be Selected.</p>	
<p>a. Name and Title Within Firm: Steven G. Cecil AIA ASLA Principal</p>	<p>Name and Title Within Firm: Kenneth J. Buckland AICP LEED AP, Principal Energy and Sustainability Planner</p>
<p>b. Project Assignment: Landscape Architect</p>	<p>Project Assignment: Project Planner - Sustainability and Energy</p>
<p>c. Name and Address of Office in Which Individual Identified in 7a Resides: The Cecil Group 170 Milk Street Suite 5 Boston, MA 02109</p>	<p>Name and Address of Office in Which Individual Identified in 7a Resides: The Cecil Group 170 Milk Street Suite 5 Boston, MA 02109 Planning and Design</p>
<p>d. Years Experience: With This Firm: 23 With Other Firms: 12</p>	<p>Years Experience: With This Firm: 16 With Other Firms: 11</p>
<p>e. Education: Degree(s) /Year/Specialization Master of Architecture and Urban Design, University of Washington 1981, Architecture and Urban Design Bachelor of Arts, Trinity College, Connecticut 1976, Economics and Philosophy</p>	<p>Education: Degree(s) /Year/Specialization Master of Marine Affairs, University of Rhode Island, 1979, Coast Zone Management Master of Science, University of Bridgeport, Connecticut, 1978, Marine Biology Bachelor of Science, University of Maryland, 1974, Zoology</p>
<p>f. Active Registration: Year First Registered/Discipline/Mass Registration Number: 1992, Massachusetts Architecture Registration No. 8772 1999, Massachusetts Landscape Registration No. 1213</p>	<p>Active Registration: Year First Registered/Discipline/Mass Registration Number: 1984, American Institute of Certified Planners, Reg. No. 5197 2003, LEED-Accredited Professional, United States Green Building Council</p>
<p>g. Current Work Assignments and Availability For This Project: Mr. Cecil is currently acting as Principal-in-Charge and/or Project Manager on a variety of projects including landscape design for Lederman Memorial, master plan for Duxbury Yacht Club, roof garden design for a multi-family development, peer review services for developments in Weymouth and Haverhill, and streetscape studies for North Adams and North Reading. Given the stage that each of the above projects is in and the nature of this assignment, Mr. Cecil has adequate time remaining to fulfill his responsibilities on this project.</p>	<p>Current Work Assignments and Availability For This Project: Mr. Buckland is currently managing master planning projects for Burlington, MA and West Warwick, RI, and a town center master plan for Tewksbury, MA and he is acting as the community participation lead for a study to bring a third bridge over the Cape Cod Canal</p>
<p>h. Other Experience and Qualification Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): Mr. Cecil is the founding principal of The Cecil Group. He brings over twenty-five years of professional experience to the firm, including planning, urban design, landscape architecture, and architecture projects throughout the United States and abroad. His practice brings creative solutions to planning and design challenges that are attentive to their cultural, environmental and community context. Mr. Cecil built The Cecil Group by helping clients put the pieces together in complex physical, regulatory and political settings. He brings a commitment to community participation as a dimension of many successful planning and design projects and is well known for his skills in facilitating public participation and creative physical planning strategies. He served as the principal-in-charge, for the Strategic Plan for the East Fenway District in Boston the community and 40 institutions that are located there. He led the Jewelry District Planning Study, establishing a consensus vision for the inclusion of institutions and mixed use development within the Downtown – including the planned expansion of Brown University. He served as the Project Manager for the master plan to restore the surface of Boston's Central Artery, and has directed large scale urban and redevelopment plans including Assembly Square in Somerville, large districts of Providence and Boston's East Boston waterfront.</p>	<p>Other Experience and Qualification Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): Ken Buckland AICP LEED AP is a Principal and Senior Planner with The Cecil Group. He brings to the team a vast amount of experience in land planning including environmental planning, town center design, drafting design guidelines and zoning regulations. Mr. Buckland has practical experience with a wide variety of regulatory schemes including incentive zoning, green development and design guidelines and, transit-oriented development. He has also participated on and led a number of land development project review and design review projects.</p>

7. Brief Resume Of **ONLY** Those Prime Applicant and Sub-Consultant Personnel Requested In The Advertisement. Confine Responses To The Space Provided On The Form and Limit Resumes To **ONE** Person Per Discipline Requested In The Advertisement. Resumes Should Be Consistent With The Persons Listed On The Organizational Chart In Question # 6. Additional Sheets Should Be Provided Only As Required For The Number Of Key Personnel Requested In The Advertisement and They Must Be In The Format Provided. By Including A Firm As A Sub-Consultant, The Prime Applicant Certifies That The Listed Firm Has Agreed To Work On This Project, Should The Team Be Selected.

<p>a. Name and Title Within Firm: Gerl Denterlein President</p> <p>b. Project Assignment: Strategic planning Overall messaging and framework for communications Identifying community leaders to serve as ambassadors, particularly among previously unengaged groups</p> <p>c. Name and Address of Office in Which Individual Identified in 7a Resides: Denterlein 3 Post Office Square Boston, MA 02109</p> <p>d. Years Experience: With This Firm: Owner (15 years) With Other Firms: 20+</p> <p>e. Education: Degree(s) /Year/Specialization Kennedy School of Government at Harvard University Masters of Public Administration University of Cincinnati Bachelor of Science</p> <p>f. Active Registration: Year First Registered/Discipline/Mass Registration Number: N/A</p> <p>g. Current Work Assignments and Availability For This Project: Leading 3 client projects, with full capacity to support this engagement.</p> <p>h. Other Experience and Qualification Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm):</p>	<p>a. Name and Title Within Firm: Diana Pisciotto Executive Vice President</p> <p>b. Project Assignment: Developing a tactical plan for all phases of communications outreach Identifying key communications tools Evaluating all outgoing communications outreach to assure that it meets key goals in terms of accessibility for all audiences and clear/ concise information Linking community engagement and communications with the full planning process Reporting back to the client team</p> <p>c. Name and Address of Office in Which Individual Identified in 7a Resides: Denterlein 3 Post Office Square Boston, MA 02109</p> <p>d. Years Experience: With This Firm: 15 With Other Firms: 5+</p> <p>e. Education: Degree(s) /Year/Specialization Boston College, 1996 B.A., summa cum laude, political science</p> <p>f. Active Registration: Year First Registered/Discipline/Mass Registration Number: N/A</p> <p>g. Current Work Assignments and Availability For This Project: Currently managing 5 client teams, with 50 hours per month available for this project.</p> <p>h. Other Experience and Qualification Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): With a background in real estate development and urban sustainability, she is able to analyze developments and prepare deliverables for large-scale, urban projects with a focus on infrastructure and sustainability improvements. Prior to joining BuroHappold, Amelia worked on a variety of public/private initiatives focused on energy and sustainability analysis, formalizing organizational structures for sustainability efforts and working with local stakeholders to define and develop plans for the revitalization of urban public spaces.</p>
--	---

BLATCHFORD REDEVELOPMENT (EDMONTON CITY CENTRE)

Project Location Edmonton, Canada	Client Mark Hall, CEO, Blatchford Redevelopment Office 780.496.6269 mark.hall@edmonton.ca	Completion 2011	Construction Confidential	Fee Confidential
Principal Peter Busby				

The winner in an international design competition, Perkins+Will's master plan for the redevelopment of Edmonton's airport lands repairs a 21.5-hectare rift in the city's urban fabric and creates a truly memorable place for Edmontonians. The plan—called 'Connectivity'—creates a world-class sustainable community for 30,000 residents and pursues four strands of connectedness, each embodying key sustainability principles.

Cultural Sustainability: Connecting to Site History—Embedding the site's past in its future, the plan repurposes historical airport features as new community amenities and reuses runways as organizing elements.

Ecological Sustainability: Connecting to Nature—Preserving more than half the land as green space, the plan includes a destination park that acts as a regional draw; neighbourhood-scaled open spaces at the park perimeter extend into the city to knit together now-disparate communities.

Social Sustainability: Connecting Communities—The plan extends the surrounding pattern of streets through new neighbourhoods to connect future and current residents. A new LRT line will connect the site to more distant neighbourhoods and provide easy access to downtown.

Economic Sustainability: Connecting to Growth Catalysts—The proposal fosters economic vitality, not only by creating a deeply mixed-use community, but by connecting to the growth potential of four major existing catalysts: a planned LRT line; the Northern Alberta Institute of Technology; a new rehabilitation hospital; and Kingsway Gardens Mall, a vibrant retail area that will extend into the site's new Town Centre.

Finally, an innovative energy strategy reduces carbon emissions from the community by 3.2 million tonnes over 20 years. Energy produced through biomass and deep geothermal sources will create enough electricity to fully meet the development's needs. Surplus energy will be sold to public buildings in the area, resulting in a 'beyond carbon neutral' community.



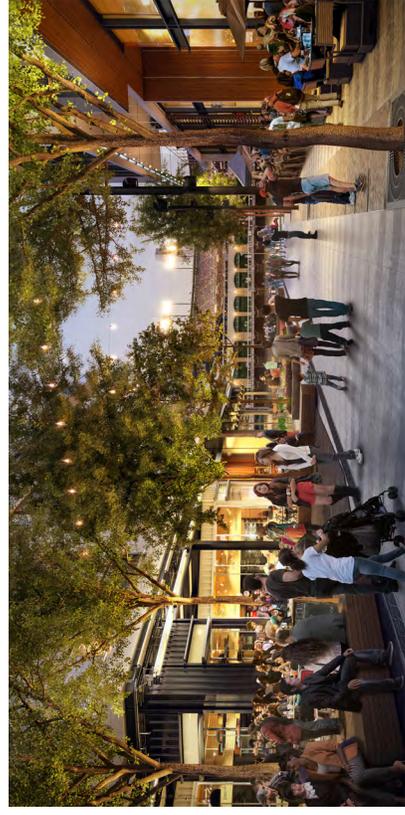
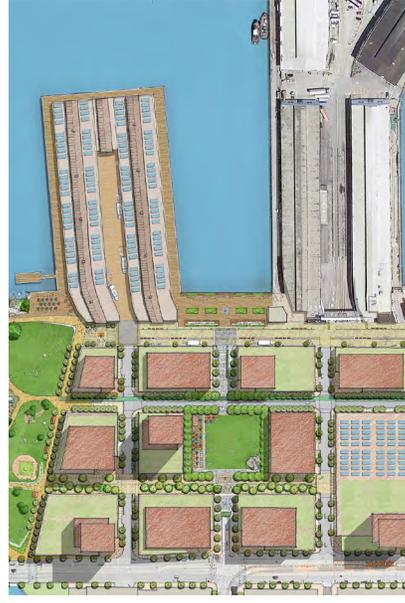
MISSION BAY + MISSION ROCK

<p>Project Location San Francisco, CA</p> <p>Principal Karen Alschuler</p>	<p>Client Amy Neches, Former Manager of Project Area Planning and Development, San FranciscoRedevelopment Agency (now Project Manager at TMG Partners) 415.400.2480, aneches@tmgpartners.com</p>	<p>Completion Ongoing</p>	<p>Construction Confidential</p>	<p>Fee Confidential</p>
--	---	--------------------------------------	---	------------------------------------

Mission Bay is swiftly becoming a new San Francisco neighborhood— with 6,000 new residential units and 30,000 new workers that is changing the face of this waterfront district.

With more than 300 acres, Mission Bay has become an international model for the successful integration of bioscience, sports and entertainment, diverse living and working opportunity and the best multi-modal mobility of any San Francisco neighborhood. Our team, first through our planning and public process leadership for the Mission Bay Plan, and now as the lead urban designers and architects for Mission Rock, has made a significant contribution to the continuing success of the development and the creative vision for this final waterfront corner.

Beginning in 2006, Perkins+Will teamed with the San Francisco Giants to tackle the remaining large parcel in Mission Bay, at the corner of the waterfront facing the Giants Ballpark. The objective for this land owned by the Port of San Francisco, which includes the historic Pier 48, has been to create an entirely new dynamic, celebrated public destination and mixed-use development inviting regional and national attention and use. The Mission Rock District will contain local retail, dining and entertainment venues in this new mixed-used neighborhood.

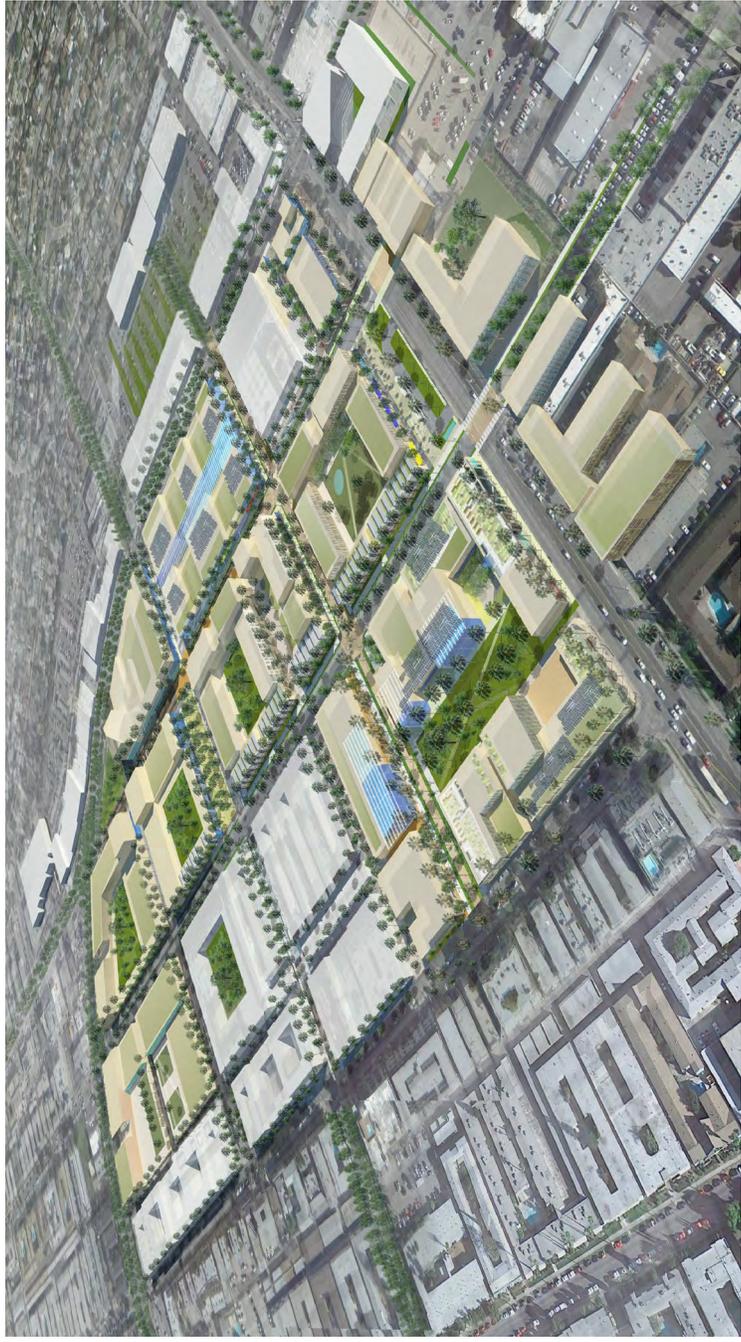


NORTHEAST SAN FERNANDO VALLEY STRATEGIC PLAN / VISION 2015

Project Location Los Angeles, California Principal Geeti Silwal	Client Gerald Gubatan, Chief Planning Deputy Los Angeles City Council, City Hall Office (213)473-7001, gerald.gubatan@lacity.org	Completion 2009	Construction Confidential	Fee Confidential
--	--	---------------------------	-------------------------------------	----------------------------

The Northeast San Fernando Valley Strategic Plan developed an integrated planning framework for the traditionally underserved communities of Sylmar, Sun Valley, Arleta, Pacoima and Panorama City. The framework established the shared community vision for a balanced and livable environment in complete and healthy neighborhoods. The plan took into consideration previous economic development efforts, current and future real estate trends, changing community demographics, complex environmental challenges, potential and emerging new markets, and the meaningful concerns of an informed, multi-ethnic public to recommend specific catalytic projects and prototypical catalytic strategies.

The catalytic projects and programs focused on viable strategies for revitalizing commercial corridors, prioritizing development at key transit-rich nodes, enhancing the multi-modal transportation infrastructure and introducing a robust open space and green streets network for an enhanced and connected public realm. An implementation plan was developed to help guide near- and long-term public investment decisions and private development focus. Further a workforce development plan examined the workforce characteristics of the communities to target businesses which utilize existing skills, and recommended skills development to attract emerging green businesses and clean technology industries. The planning effort included an extensive public outreach and engagement process in these underserved communities.



THE FUTURE OF DOWNTOWN OAKLAND REPORT

<p>Project Location Oakland, California</p> <p>Project Lead Kristen Hall</p>	<p>Client Ergon Terplan Regional Planning Director, SPUR (415) 644-4284 eterplan@spur.org</p>	<p>Completion On-going</p>	<p>Construction None</p>	<p>Fee Pro-bono</p>
--	---	---------------------------------------	-------------------------------------	--------------------------------

Perkins+Will is involved in an ongoing, pro-bono partnership with San Francisco Planning and Urban Research (SPUR), a regional, urban policy think-tank.

As SPUR increases their presence in Oakland, they began by creating a planning policy document to guide their advocacy efforts - focused on supporting the equitable and sustainable growth of Oakland's downtown.

Perkins+Will supported SPUR's research in this effort by mapping existing conditions, exploring and understanding the current development framework, and identifying potential opportunities for the future of downtown Oakland.

In addition to this research, Perkins+Will also worked with SPUR to facilitate a series of workshops about the future of downtown. Engaging local stakeholders, City staff, and regional thought leaders, these charrettes brought together many of the people who are currently working to shape downtown - to raise questions, address challenges, and enhance collaboration.

Perkins+Will's efforts have been fundamental in shaping SPUR's policy recommendations for how downtown Oakland can meet its vision of building on its incredible, untapped assets to become a thriving place that welcomes investment while protecting its existing community and authentic character.

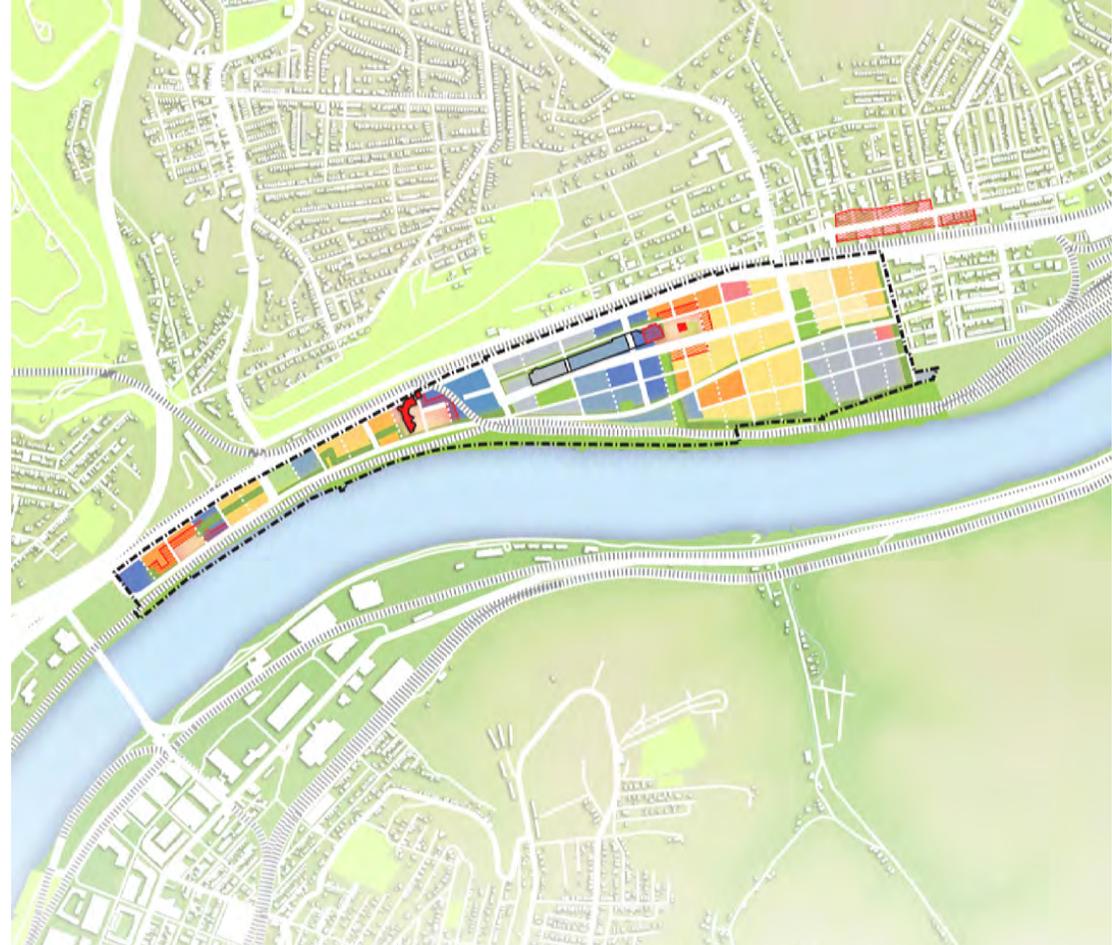
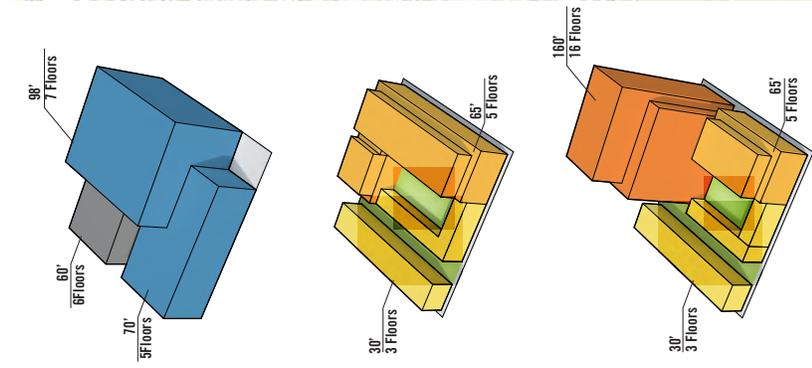


ALMONO PITTSBURGH MIXED-USE DISTRICT

<p>Project Location Pittsburgh, PA</p> <p>Principal Karen Alschuler</p>	<p>Client</p> <p>Donald Johnson, Senior Development Manager Regional Industrial Development Corporation (RIDC) 412.697.3204 djohnson@ridc.org</p>	<p>Completion</p> <p>Ongoing</p>	<p>Construction</p> <p>Confidential</p>	<p>Fee</p> <p>Confidential</p>
---	---	---	--	---------------------------------------

Perkins+Will is creating a masterplan for new development on 178 acres of prime post-industrial property on the riverfront not far from downtown Pittsburgh. The client team is a partnership between the Regional Industrial Development Corporation (RIDC), a private non-profit organization and several Pittsburgh-based philanthropic Foundations. The team is taking an existing master plan and significantly improving its sustainability targets and placemaking potential whilst working within with a certain number of physical constraints set by an existing entitlement for the site. Perkins+Will is also developing a phasing strategy which allows for an initial phase with a compelling mix-of-uses, increased vitality and stronger sense of place to establish the development as an emerging new district of Pittsburgh and which will act as a catalyst for smart growth in three more districts in subsequent phases.

The masterplan must also address issues within the wider context; creative off-site transportation and circulation improvements are necessary to improve accessibility to a constrained site and the southernmost district of the development is intended to be an extension of an existing disadvantaged neighborhood and, by extension, to act as a catalyst for regeneration within that neighborhood over time.



8b. List Current and Relevant Work By Sub-Consultants Which Best Illustrates Current Qualifications In The Areas Listed In The Advertisement (Up To But Not More Than 5 Projects For Each Sub-Consultant). Use Additional Sheets Only As Required For The Number Of Sub-Consultants Requested In The Advertisement and They Must Be In The Format Provided.

Sub-Consultant Name: Kleinfelder (Resilience Planning/Climate Change Preparedness + Civil Infrastructure)

a. Project Name and Location Principal-In-Charge	b. Brief Description Of Project and Services (Include Reference To Areas Of Experience Listed In DSB Advertisement)	c. Client's Name, Address and Phone Number (Include Name Of Contact Person)	d. Completion Date (Actual Or Estimated)	e. Project Cost (In Thousands)	
				Construction Costs (Actual, Or Estimated If Not Completed)	Fee for Work for Which Firm Was Responsible
(1) Massport Disaster Infrastructure and Resiliency Plan and Critical Asset Resiliency Boston, Massachusetts Charles Sacre, PE/Lisa Dickson, PG	Phase One- The Massachusetts Port Authority (Massport) sought a consultant aligned with academic partners to work closely with them in defining a climate preparedness plan for the airport and their maritime facilities. Phase Two -The Critical Asset Resiliency project involves the implementation of the actions identified in the previous phase. It is a multi-year, multi-million dollar program aimed at building resiliency throughout Massport's facilities and operations.	Ms. Robbin Peach Program Manager of Resiliency Capital Programs and Environmental Affairs Massachusetts Port Authority One Harborside Drive, Suite 209SW Boston, MA 02128-2902 617.568.3583	Phase 1 2014 Phase 2 part 1 2017	N/A	DIRP: \$68,600 CAR: \$50,000 est. phase 1
(2) Climate Change Vulnerability Assessment and Preparedness Plan Cambridge, Massachusetts John Struzziery, PE/Lisa Dickson, PG	The City of Cambridge selected Kleinfelder to develop a comprehensive and integrated climate change vulnerability assessment that will serve as the foundation for the preparedness plan to follow. The team has prepared a baseline of impacts related to anticipated changes in sea level rise, storm events, flooding, increasing temperature, and other impacts.	Mr. John Bolduc, Environmental Planner Community Development Department City of Cambridge 344 Broadway Cambridge, MA 02139 617.349.4628	CCVA 2015 Preparedness Plan: 2017 est	N/A	N/A
(3) Alewife Stormwater Wetland Cambridge, Massachusetts John Struzziery, PE	The federally mandated Boston Harbor Cleanup and the MWRA's Long-term CSO (combined sewer overflows) Control Plan required Cambridge to provide sewer separation and stormwater management to protect the Alewife Brook and Little River from CSOs, flooding, and runoff that introduced bacteria and other pollutants. Uniquely, the project was designed to simultaneously meet the DCR's goals for Alewife Reservation.	Mr. Owen O'Riordan Commissioner Department of Public Works 147 Hampshire Street Cambridge, MA 02139 617.349.4585	2025 (estimated)	\$2,640,000	\$430,000
(4) Sewer Separation & Stormwater Management Cambridge, MA John Struzziery, PE	Evaluating and upgrading the City's sanitary and stormwater collection systems to current standards. Many of the projects are part of a DEP court-ordered program, administered through MWRA, to provide a reduction in combined sewer overflows to the Charles River and Alewife Brook. Kleinfelder has been prime consultant since the project began in July, 1998, in accordance with the court schedule.	City of Cambridge, MA Owen O'Riordan, PE Commissioner DPW 617.349.4845	2025 (estimated)	\$30,000,000	\$4,000,000
(5) Vassar Street Utilities Design and Construction, Massachusetts Institute of Technology, Cambridge, Massachusetts Arthur Spruch, PE	Design and construction oversight of utility extensions and expansions necessary to meet the needs of five major building projects along Vassar Street and the parallel railroad right of way. The \$25 million project provides steam, chilled water, telecommunications, electrical power, storm drain, sewer and fire protection along the one-mile long Vassar Street corridor. To serve long-term needs, we provided utility capacity for other demands that will be generated by the build-out of the Campus Development Plan.	Mr. Peter Cooper Massachusetts Institute of Technology 77 Massachusetts Avenue Cambridge, MA 02139 617.258.8317	2003	\$2,500,000	\$250,000

8b. List Current and Relevant Work By Sub-Consultants Which Best Illustrates Current Qualifications In The Areas Listed In The Advertisement (Up To But Not More Than 5 Projects For Each Sub-Consultant). Use Additional Sheets Only As Required For The Number Of Sub-Consultants Requested In The Advertisement and They Must Be In The Format Provided.

Sub-Consultant Name: **The Cecil Group** (Local Zoning/Regulations, Planning, Landscape Architecture)

a. Project Name and Location Principal-In-Charge	b. Brief Description Of Project and Services (Include Reference To Areas Of Experience Listed In DSB Advertisement)	c. Client's Name, Address and Phone Number (Include Name Of Contact Person)	d. Completion Date (Actual Or Estimated)	e. Project Cost (In Thousands)	
				Construction Costs (Actual, Or Estimated If Not Completed)	Fee for Work for Which Firm Was Responsible
(1) Connect Kendall Square Competition Management, Cambridge, MA Steven G. Cecil	The City has set aside land for four generous new or revitalized parks scattered among the dense new development. Following community input, the City decided to launch an international design competition to solicit ideas on how these open spaces could be unified through a conceptual framework. The competition launched in summer 2014. The Cecil Group was responsible for designing an eye-catching logo for the competition that reflects the desire for greenery, nature, and improved connectivity in the increasingly technologically-driven, bustling Kendall Square area.	Taha Jennings Assistant to the City Manager City of Cambridge 344 Broadway Cambridge, MA 02139 617-349-4302	July 2015	Unknown	\$25
(2) Salem Redevelopment Plan, Salem, MA Steven G. Cecil	The Cecil Group assisted the Salem Redevelopment Authority with the update and consolidation of two of the City's urban renewal plans. The major plan update consolidated both plans into one, redefined the plan boundaries, and updated the design standards to be more reflective of desired outcomes. The plan allows the Salem Redevelopment Authority to continue their activities in revitalizing the downtown by eliminating and preventing the recurrence of blighting factors, preserving and enhancing the historic architecture and resources that contribute to the down-town, and undertaking activities that encourage public or private redevelopment of vacant or underutilized parcels and buildings.	Lynn Goonin Duncan Planning Director Dept. of Planning & Community Development City of Salem 120 Washington St. Salem, MA 01970 (978) 619-5685	January 2012	\$50	\$50
(3) Assembly Square Mixed-use District Zoning, Somerville, MA Steven Cecil	The Cecil Group prepared an innovative mixed-use zoning district for the City of Somerville that creates the framework for the long-term development of 145 acres of underdeveloped land between Interstate 93 and the Mystic River. The zoning district includes incentives that ensures a balance of uses as development occurs over time. The zoning work complemented a master plan for the site prepared by the Cecil Group. The plan anticipates over 10 million square feet of new development over 20 years, making it one of the largest comprehensively planned urban mixed-use districts in the northeast.	Mayor Joseph Curtatone Somerville City Hall 93 Highland Avenue Somerville, MA 02143 (617) 625-6600 x 2120	September 2004	\$124	\$124

8b. List Current and Relevant Work By Sub-Consultants Which Best Illustrates Current Qualifications In The Areas Listed In The Advertisement (Up To But Not More Than 5 Projects For Each Sub-Consultant). Use Additional Sheets Only As Required For The Number Of Sub-Consultants Requested In The Advertisement and They Must Be In The Format Provided.

Sub-Consultant Name: **The Cecil Group** (Local Zoning/Regulations, Planning, Landscape Architecture)

a. Project Name and Location Principal-In-Charge	b. Brief Description Of Project and Services (Include Reference To Areas Of Experience Listed In DSB Advertisement)	c. Client's Name, Address and Phone Number (Include Name Of Contact Person)	d. Completion Date (Actual Or Estimated)	e. Project Cost (In Thousands)	
				Construction Costs (Actual, Or Estimated If Not Completed)	Fee for Work for Which Firm Was Responsible
(4) Northampton Sustainable Master Plan, Northampton, MA Kenneth J. Buckland	The Cecil Group served as the City's urban and environmental planning consultant to prepare a comprehensive plan for future land use and development, composed using principles of sustainability. The Town has a goal of being among the national leaders as a community that incorporates environmental responsibility in its land use, open space, transportation and municipal operations. The Plan also recognizes the importance of balanced development opportunities that will secure the value of the community and its tax base.	Wayne Feiden Director of Planning and Development City of Northampton 210 Main St. Northampton, MA 01060 (413) 587-1265	January 2008	\$66	\$66
(5) Boston Fairmount Indigo Corridor Planning Study, Boston, MA Steven G. Cecil	The Cecil Group is leading a comprehensive, community-based planning process for Boston's Fairmount Indigo corridor, a 9.2-mile MBTA commuter rail corridor. The planning initiative is a two-tiered process consisting of corridor-wide planning as well as station area neighborhood planning. At the corridor scale, the consultant team is preparing economic development and branding strategies to reposition the underserved communities along the route within the larger Boston metropolitan context. At the station area scale, the consultant team is preparing a more detailed analysis of potential public realm, development, housing, and open space improvements that can better connect the neighborhoods to the rail corridor and other resources within Boston.	TED SCHWARTZBERG SENIOR PLANNER Boston Redevelopment Authority One City Hall Square #9 Boston, MA 02201 (617-918-4238)	Fall 2015	\$465	\$195

8b. List Current and Relevant Work By Sub-Consultants Which Best Illustrates Current Qualifications In The Areas Listed In The Advertisement (Up To But Not More Than 5 Projects For Each Sub-Consultant). Use Additional Sheets Only As Required For The Number Of Sub-Consultants Requested In The Advertisement and They Must Be In The Format Provided.

Sub-Consultant Name: **Civic Moxie** (Community Engagement Lead)

a. Project Name and Location Principal-In-Charge	b. Brief Description Of Project and Services (Include Reference To Areas Of Experience Listed In DSB Advertisement)	c. Client's Name, Address and Phone Number (Include Name Of Contact Person)	d. Completion Date (Actual Or Estimated)	e. Project Cost (In Thousands)	
				Construction Costs (Actual, Or Estimated If Not Completed)	Fee for Work for Which Firm Was Responsible
(1) planBTV South End Burlington, VT Susan Silberberg	The City of Burlington's Department of Planning and Zoning sought to develop a master plan for the city's South End neighborhood. The South End is an enterprise zone consisting of light industrial, creative businesses, arts/cultural and "maker" spaces. Home to Burton snowboards, Dealer.com, Lake Champlain Chocolates and a rich array of smaller entrepreneurs, artists and craftspeople, the district is a unique place in the city and is also undergoing change as businesses grow and the number of workers increases.	The City of Burlington Department of Planning Doreen Kraft, Executive Director Burlington City Arts (BCA) 135 Church Street Burlington, VT 05401 Phone: (802) 865-7156 Email: dkraft@burlingtoncityarts.org	2015	\$100,000	\$25,000
(2) Vision 20/20 Concord, NH Susan Silberberg	With a major Federal Highway Administration Transportation, Community and System Preservation (TCSP) grant in hand, the client, a public-private partnership of city leaders, asked the consultant team to conduct a planning process that would investigate choices to increase capacity on Interstate 93, model growth in the city and provide a vision for downtown, the Merrimack River, and open space connections throughout the city.	Craig Wheeler, former head of City Planning, City of Concord Current Town Manager, Raymond, NH 4 Epping Street Raymond, NH 03077 Phone: (603) 895-4735 x117 Email: cwheeler@townofraymondnh.com	2002	\$500,000	\$300,000
(3) ImagineSantruce San Juan, Puerto Rico Susan Silberberg	Susan Silberberg, of CivicMoxie, has been advising the Foundation for Puerto Rico on its long-term placemaking initiative in Santurce, Puerto Rico since November 2013. Santurce is district of San Juan with 90,000 residents and over 5 square miles. Santurce hosts some of the wealthiest and some of the poorest residents on the island. The former "downtown" for the entire island, it has seen significant disinvestment in the last half century but still retains a vibrant arts and cultural scene, a significant number of hotels in Condado and Miramar, and a growing "foodie" culture that has drawn top chefs and immigrant entrepreneurs.	Maria Jaunarena, Director of Community Collaborations The Foundation for Puerto Rico Ciudadela Avenida Ponce de Leon San Juan, Puerto Rico Phone: (787) 975-8711 Email: maria.jaunarena@foundationpr.org	Ongoing	\$150,000	M/A

8b. List Current and Relevant Work By Sub-Consultants Which Best Illustrates Current Qualifications In The Areas Listed In The Advertisement (Up To But Not More Than 5 Projects For Each Sub-Consultant). Use Additional Sheets Only As Required For The Number Of Sub-Consultants Requested In The Advertisement and They Must Be In The Format Provided.

Sub-Consultant Name: Denterlein (Communications/Relations Strategist)

a. Project Name and Location Principal-In-Charge	b. Brief Description Of Project and Services (Include Reference To Areas Of Experience Listed In DSB Advertisement)	c. Client's Name, Address and Phone Number (Include Name Of Contact Person)	d. Completion Date (Actual Or Estimated)	e. Project Cost (In Thousands)	
				Construction Costs (Actual, Or Estimated If Not Completed)	Fee for Work for Which Firm Was Responsible
(1) MIT Kendall Square rezoning Principal-In-Charge: Diana Pisciotta	<ul style="list-style-type: none"> • Messaging • Community outreach • Media outreach • Collateral development (website, social media, internal/external communications, posters/flyers and information sheets) • Community engagement (focus groups, surveys) 	Steven C. Marsh Managing Director, Real Estate MIT Investment Management Company 238 Main Street, Suite 200 Cambridge, MA 02142 (617) 253-4304	Summer, 2011	N/A	\$240,000
(2) Samuels/Fenway Zoning and Individual Project construction Principal-In-Charge: Geri Denterlein	<ul style="list-style-type: none"> • Messaging • Branding/positioning around The Fenway • Media outreach (news announcements, feature/trend stories, leadership positioning) • Collateral development (website, social media, internal/external communications, posters/flyers and info sheets) • Community engagement (public meetings) • Events (groundbreaking, topping off, grand opening) 	Steve Samuels President Samuels & Associates 333 Newbury Street Boston, MA 02115 (617) 603-5454	Ongoing (no estimated completion; projects currently anticipated until post-2025)	N/A	\$600,000
(3) Home Builders Association of MA Principal-In-Charge: Diana Pisciotta	<ul style="list-style-type: none"> • Message development • Legislative communications/support • Media outreach (news announcements, feature/trend stories, leadership positioning) • Collateral development (reports, web content, newsletters) • Events 	Mark Leff Past President Home Builders Association of MA c/o Salem Five Bank 210 Essex Street Salem, MA 01970 978-720-2054	Fall 2010	N/A	\$185,000
(4) McLean Land Use Redevelopment Principal-In-Charge: Geri Denterlein	<ul style="list-style-type: none"> • Message development • Media outreach (news announcements, editorial outreach, advertorials) • Collateral development (newsletters, advertorials, fact sheets, posters/flyers) • Community outreach (polls, focus groups, etc.) 	Thomas Glynn (past project contact; former COO, Partners Healthcare) 617/568-1003	Fall 2000	N/A	\$250,000

8b. List Current and Relevant Work By Sub-Consultants Which Best Illustrates Current Qualifications In The Areas Listed In The Advertisement (Up To But Not More Than 5 Projects For Each Sub-Consultant). Use Additional Sheets Only As Required For The Number Of Sub-Consultants Requested In The Advertisement and They Must Be In The Format Provided.

Sub-Consultant Name: **HR&A** (Economic Planning)

a. Project Name and Location Principal-In-Charge	b. Brief Description Of Project and Services (Include Reference To Areas Of Experience Listed In DSB Advertisement)	c. Client's Name, Address and Phone Number (Include Name Of Contact Person)	d. Completion Date (Actual Or Estimated)	e. Project Cost (In Thousands)	
				Construction Costs (Actual, Or Estimated If Not Completed)	Fee for Work for Which Firm Was Responsible
(1) On-Call Advisors for the Cambridge Redevelopment Authority, Foundry Building and Affordable Housing Analysis Cambridge, MA Shuprotim Bhaumik	Produced financial feasibility analysis of alternative reuse possibilities for the Foundry Building. Conducted a market and financial feasibility analysis for affordable housing development as part of the Kendall Square Urban Renewal Plan (KSURP).	Cambridge Redevelopment Authority One Cambridge Center, 4th Floor, Cambridge, MA 02142 Tom Evans, Executive Director tevans@cambridgeredevelopment.org 617-492-6800	2015	N/A	\$63,500
(2) Project Management and Advisory Services for One New York City New York City, New York Jamie Torres Springer, Kate Collignon	Helped to lead a multi-agency, cross-disciplinary planning effort that resulted in release of the City's long-term plan, known as OneNYC, in 2015. Prepared an analysis of the economic, demographic, and environmental trends influencing the city leading to the development of the Plan's economic, transportation, and housing initiative.	Nilda Mesa, Director nmesa@cityhall.nyc.gov 212-788-7772	2015	N/A	\$416,000
(3) MIT East Campus Gateway Development Cambridge, MA Candace Damon	Served as a market and financial feasibility advisor for the MIT's East Campus Gateway development. Performed a market analysis, financial analyses and refined programming and design alternatives.	Massachusetts Institute of Technology Investment Management Company 238 Main Street #200, Cambridge, MA, 02142 Michael Owu, Director mowu@mitimco.mit.edu 617-253-4900	2014	N/A	\$99,200
(4) Greensboro Cultural District & Downtown Consolidated Plan Greensboro, NC Candace Damon	Developed a Consolidated Plan and implementation strategy for downtown Greensboro that will generate economic returns, spur further revitalization, and link downtown to other areas of strength.	Action Greensboro 203 S Church St, Greensboro, NC 27401 April Harris, Executive Director Action Greensboro aharris@actiongreensborog.org 336-379-0821	2010	N/A	\$89,200
(5) Talking Transition New York City; Washington, DC Candace Damon	HR&A served as program manager in both New York City and Washington D.C. leading the design and implementation of Talking Transition, an innovative civic engagement initiative bringing together citizens to discuss policy issues, ideas, and questions that affect their communities.	Open Society Foundations 224 West 57th Street, New York, NY 10019 Andrea Batista Schlesinger, Deputy Director, US Programs andrea.schlesinger@opensocietyfoundations.org 646-420-9517	2015	N/A	\$75,000

8b. List Current and Relevant Work By Sub-Consultants Which Best Illustrates Current Qualifications In The Areas Listed In The Advertisement (Up To But Not More Than 5 Projects For Each Sub-Consultant). Use Additional Sheets Only As Required For The Number Of Sub-Consultants Requested In The Advertisement and They Must Be In The Format Provided.

Sub-Consultant Name: Karl Siedman (Affordable Housing and Community Development Financing)					
a. Project Name and Location Principal-In-Charge	b. Brief Description Of Project and Services (Include Reference To Areas Of Experience Listed In DSB Advertisement)	c. Client's Name, Address and Phone Number (Include Name Of Contact Person)	d. Completion Date (Actual Or Estimated)	e. Project Cost (In Thousands)	
				Construction Costs (Actual, Or Estimated If Not Completed)	Fee for Work for Which Firm Was Responsible
(1) Boston Development Finance Mapping Project	Completed a detailed analysis and profile of the greater Boston community development system including the different sectors, participants and their roles, funding tools, levels and capital flows, typical deal structures and case studies. Client: Kresge Foundation.	N/A	2014	N/A	N/A
(2) Cambridge Incentive Zoning Ordinance Nexus Study	Conducted and managed this project to update the city's housing contribution rate and policies. The study included projecting the amount and type of new commercial development, assessing its impact on the demand for affordable housing, estimating the affordable housing funding gap to be filled and recommending changes to the housing contribution (linkage) fees and policies.	N/A	2015	N/A	N/A

8b. List Current and Relevant Work By Sub-Consultants Which Best Illustrates Current Qualifications In The Areas Listed In The Advertisement (Up To But Not More Than 5 Projects For Each Sub-Consultant). Use Additional Sheets Only As Required For The Number Of Sub-Consultants Requested In The Advertisement and They Must Be In The Format Provided.

Sub-Consultant Name: **ARUP** (Transportation Planning)

a. Project Name and Location Principal-In-Charge	b. Brief Description Of Project and Services (Include Reference To Areas Of Experience Listed In DSB Advertisement)	c. Client's Name, Address and Phone Number (Include Name Of Contact Person)	d. Completion Date (Actual Or Estimated)	e. Project Cost (In Thousands)	
				Construction Costs (Actual, Or Estimated If Not Completed)	Fee for Work for Which Firm Was Responsible
(1) Boston University Campus Masterplan, Boston, MA Don Phillips	The historic Boston University experiences heavy traffic flows and congestion throughout the day, denigrating the campus environment, creating physical and psychological barriers for walking, bicycling, and using transit, while also creating noise and pollution. This masterplan seeks to create a new pedestrian-friendly campus realm around the BU Bridge, the site of the worst traffic congestion.	Michael Donovan, Senior VP, Real Estate Management Boston University One Silber Way Boston, MA 02215 +1 617 353 8630	2008	N/A	\$100,000
(2) Lower Manhattan Street Management, New York, NY Trent Lethco	Arup is conducting a multi-faceted study with New York City agencies to reshape Lower Manhattan into a vibrant, mixed-use 24-hour community. Using comprehensive street management framework, Arup has provided design and technical expertise to address transportation, land use and urban design issues in the community. Arup began by developing a comprehensive framework to assess the character of streets in Lower Manhattan.	Suchi Sanagavarapu, Senior Project Manager New York City Economic Development Corporation 110 William Street New York, NY 10038 +1 212 839 7143	2012	N/A	\$600,000
(3) NYCDOT ESA, Vision Zero Support and Web Interactive New York, NY Trent Lethco	The Vision Zero Support and Web Interactive Project is part of the Engineering Service Agreement (ESA) for NYCDOT. A collaborative program, Vision Zero is New York City Mayor Bill de Blasio's street safety initiative, which asserts that pedestrian fatalities and severe injuries on city streets are neither acceptable nor inevitable. The goal of Vision Zero is to reduce traffic fatalities and serious injuries through better street design, stricter enforcement, and public education.	Brian Galligan, Contract Manager New York City Department of Transportation 55 Water Street New York, NY 10041 +1 212 839 7197	2015	N/A	\$750,000
(4) NYCDOT ESA Willoughby Street Pedestrian Priority Brooklyn, NY Trent Lethco	Downtown Brooklyn is redeveloping at a brisk pace to become an increasingly vibrant area that supports a broad mix of uses. As this trend continues, pedestrian activity will grow from already high levels. This project site is the focus of NYCDOT efforts to improve the pedestrian experience in the area by implementing a "shared street" concept that allows drivers, pedestrians, and cyclists to more freely share space.	Brian Galligan, Contract Manager New York City Department of Transportation 55 Water Street New York, NY 10041 +1 212 839 7197	2015	N/A	\$750,000

8b. List Current and Relevant Work By Sub-Consultants Which Best Illustrates Current Qualifications In The Areas Listed In The Advertisement (Up To But Not More Than 5 Projects For Each Sub-Consultant). Use Additional Sheets Only As Required For The Number Of Sub-Consultants Requested In The Advertisement and They Must Be In The Format Provided.

Sub-Consultant Name: **BuroHappold Engineering (Sustainability)**

a. Project Name and Location Principal-In-Charge	b. Brief Description Of Project and Services (Include Reference To Areas Of Experience Listed In DSB Advertisement)	c. Client's Name, Address and Phone Number (Include Name Of Contact Person)		d. Completion Date (Actual Or Estimated)	e. Project Cost (In Thousands)	
		Construction Costs (Actual, Or Estimated If Not Completed)	Fee for Work for Which Firm Was Responsible			
(1) Hawaii Preparatory Academy Kamuela, HI Principal-In-Charge: Denzil Gallagher	6,100 SF Energy Lab dedicated to the study of energy systems and designed to be energy neutral. Services provided include: sustainability consulting and simulation analysis. The lab has set the highest possible sustainability goals and was awarded LEED Platinum Certification and the Living Building Challenge, including Net Zero Energy.	Will Wiecking Hawaii Prep Academy 65-1692 Kohala Mtn. Rd. Kamuela, HI 808.885.7321	2010	\$3000	\$150	
(2) Caltech Jorgensen Laboratory Pasadena, CA Principal-In-Charge: David Herd	The new Caltech Jorgensen Laboratory building achieved LEED Platinum certification and is a demonstration of what can be achieved with a challenging program in an existing building. The end result is a neutral dual duct HVAC system for all laboratories and offices which, compared to the ASHRAE 90.1 2007 baseline, is projected to reduce energy consumption by a total of 37% and energy cost by 26%.	Kenneth Haigreaves Senior Director, Caltech 1200 E California Blvd. Pasadena, CA 626.395.6811	2012	\$13,000	\$506	
(3) North Shore Community College, Allied Health Building Danvers, MA Principal-In-Charge: Michael McGough	BuroHappold provided NZE simulations, energy info modeling, daylight simulation, and natural ventilation studies for this 58,000 SF building that achieved Net Zero Energy and LEED Gold. BuroHappold was also responsible for developing an Energy Information Model.	Peter Shaffer, Principal DiMella Shaffer Boston, MA 617.426.5004	2010	\$24,000	\$68	
(4) North Bennet Street School Boston, MA Principal-In-Charge: Craig Schwitter	BuroHappold provided structural and MEP engineering for the rehabilitation of this historic building in the North End. In addition to the restoration of the early century buildings, a connector was added over the adjoining garage that tied the two buildings and their varying programs together. Using an integrated services approach, all new building systems were installed, along with the specialty systems required for the school's workshops.	Miguel Gomez-Ibanex President, NBSS 150 North Street Boston, MA 617.227.0155	2013	\$10,000	\$300	
(5) Riverdale Country School Riverdale, NY Principal-In-Charge: Michael McGough	Riverdale is an independent day school serving pre-k through 12th grade. Since 2010, BuroHappold has been working with the school in various capacities. Initially, BuroHappold provided energy master planning services, including ASHRAE Level 1 and 2 Audits for all buildings. BuroHappold is also providing: lighting and mechanical system energy audit, energy modeling, LLC analysis, energy master planning, MEP/FP, energy performance analysis, electric lighting, daylighting, sustainability consulting.	David Patnaude Director of Plant & Sustainability, Riverdale Country School 5250 Fieldstron Road Bronx, NY 718.519.2772	Ongoing	Confidential	\$191	

9. List all Projects completed within the past 5 years for which Prime Applicant has performed, or has entered into a contract to perform any design services for all public agencies within the Commonwealth.

# of Total Projects: 6		# of Active Projects: 2		Total Construction Cost (In Thousands) of Active Projects (excluding studies): \$128,600		
Role P, C, JV *	Phases St., Sch., D.D., C.D., A.C. *	Project Name, Location & Principal-in-Charge	Owner Name & Address (Include Contact name and phone number)	Project Cost (in thousands)	Completion Date (Actual or Estimated) (R)Renovation or (N)New	
P	St., Sch., D.D., C.D., A.C.	1. Furcolo Hall Renovations University of Massachusetts Amherst, Massachusetts Dana Anderson, AIA, LEED AP BD+C, Principal-in-Charge	UMASS Building Authority Stephan Chait t. 617.287.3203	TBD	2015	
P	St., Sch., D.D., C.D., A.C.	2. University Crossing at University of Massachusetts Lowell Lowell, Massachusetts Dana Anderson, AIA, LEED AP BD+C, Principal-in-Charge	UMASS Building Authority Stephan Chait t. 617.287.3203	\$48,000	Fall 2014	
P	St., Sch., D.D., C.D., A.C.	3. Training Center and Stadium Renovations University of Massachusetts Amherst, Massachusetts David Dymecki, AIA, Principal-in-Charge	UMASS Building Authority Stephan Chait t. 617.287.3203	\$23,000	Fall 2014	
P	St., Sch., D.D., C.D., A.C.	4. Paige Hall Laboratory Renovations University of Massachusetts Amherst, Massachusetts William Harris, AIA, LEED AP BD+C, Principal-in-Charge	UMASS Building Authority Stephan Chait t. 617.287.3203	\$10,000	Fall 2014	
P	St., Sch., D.D., C.D., A.C.	5. George A. Weygand Hall Bridgewater State University Bridgewater, Massachusetts David Damon, AIA, LEED AP BD+C, Principal-in-Charge	Massachusetts State College Building Authority Edward Adelman, Executive Director t. 617.933.8337	\$47,600	Fall 2013	
P	St., Sch., D.D., C.D., A.C.	6. Department of Environmental Protection – Senator William X. Wall Experimental Station Laboratory Lawrence, Massachusetts Gary Shaw, Principal-in-Charge	Division of Capital Asset Management Boston, Massachusetts Paul Chroniak, Deputy Director Planning, Design & Construction Division of Capital Asset Management t. 617.727.4015 x 222	\$11,000 Phase II \$5,200 - Not approved	Phase I Completion date: March 2009 Phase II Est. Completion date: March 2010	

* P = Principal; C = Consultant; JV = Joint Venture; St. = Study; Sch. = Schematic; D.D. = Design Development; C.D. = Construction Documents; A.C. = Administration of Contract

10. Use This Space To Provide Any Additional Information Or Description Of Resources Supporting The Qualifications Of Your Firm And That Of Your Sub-Consultants For The Proposed Project. If Needed, Up To Three, Double-Sided 8 1/2" X 11" Supplementary Sheets Will Be Accepted. APPLICANTS ARE ENCOURAGED TO RESPOND SPECIFICALLY IN THIS SECTION TO THE AREAS OF EXPERIENCE REQUESTED IN THE ADVERTISEMENT.

Please refer to the project approach in supplemental proposal.

11. Professional Liability Insurance:
Name of Company Lloyds & London Co (Paragon-London) Aggregate Amount \$2,000,000 Policy Number LDUSA1301441 Expiration Date 7/1/2015

12. Have monies been paid by you, or on your behalf, as a result of Professional Liability Claims (in any jurisdiction) occurring within the last 5 years and in excess of \$50,000 per incident? Answer YES or NO. If YES, please include the name(s) of the Project(s) and Client(s), and an explanation (attach separate sheet if necessary).

No.
 Perkins+Will designs many millions of dollars of construction each year. In today's construction industry, it is virtually impossible to be involved in this magnitude of construction without being subjected to litigation. While there are no judgments against Perkins+Will, minimal claims have been brought against our firm, as is typical of large size firms, for alleged liability including claims by construction personnel and building users after construction. No significant claims have been paid in the last seven years nor do we foresee any in the current year. The settlement terms are confidential as set by the terms of the settlement agreement with the client. The Company has professional liability insurance to cover potential losses that may arise from claims against the Company and its subsidiaries.

13. Name of Sole Proprietor or Names of All Firm Partners and Officers, San Francisco Office

Name	Title	MA Reg #	Status/Discipline	Name	Title	MA. Reg#	Status / Discipline
a. Peter Busby, C.M., FRAIC, AIA	Managing Director		Architecture	f. Geeti Silwal, LEED AP	Associate Principal		Urban Design
b. Karen Alschuler, FAICP, LEED AP	Principal		Urban Design	g. Gerry Tierney, LEED AP	Associate Principal		Architecture
c. Cathy Simon, LEED AP	Principal		Architecture	h. Lisa Weeks	Associate Principal		Interiors
d. Jeffrey Till, LEED AP	Principal		Architecture	i. Sharon Woodworth, AIA, ACHA	Associate Principal		Architecture
e. John Long, LEED AP	Principal		Architecture	j. Yashashree Chitale, LEED AP	Associate Principal		Architecture

14. If Corporation, or Other Entity Other than a Partnership, provide Names of ALL Members of the Board of Directors:

Name	Title	MA Reg #	Status/Discipline	Name	Title	MA. Reg#	Status / Discipline
a. Robert Brown, AIA, IIDA LEED AP	Managing Director	5823		b. Peter Busby, C.M., FRAIC, AIA	Managing Director		

15. Names of All Owners (Stocks or Other Ownership):

Name	Title	Ownership	MA Reg #	Status/Discipline	Name	Title	Ownership	MA Reg. #	Status/Discipline
a. Perkins+Will, Inc.		100%			d.				
b.					e.				
c.					f.				

16. I hereby certify that the undersigned is an Authorized Signatory of Firm and is a Principal or Officer of Firm. I further certify that this firm is a "Designer", as that term is defined in Chapter 7, Section 38A11/2 of the General Laws, or that the services required are limited to construction management or the preparation of master plans, studies, surveys, soil tests, cost estimates or programs. The information contained in this application is true, accurate and sworn to by the undersigned under the pains and penalties of perjury.

Submitted by Geeti Silwal Printed Name and Title Associate Principal Date 6/24/2015
 (Signature)

2 Bryant Street
Suite 300
San Francisco, CA 94105

PERKINS+WILL

perkinswill.com