



# HARVARD SQUARE KIOSK PROGRAMMING & USE PROPOSAL

*April 27, 2017*



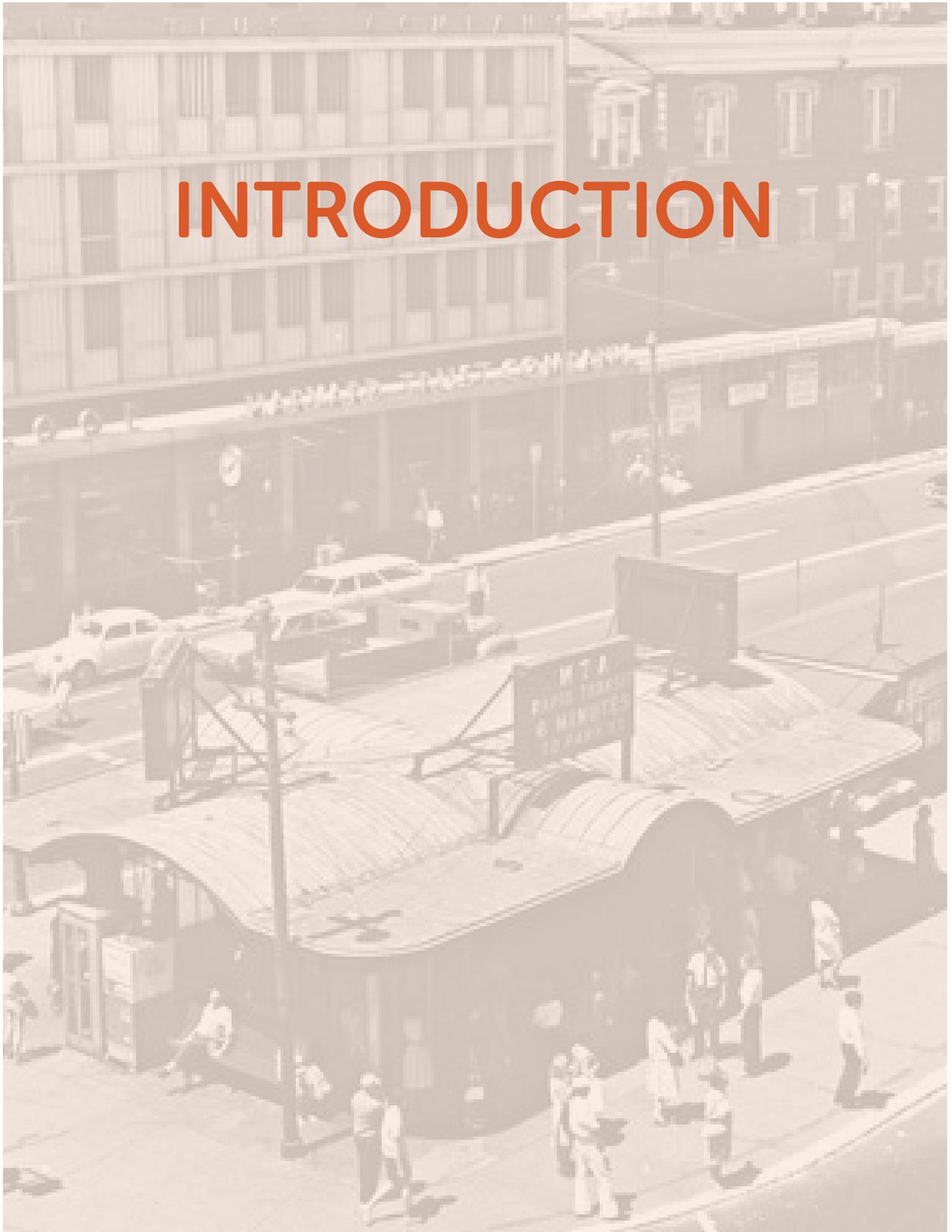
Submittal of Proposal by



Cover illustration created by Project for Public Spaces for the *Harvard Square Vision Plan, 2014*

INTRODUCTION	2
QAULITY REQUIRMENTS	6
EXPERIENCE WITH PROGRAMMING AND THE PUBLIC REALM	8
EXPERIENCE WITH GOVERNANCE AND OPERATIONS MODELS	16
STRATEGY	24
PROJECT STAFFING	32
REFERENCES	42
FORMS	44
PRICE PROPOSAL FORM	
ANTI-COLLUSION and TAX COMPLIANCE CERTIFICATE	
CORI COMPLIANCE FORM	
WAGE THEFT PREVENTION CERTIFICATION	

# INTRODUCTION



# APPROACH

## THE PLACEMAKING APPROACH

The placemaking approach moves away from a traditional, expensive, “project-based” planning approach to one that is “place-based,” community-led, and mindful of the diverse elements that make up the local quality of life. We believe that this approach inevitably leads to a more livable city, with positive impacts on private investment, long-term competitiveness, and fiscal stability, as well as improvements in crime, education, local economies, and the health and well-being of citizens.

Thus, in looking at Harvard Square and its kiosk, we will conduct observations of the square and engage the public in a holistic way to understand the myriad elements that bring life to the square and the area: the current uses and activities in and around the square; the multi-modal transportation needs that it serves; its historic identity and what it contributes to the character of the area; and the social and personal needs of the broad audience it serves.

The Harvard Square Kiosk, which is on the National Register of Historic Places, is a critical component of the life of the square. As physical and functional changes to the kiosk may be controversial, we will strive to engage the public through a placemaking process that will help them understand the role of the kiosk and its uses in the larger context of the square and the area. We are not afraid of controversial projects. We believe our approach takes into account all viewpoints and interests, but is able to transcend hardened positions by establishing common ground and goals. Our recent work with the citizens of Eugene, OR is an example, where we led a successful placemaking process that engaged the public in examining controversial issues of homelessness and the need for change

in all its downtown public spaces.

## HOW PPS CAN HELP

PPS can help to ensure that Harvard Square will be well-used, attractive, and comfortable, and is integrated into the fabric of the community. We will analyze what is or is not operating at its full potential, and suggest programming and improvements to revitalize the space. With our expertise in parks, transportation, public markets, and public space management, we will bring a holistic approach to the project.

### *Program*

We firmly believe that the success of public spaces can largely be attributed to the activities, events, recreational uses, and social gatherings that take place there, whether planned or spontaneous, and not to a fixed design. Since the commercial activity of the kiosk and ground floor uses around the square will be a critical component in its success, we will advise you on how they can enhance the public spaces and vice versa.

### *Process*

We will involve key stakeholders and the community in the planning process through a placemaking workshop and other public engagement techniques that will be customized to fit the community. Our placemaking approach is a way to ensure that you will be achieving the goals that matter the most to the Cambridge community.

### *Design*

We may recommend changes to the design of the square and kiosk to support its program, includ-

ing its infrastructure and amenities. We often collaborate with local architects or landscape architects who implement the design to ensure that the placemaking vision is sustained throughout the design process.

Our approach to design ensures:

- Form follows function
- Sensitivity to the neighborhood context
- Flexibility for an ever-evolving program
- Access for all and by multi-modes
- Comfortable amenities
- “Lighter, Quicker, Cheaper” interventions that will start to activate existing public spaces right away

## *Management*

The PPS team has many years of experience in developing effective implementation and public space management strategies. We have learned from our 40 years of experience that management contributes to as much as 80% of the success of a public space. Indeed, it is more important than design in ensuring that a space is safe, comfortable, and well-used.

## COMMITMENT

PPS is committed to the timely completion of all tasks and deliverables required by this project’s scope of work, beginning on May 31, 2017 and ending December 31, 2017. PPS currently has several projects underway, but we would not submit a proposal for this project if we did not know that we had sufficient availability to provide a high level of service. This project will be performed by the people listed in the proposal. As requested, we have included backup personnel.

## ABILITY TO PERFORM THE SERVICES DESCRIBED IN THE SCOPE OF WORK

PPS’s staff is highly qualified to carry out all tasks in the scope of services. Our in-house expertise covers community engagement (Meg Walker, Priti Patel, and David Leyzerovsky), programming of public spaces (the same), the programming and operations of markets and retail kiosks (David O’Neil), architectural and landscape design (Meg Walker and Alessandra Galletti), amenity selection (Alessandra Galletti and Priti Patel), and management strategies (Meg Walker). We are supplementing our expertise in management, operations, and maintenance by bringing Max Musicant and Andrew Manshel onto our team. Max has deep hands-on experience in activating, operating, and maintaining public spaces, and in developing operations and maintenance budgets. Andrew, whose experience includes establishing and operating the Bryant Park Restoration Corporation, is an expert in public space governance.

These skills make the PPS team especially suited to carry out this project’s scope of work and help the city establish a successful governance and operations model for the kiosk and the square.



Office of the Purchasing Agent  
Amy L. Witts, Purchasing Agent  
795 Massachusetts Avenue  
Room 303, City Hall  
Cambridge, Massachusetts 02139

### **Letter of Transmittal**

Dear Ms. Witts,

Project for Public Spaces, Inc. (PPS) is pleased to submit this proposal to the City of Cambridge (“City”) in response to the Request for Proposals for the “Harvard Square Kiosk Programming and Use Consulting Services.” We were excited to hear about this project and believe we are well qualified to carry out the full scope of work to develop a vision for the programming, governance, and operations of the Harvard Square Kiosk.

In 2013, PPS had the opportunity to work with the City, the Harvard Square Business Association, and Harvard University in conducting a public placemaking workshop that helped to build a community vision for programming, operational, and public realm improvements for Harvard Square. We know from experience that management and activation of public spaces are key to their success, and we believe that a well-managed kiosk has the potential to increase the success of Harvard Square and further establish it as a key public space for the neighborhood and the City of Cambridge. We would be honored to continue our past work with the Harvard Square Business Association and the City, building upon the success of its community engagement efforts and the “lighter, quicker, cheaper” interventions already implemented in the square. This will enhance community involvement and establish successful and sustainable programming options for the space.

PPS is very familiar with the Harvard Square site due to its past work there, but also because of its extensive involvement with the adjacent Harvard University campus. PPS has worked with Meredith Weenick, Vice President for Campus Services, and Mary Power, the former Managing Director, at Harvard University on the Common Spaces program since 2011. From 2014 to 2016, PPS led the Winter Fest installation in the Plaza at the Cambridge Street overpass. We are currently retained by the University to create a summer installation to attract and benefit the Cambridge community.

Thank you for this opportunity to submit a proposal; we look forward to meeting with you to discuss this further. We are committed to maintaining and enhancing the Harvard Square Kiosk’s historic role in the City of Cambridge, and ensuring that Harvard Square is an attractive and vibrant public space that serves the diverse Cambridge community and visitors alike.

Sincerely,

A handwritten signature in black ink that reads "Steve Davies". The signature is written in a cursive, slightly slanted style.

Steve Davies  
Executive Vice President, PPS

# QUALITY REQUIREMENTS



**Request for Proposals for Harvard Square Kiosk Programming and Use Consulting Services**

The City of Cambridge retains the right to the use of all the materials produced, in whole or in part, and interim products as it deems fit.

**QUALITY REQUIREMENTS**

In order for a proposal to receive further consideration the proposer must unconditionally check "Yes" to each of the questions below. **The City shall reject in its entirety as "Unacceptable" the proposal of any proposer who fails to check "Yes" or who modifies, qualifies or limits its affirmative response in any way.**

**Circle Yes or No for each of the following requirements.**

1. The Team Leader has at least five (5) years of documented experience in developing programming plans for the public realm in an urban environment (comparable in size to Cambridge or larger).

YES  NO

Team Leader Name: Project for Public Spaces, Inc.- Meg Walker, Project Director

2. The Project Team has at least five (5) years of documented experience in the following disciplines: urban design and place making in the public realm, fiscal management analysis and advice, community outreach and engagement.

YES  NO

Urban Design & Place making in the Public Realm Consultant Name:

Project for Public Spaces, Inc.

Fiscal Management Analysis and Advice Consultant Name: Musicant Group- Max Musicant, Principal: Placemaker

Community Outreach & Engagement Consultant Name: Project for Public Spaces, Inc.

3. The Consultant has conducted at least two (2) similar place making studies, the results of which were used to inform the completed development of programming and operations plan for a public agency.

YES  NO

**THIS FORM MUST BE SUBMITTED WITH THE NON-PRICE PROPOSAL**

# EXPERIENCE WITH PROGRAMMING AND THE PUBLIC REALM



We have learned that the success of public spaces is directly the result of the activities, events, recreational uses, and social gatherings that take place there, whether planned or spontaneous, and are not generated by its design. Since surrounding commercial real estate and adjacent ground floor uses will be a critical component in the success of Harvard Square, we will also seek to advise you on how they can enhance the square and how this space will generate added economic value to Cambridge. To function as a successful urban environment, the square needs to be made up of “places”, and each “place” needs in turn to offer many things for visitors to do. We call this the Power of Ten. We both advise on the creation of those places, and develop a dense program of activities for them.

We believe that for the square to be successful, it must open with a schedule of intense programming and a commitment to detail-oriented, high quality maintenance. We propose to create a daily schedule of lunchtime events. Ultimately, we would work towards a seven-day a week schedule of activities throughout the day – with activity moving outward into the “shoulder” periods of mornings, evenings and weekends. Our goal would be to have those events be self-supporting through sponsorship, philanthropy, and sustainable, revenue generating programming.

Our team has deep knowledge of the most (and least) successful public space revitalization projects across the country and around the world. PPS staff has been involved in many of the country’s most admired spaces, and has an unparalleled track record in programming public spaces. The following project experiences include the development of intense programming, and budgeting plans within the public realm. All examples show programming that services a diverse population:

The Plaza at Harvard University, Cambridge, MA  
The Greater Kennedy Plaza, Providence, RI  
Downtown Detroit, MI  
Places for People, Downtown Eugene, OR



Left: The Plaza during a food truck event. Right: People enjoying winter programming.

## THE PLAZA AT HARVARD UNIVERSITY

CAMBRIDGE, MASSACHUSETTS (2005- PRESENT)

CLIENT  
Harvard University

### Challenge

Project for Public Spaces has been working closely with Harvard University since 2005 to support their placemaking leadership and the implementation of experimental interventions in several public spaces on their campus.

In 2008 the University convened a steering committee to guide a planning initiative intended to lead the transformation of several common spaces on campus that would “support and enhance the University’s sense of engagement and community”. This endeavor, the Common Spaces project, identified the plaza above the Cambridge Street overpass that connects the Science Center to Harvard Yard, as one of these spaces and a major crossroads. The re-construction of the Cambridge Street overpass, completed in 2014 by the City of Cambridge, provided an opportunity to shape the plaza as an important gathering place and a “common space” for the Cambridge community and the University. “Prior to the 2014 renovation, the Plaza was a utility, a pass through, that everyone used to get from one area of the campus to another,” said Harvard’s Vice President for Campus Services Meredith Weenick. “Now [it] is a fantastic space where people stop to meet one another, enjoy delicious food, and participate in lots of fun activities.” The Plaza has indeed become a destination in its own right.

### Process

Prior to the repair and re-construction of the overpass, PPS gathered ideas from students and community through workshops. A series





*Left: Moveable tables and chairs bring life to the Plaza. Right: A temporary petting zoo becomes a popular destination for all ages.*

of “lighter, quicker, cheaper” experiments informed the design and management of the Plaza and provided the current identity as an evolving hub that fosters creativity and spontaneous events and gatherings. The flexible design enables groups of different size and allows experiments to determine the preferred locations of particular activities at different times.

### **Outcomes**

The Harvard Common Spaces Team, with assistance from PPS, initiated public programs and events like the “Plaza Pet Therapy Zoo,” and the Cambridge Open Market, which features local food vendors and artisans. The winter of 2015 saw the return of the ice skating rink to The Plaza, along with fire pits, curling/shuffleboard lanes, hot cocoa and s’mores, and the numerous food trucks that are quickly becoming a campus mainstay.

On any given nice day in the spring, summer, and fall ping pong, giant chess, and other games are available in addition to other free community activities including family story time and chair massages. During the winter months, Common Spaces has experimented with ice skating, outdoor ice games like curling, shuffleboard and “ice bowling”, and brings the space to life with fire pits and daily hot cocoa and s’mores on offer. Common Spaces, together with Project for Public Spaces and stakeholders from across the University, continue to explore new and innovative ways to foster placemaking at the Plaza. PPS is currently working with Common Spaces team to implement a summer vision for the space, with games, shade and food trucks.



Left: Interactive programs activate Burnside Park Right: PPS Concept plan of proposed program at Kennedy Plaza.

## THE GREATER KENNEDY PLAZA

PROVIDENCE, RI  
(2008- PRESENT)

### CLIENT

City of Providence, RI  
Downtown Providence Parks  
Conservancy

### Challenge

Kennedy Plaza in the heart of downtown Providence, Rhode Island was once the central market square of the city and surrounding region. As the city’s fortunes declined in the second half of the twentieth century, it became defined by vehicle traffic and crime. Surrounded by City Hall, a historic train station, federal courthouse, hotel, and private business towers, Kennedy Plaza had the potential to be a great public space and a major transportation hub for the region. The area was well maintained, but locals mostly walked through it on their way to somewhere else. There was not much incentive to stay.

### Process

In 2008, local civic leaders began to care more about the wellbeing of their downtown public spaces including Burnside Park, the Bank of America Center, Biltmore Park, and Kennedy Plaza. PPS was hired to lead a series of public workshops and created a vision plan for the entire district, giving it a new name: the Greater Kennedy Plaza. The long-term vision goal was to knit these disconnected spaces together and to fill them with a diverse range of uses and activities. Greater Kennedy Plaza Association (GKPA), now the Downtown Providence Park Conservancy (DPPC), brought together multiple partners and community stakeholders, built community consensus, and raised \$85,000 for its first year of programming. The success of Greater Kennedy Plaza is due to the financial support, donations, and multi-sector partnerships generated through these efforts.

Between 2008 and 2011 PPS led several “lighter, quicker, cheaper” interventions, launching an ambitious and diverse programming schedule that included a relocated farmer’s market, a new craft market, regular performances, kids programming, a beer garden, and





*Childrens' yoga and storytime programs bring energy to Kennedy Plaza and provide new opportunities for locals to gather.*

special events. In 2011, an even broader coalition of local partners won a prestigious NEA “Our Town” grant that provided the space further support. PPS was hired as part of a larger design team to address several issues that ranged from programming and management plans to an extensive redesign of the existing multi-modal transit hub with RIPTA.

Burnside Park was selected by Southwest Airlines in 2013 to receive the Heart of the Community Grant, providing funding and technical assistance from PPS to support the park’s activation. The “Imagination Center” was created: a small building with a wrap-around deck that is a home base for children activities, offering a space for performances, storage, and future small food vendors.

### **Outcomes**

Building on PPS’s recommendations, DPPC implemented a lively summer programming schedule. In the winter months, the existing ice skating rink was complemented with cultural festivals to keep the square busy. The Conservancy also installed seating in the park and made other small scale landscape improvements. These visioning efforts have been very well received by the press and local citizens, who have attended the new events in significant numbers. More than 1,500 visitors attended evening programs at the Plaza in the summer of 2008. Today, many of RIPTA’s 71,000 daily users can pass through and appreciate this newly energized public space, with the Imagination Center, Food trucks lining the street, and the Farmers Market. As major construction projects continue in Greater Kennedy Plaza, DPPC and their partners have proven that a “lighter, quicker, cheaper” approach can create real momentum for lasting change.



Left: The Beach at Campus Martius. Right: Food kiosks at Cadillac Square.

## DOWNTOWN DETROIT: LIGHTER, QUICKER, CHEAPER INTERVENTIONS 2013

DETROIT, MICHIGAN  
(2013)

### CLIENT

Rock Ventures and Downtown  
Detroit Partnership

### Challenge

For a decade Campus Martius, “Detroit’s Gathering Place”, was an award-winning catalyst for downtown in a city that had not seen much good news. Dan Gilbert, the visionary founder of Quicken Loans, saw the potential of downtown Detroit, purchased over 60 buildings and has subsequently relocated 10,000 employees from the suburbs. The exciting challenge for 2013 was: how to launch the transformation of four parks and squares in downtown with “Lighter, Quicker, Cheaper (LQC)” improvements to draw a diverse population from all over the city and region.

### Process

PPS conducted a series of placemaking workshops in November and December, 2012, and an interactive popup “Placemaking Hut” at the annual holiday market in Cadillac Square. This activity was bolstered by interviews and focus groups. Working with the Downtown Detroit Partnership, PPS developed a long term conceptual vision that integrates plans for future development and the M1 light rail for four public spaces – Campus Martius, Cadillac Square, Capitol Park, and Grand Circus Park. LQC programming improvements that were implemented for the summer of 2013 included food kiosks and a basketball court on Cadillac Square; programmed events and a temporary beach on Campus Martius; and programmed events and new movable seating in Grand Circus Park and Capitol Park.

### Outcomes

It is hard to overstate the success and impact of the changes made in downtown Detroit in 2013. A formal evaluation of mapping and counts of people using downtown public spaces showed thousands of people not just coming for events, but also using public spaces on an every day basis. The Beach at Campus Martius become a new social hub, and the basketball court a wildly popular place to go, both activating underused parts of the square.





Left: Existing conditions at Kesey Square. Right: Vision for an activated Kesey Square.

## PLACES FOR PEOPLE: PLACEMAKING IN DOWNTOWN EUGENE, OR

EUGENE, OREGON  
(2016-2017)

### CLIENT

The City of Eugene, Oregon

### Challenge

In 2016, Project for Public Spaces, Inc. and the City of Eugene embarked on a placemaking campaign for the downtown called “Places for People.” The city engaged PPS to conduct a study of the downtown’s public spaces and prepare recommendations to create vibrant plazas and parks where everyone feels safe and welcome. The presence of a large homeless and transient population, coupled with public space design that prevents sociability and sense of place, has made people reluctant to visit downtown and its public spaces.

### Process

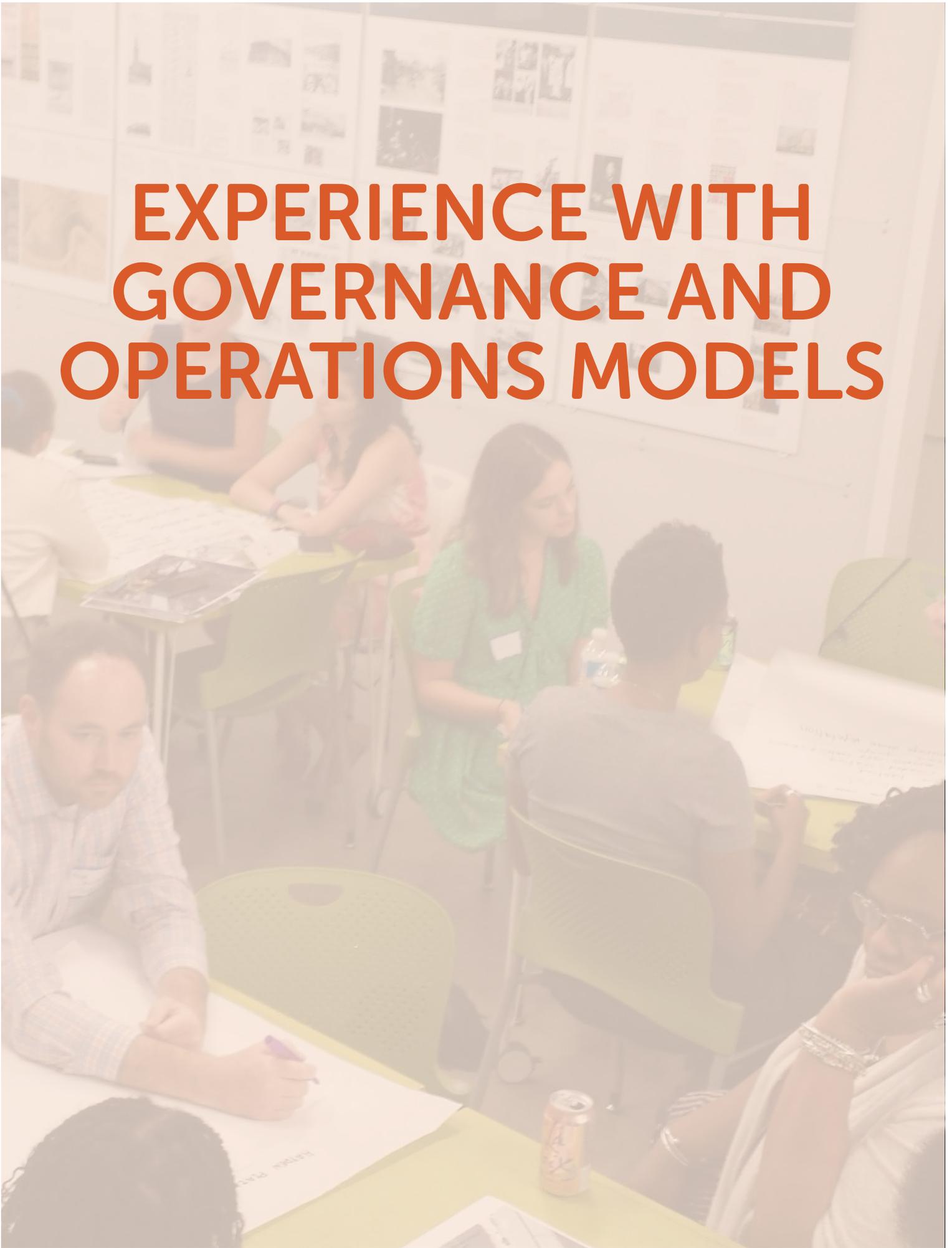
Between August and November 2016, PPS engaged the public in a variety of ways, speaking to or surveying over 2,300 people and observing activity in the public spaces over a period of several months. An effort was made to reach out to people both in and outside of the downtown, as to understand the perceptions and behavior of a broad crosssection of residents, even those who rarely come downtown. The engagement included meetings with city staff, Executive and Stakeholder committees, and individual stakeholder groups, as well as a series of placemaking workshops, pop-up engagement, onsite observations, behavior mapping, and surveys.

### Outcomes

The Place for People placemaking campaign culminated in design and program recommendations for the primary public spaces in the project’s study area, as well as options for management of these spaces and the downtown as a whole. Using these recommendations, the City of Eugene is taking steps to implement LQC programs for Summer 2017.



# EXPERIENCE WITH GOVERNANCE AND OPERATIONS MODELS



Project for Public Spaces has helped to set up and assist many public space governance entities around the country. Recently, PPS presented the City of Eugene with three public space management strategies as part of the Placemaking Plan for Eugene’s Downtown Public Spaces. David O’Neil, as a member of PPS’s market team, has prepared many programming, feasibility studies, operations and management plans and budgets for a variety of retail markets, large and small, public and private. Max Musicant, both with the Musicant Group and with Andrew Manshel at the Greater Jamaica Development Corporation, has created programming plans and management structures, prepared operations and maintenance plans and budgets, and operated and programmed many public spaces.

The following projects show our experience with governance and operations models:

Halifax Seaport Farmers Market, Halifax, NS

Boston Public Market, Boston, MA

Lake and Hiawatha Plaza and Transit Station, Minneapolis, MN



Left: A view of the Rotary Hall and outdoor market area. Right: NewBo City Market drawing large crowds during opening weekend.

## HALIFAX SEAPORT FARMERS MARKET REPOSITIONING PLAN

HALIFAX, NOVA  
SCOTIA  
(2011-2013)

### CLIENT

Halifax Port Authority (HPA)  
and City Market of Halifax  
Cooperative (CMHC)

### Challenge

After the 260 year-old Halifax Seaport Farmers Market (HSFM) moved into a new ly renovated building on the Halifax w aterfront it immediately faced a series of economic, design and governmental issues that threatened the market w ith bankruptcy and possible closure.

### Process

PPS w as approached jointly by HPA, the property ow ner, and CMHC, the vendor cooperative responsible for the finances and operations of the HSFM. After several site visits, w hich included facilitated meetings w ith vendors and customers as w ell as analysis of the market’s operations it was clear that HSFM faced multiple challenges. PPS determined that the market w as unable to continue to meet its financial obligations to pay for the renovations of the new location, HSFM’s management structure w as not serving vendors or customers w ell and the building itself w as dysfunctional and needed a retrofit. Working intensively w ith HPA, market vendors and the public PPS assumed interim managerial responsibility for the market for one year and crafted a repositioning plan that addressed new governance, assignment of debt, redesign and overall marketing and merchandising improvements to stabilize the market and put it on firm footing for the future.

### Outcomes

HPA has taken over management of the market, debt has been removed and physical improvements are being implemented, including new entrances, circulation plans and tenant design standards, to make the market more functional, efficient and customer friendly. Overall sales and customer visits are up – w ith most vendors reporting increases. The market’s future is secure and continues to be an urban attraction and regional economic driver for all of Nova Scotia’s agricultural and local producer communities.



## MARKET PRO FORMA

	Current Budget	Projected Budgets				
	2011	YEAR 1	YEAR 2	YEAR 3	YEAR 4	
<b>INCOME</b>						
Tables Rents	870,513	925,000	\$ 952,750	\$ 981,333	\$ 1,010,772	
Boulevard Rents	75,225	75,000	\$ 77,250	\$ 79,568	\$ 81,955	
CRU Rents	129,587	140,000	\$ 144,200	\$ 148,526	\$ 152,982	
Special Events	13,480	20,000	\$ 20,600	\$ 21,218	\$ 21,855	
3rd Floor Tenant Rents	0	80,000	\$ 82,400	\$ 84,872	\$ 87,418	
Common Area Charges	4,787	20,000	\$ 20,600	\$ 21,218	\$ 21,855	
Electrical/Natural Gas Billing	31,942	40,000	\$ 41,200	\$ 42,436	\$ 43,709	
Membership Fees	2,400	2,400	\$ 2,472	\$ 2,546	\$ 2,623	
Manage my Market Appl Fees	5,672	6,000	\$ 6,180	\$ 6,365	\$ 6,556	
ATM	33,259	40,000	\$ 41,200	\$ 42,436	\$ 43,709	
Fundraising	2,500	25,000	\$ 50,000	\$ 51,500	\$ 53,045	
<b>Total Income</b>	<b>1,169,365</b>	<b>1,373,400</b>	<b>\$ 1,438,852</b>	<b>\$ 1,482,018</b>	<b>\$ 1,526,478</b>	
<b>EXPENSES</b>						
<b>Personnel</b>						
General Manager	\$ 53,182	\$ 90,000	\$ 90,900	\$ 91,809	\$ 92,727	
Operations Manager	\$ 40,302	\$ 55,000	\$ 55,550	\$ 56,106	\$ 56,667	
Bookkeeping	\$ 39,383	\$ 45,000	\$ 45,450	\$ 45,905	\$ 46,364	
Development and Events	\$ 23,367	\$ 45,000	\$ 45,450	\$ 45,905	\$ 46,364	
Office Manager	\$ -	\$ 40,000	\$ 40,400	\$ 40,804	\$ 41,212	
Ervan/Custodian	\$ 40,180	\$ 40,180	\$ 40,582	\$ 40,987	\$ 41,397	
Part Time Maint and Janitorial	\$ 5,865	\$ 80,000	\$ 80,800	\$ 81,608	\$ 82,424	
Security	\$ 2,577	\$ 10,000	\$ 10,100	\$ 10,201	\$ 10,303	
Fringe Benefits	\$ -	\$ 80,000	\$ 80,800	\$ 81,608	\$ 82,424	
Advertising/Promotion	\$ 8,906	\$ 100,000	\$ 101,000	\$ 102,010	\$ 103,030	
Office	\$ 16,673	\$ 25,000	\$ 25,250	\$ 25,503	\$ 25,758	
Bank Charges	\$ 6,853	\$ 7,000	\$ 7,070	\$ 7,141	\$ 7,212	
Parking	\$ 1,061	\$ 50,000	\$ 50,500	\$ 51,005	\$ 51,515	
Legal/Professional/Consultants	\$ 58,686	\$ 50,000	\$ 50,500	\$ 51,005	\$ 51,515	
Insurance	\$ 14,670	\$ 20,000	\$ 20,200	\$ 20,402	\$ 20,606	
Travel	\$ 2,150	\$ 5,000	\$ 5,050	\$ 5,101	\$ 5,152	
Fees/Permits	\$ 9,575	\$ 10,000	\$ 10,100	\$ 10,201	\$ 10,303	
Utilities	\$ 104,620	\$ 120,000	\$ 121,200	\$ 122,412	\$ 123,636	
Janitorial Supplies	\$ 10,324	\$ 15,000	\$ 15,150	\$ 15,302	\$ 15,455	
Janitorial	\$ 41,972	\$ 45,000	\$ 45,450	\$ 45,905	\$ 46,364	
Maintenance Contracts	\$ 17,245	\$ 25,000	\$ 25,250	\$ 25,503	\$ 25,758	
Maintenance / Repairs	\$ 15,530	\$ 50,000	\$ 50,500	\$ 51,005	\$ 51,515	
Garbage	\$ 32,100	\$ 35,000	\$ 35,350	\$ 35,704	\$ 36,061	
Additional Rent (Pavilion 20)	\$ 8,800	\$ 20,000	\$ 20,200	\$ 20,402	\$ 20,606	
Miscellaneous	\$ 2,782	\$ 5,000	\$ 5,050	\$ 5,101	\$ 5,152	
<b>Total Expenses</b>	<b>\$ 556,803</b>	<b>\$ 1,067,180</b>	<b>\$ 1,077,852</b>	<b>\$ 1,088,630</b>	<b>\$ 1,099,516</b>	
<b>Sub-Total</b>	<b>\$ 612,562</b>	<b>\$ 306,220</b>	<b>\$ 361,000</b>	<b>\$ 393,388</b>	<b>\$ 426,962</b>	
Rent to HPA	57,500	57,500	57,500	57,500	57,500	
HRM	182,161	182,161	182,161	182,161	182,161	
<b>NOI</b>	<b>\$ 372,901</b>	<b>\$ 66,559</b>	<b>\$ 121,339</b>	<b>\$ 153,727</b>	<b>\$ 187,301</b>	



Left: The Boston Public Market | Right: Vendors and Customers at the Boston Public Market (credits: Matt Conti, www.mattconti.com)

## BOSTON PUBLIC MARKET

BOSTON, MA (2011)

### CLIENT

Massachusetts Department of Agricultural Resources (MDAR)

### Challenge

The Massachusetts Department of Agricultural Resources (MDAR) retained PPS to create an implementation guide for planning and operating a year-round public market in a MA Department of Transportation building adjacent to Boston’s historic Haymarket. The Commonwealth’s goals for the public market were that it would serve as an anchor destination along the Rose Kennedy Greenway and support and showcase products from regional producers, in turn fostering the local economy.

### Process

Under leadership from MDAR, PPS worked with a task force consisting of a number of government agencies and stakeholders to conduct research and develop a business plan for the market. PPS conducted a focus group and online surveys to analyze the market’s potential consumer needs and preferences while also determining its sales potential. PPS also reached out to regional farmers, fishermen, bakers, and specialty food producers through interviews, online surveys, a regional direct marketing conference, vendor open house, and site tour in order to determine interest. In addition, PPS prepared a conceptual design for the market and developed an implementation plan that included recommendations for the market’s management structure, layout, operation benchmarks, and budget.

### Outcomes

On July 30, 2015 the Boston Public Market opened with 37 vendors under management by the Boston Public Market Association. The market, the first of its kind nationally, exclusively features products grown, raised, caught or produced in New England.





## LAKE AND HIAWATHA PLAZA AND TRANSIT STATION

MINNEAPOLIS, MN  
(2014 -2015)

CLIENT  
Hennepin County

### *Challenge*

Hennepin County, the largest local governmental body in Minnesota, purchased a 5-acre site for multi-phased redevelopment adjacent to one of the busiest light rail and bus stations in the Minneapolis network. The redevelopment called for the creation of a 1-acre plaza that would serve the users of the new office, housing, and retail buildings, as well as the existing transit riders and the community – which hosted a popular twice-weekly farmers market on the existing site.

### *Deliverables*

The Musicant Group was retained by Hennepin County to:

- Ensure the concept design reflected the wants and needs of the community, the County (developer) and future users
- Create a programming, management, and ownership plan that would allow a future entity(s) to deliver the desired uses, activities and experiences identified by various stakeholders
- Recommend a governance structure to oversee the new plaza
- Create operations and management budget scenarios for the new plaza

### *Process*

#### *Developing Priority Experiences*

The Musicant Group frames its activities – whether it be planning or execution of activations – through the lens of what users want to be able to do, feel, and experience. We discerned what these “priority experiences” were through multi-channeled engagements that included in-person tabling at the onsite farmers market, focus groups, interviews of transit riders while they waited for the bus/train, and e-surveys.



### *Crafting an Ecosystem of Design, Management and Activities*

After developing the list of 11 “Priority Experiences” based off of the user engagement, The Musicant Group developed a framework of design considerations, management capacities, and types of activities at different levels of intensity that would deliver said experiences. As the plaza was still in the concept phase, the matrix of these inputs was created to help the client and community foster the experiences regardless of the future levels of capital or operating funding.

### *Creating the Framework of Governance, Funding, and the Operating Budget*

From there, The Musicant Group created a set of governance recommendations based on our expertise operating public spaces and other national models that would ensure the plaza served the multiple public, private, and community interests would converge on the new plaza. The recommended structure – which brought together the county, transit agency, city, neighborhood organization, residents, property owners, adjacent businesses and NGOs – formed the foundation of the O&M budget and the possibilities in sourcing the funds for said budget.

The Musicant Group developed creative solutions for funding of the plaza, which included:

- The creation of a new tax assessment district
- Governmental contributions
- Condo/homeowner association fees on the new housing
- Site rental and event fees
- Concessions
- Grants
- In-kind contributions of services from public and private bodies

Both operating expenses and income were modeled to correspond to the three phases of the site’s development, with increasing income and expenses as the site and the plaza’s usage intensified.

## Operating Expenses

	Low Est. Phase 1	% of Total	High Est. (Phase 3)	% of Total	In-kind Eligible?
Sanitation	\$21,900	14%	\$38,325	14%	Yes
Public Safety	\$14,600	9%	\$29,200	10%	Yes
Advertising and Promotion	\$2,800	2%	\$5,110	2%	Yes
Office expenses	\$2,800	2%	\$5,110	2%	Yes
Capital reserves	\$14,000	9%	\$25,550	9%	No
Programming and events	\$45,000	28%	\$75,000	27%	Yes
Physical improvements and repairs	\$10,000	6%	\$20,000	7%	No
Landscaping	\$8,400	5%	\$15,330	5%	No
Administration	\$35,000	22%	\$55,000	20%	No
Insurance	\$7,000	4%	\$12,775	5%	Yes
<b>TOTAL</b>	<b>\$161,500</b>	<b>100%</b>	<b>\$281,400</b>	<b>100%</b>	

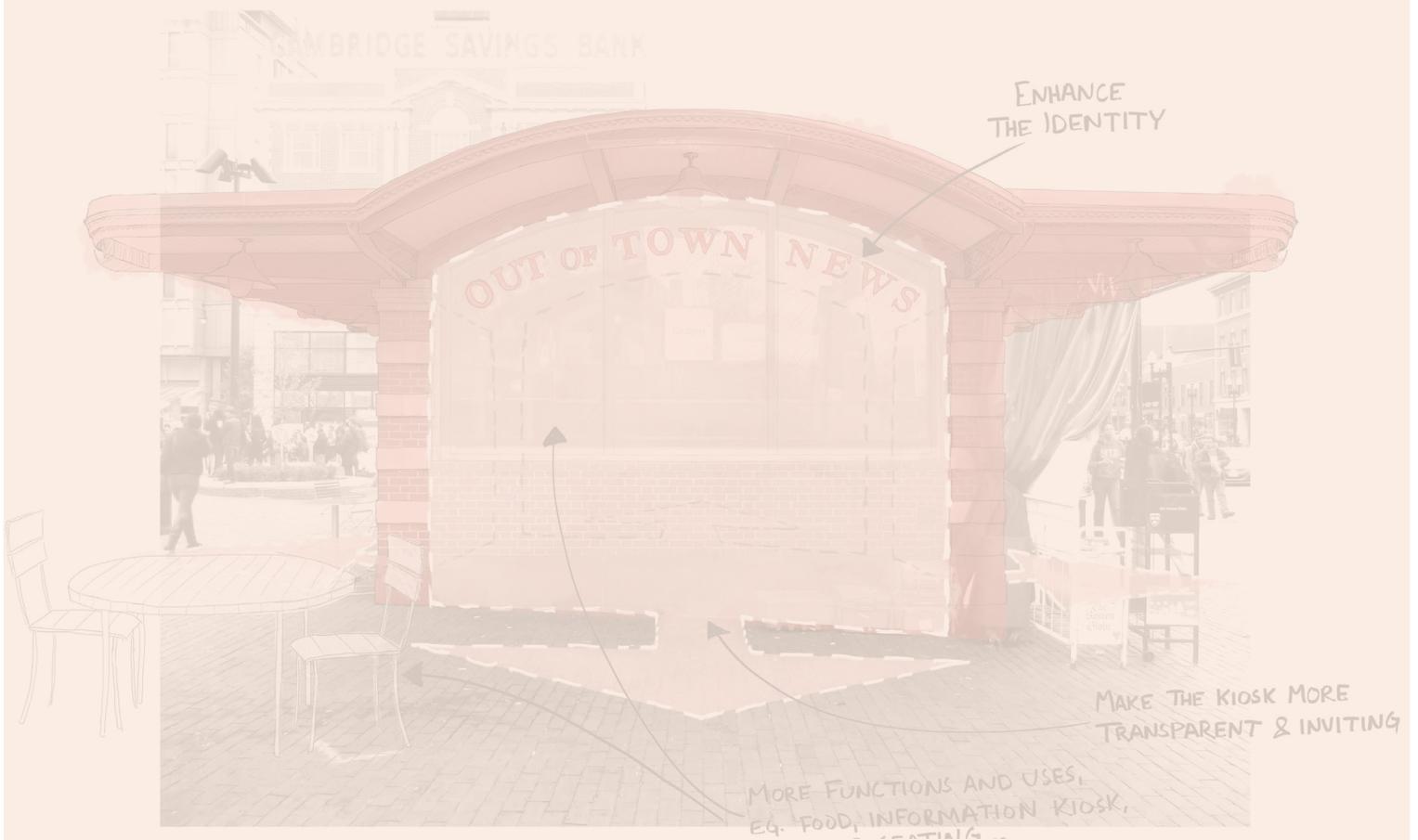
## Operating Income

	Low Est. Phase 1	% of Total	High Est. (Phase 3)	% of Total
Assessments to L+H Station buildings and/or condo association contributions	\$21,191	13%	\$63,102	22%
Events income	\$0	0%	\$5,000	2%
Sponsorships	\$2,000	1%	\$5,000	2%
Rental/Concessions income	\$1,000	1%	\$20,000	7%
Partner contributions (Hennepin County, Metro Transit, City of Minneapolis, Corcoran)	\$95,809	59%	\$111,500	40%
In-kind sanitation and public safety services	\$36,500	23%	\$67,525	24%
Grants and contributions	\$5,000	3%	\$10,000	4%
<b>TOTAL</b>	<b>\$161,500</b>	<b>100%</b>	<b>\$282,127</b>	<b>100%</b>

## Assessment Calculation

	Phase 1	Phase 2	Phase 3
Housing Units	100	285	125
Approximate SF	100,000	285,000	125,000
Assessment Rate per SF	\$0.10	\$0.10	\$0.10
Housing Assessment Subtotal	\$10,000	\$28,500	\$12,500
Office Space SF	\$100,000		
Assessment Rate per SF	\$0.10		
Office Assessment Subtotal	\$10,000		
Retail SF	\$7,937	\$6,075	-
Assessment Rate per SF	\$0.15	\$0.15	\$0.15
Retail Assessment Subtotal	\$1,191	\$911	\$0
Assessment Amount	\$21,191	\$29,411	\$12,500
<b>TOTAL</b>	<b>\$63,102</b>		

# STRATEGY



## SCOPE OF WORK

This scope of work describes the tasks necessary to complete the services and deliverables requested by the City. We are assuming more-or-less monthly meetings with the Working Group and bi-monthly meetings with the City to review and discuss community input, programming ideas, governance models, and operations and maintenance costs. We also will be available for weekly conference calls to supplement these monthly meetings.

### PHASE I: PROJECT INITIATION

This Phase involves the review of existing information and new data gathering, as well as client and stakeholder input, to prepare for a larger community engagement process, as well as program and governance development.

#### ***Task 1.1: Background Research***

PPS will build on the community process and the ideas developed as part of our “Harvard Square Vision Plan” (2014), and examine the feasibility of existing ideas generated from subsequent community workshops.

*Participants:* PPS (Meg Walker, Priti Patel)

*Deliverable:* Summary of ideas generated at workshops and meetings (2014-2016)

#### ***Task 1.2: Finalize Community Outreach Strategy***

PPS will work with the City to finalize a Community Outreach Strategy that will ensure that a wide audience of community members is engaged and provided opportunities for input.

Community members that we will strive to reach include: residents, students, tourists, international visitors, youth/teens, homeless, university faculty and staff, local businesses, and street performers and artists.

The Community Outreach Strategy will include:

- A list of stakeholders and involved organizations to interview;
- A strategy for robust and inclusive public involvement throughout the project;
- A schedule and milestones for community engagement.

Community engagement techniques that we have found successful in the past and that we recommend include:

- Focus groups and interviews
- A Power of Ten Exercise
- A Placemaking Workshop
- Pop-Up Placemaking Station
- Intercept surveys
- Digital survey targeting specific user groups (e.g. students, local businesses)

*Participants:* (Meg Walker, David Leyzerovsky and Priti Patel), City

*Deliverable:* List of stakeholders, plan and schedule for community outreach.

**Task 1.3: Kick-Off Meeting, Interviews and Working Session with Harvard Square Kiosk Working Group (Trip One)**

PPS will attend a kick-off meeting with the Client (the City) and with the Harvard Square Kiosk Working Group (Working Group), review and finalize the Community Outreach Strategy, and conduct initial interviews and focus groups with key stakeholders.

*Participants:* PPS Team (Meg Walker, Priti Patel, Max Musicant and David O’Neil), City, Working Group, key stakeholders

*Deliverable:* Minutes of meetings/Summary of ideas

**Task 1.4: Site Visit/User Analysis (Trip One)**

We will conduct user analysis of current activity, including activity mapping, counts, photo documentation, and timelapse film in order to understand current uses and pedestrian movements in Harvard Square and its kiosk.

*Participants:* PPS (Meg Walker, David Leyzerovsky and Priti Patel)

*Deliverable:* Photo documentations, timelapse film, findings from observations and activity mapping.

## PHASE II: COMMUNITY ENGAGEMENT

This phase will be undertaken by PPS to obtain community and stakeholder input regarding the

current conditions and uses of the public spaces, as well as to engage the community in building a vision for the uses and activities that could take place there, both formal and informal.

**Task 2.1: Placemaking Workshop Preparation**

PPS will conduct research on benchmarks, and prepare materials and presentation for community workshops.

*Participants:* PPS (Meg Walker and Priti Patel)

*Deliverable:* Benchmarks and Powerpoint Presentation

**Task 2.2 Community Workshop (Trip Two)**

PPS will conduct a public Placemaking Workshop (Community Meeting #1) to obtain the input and ideas of a broad representation of community members and stakeholders. While open to the public, a mix of people should be invited to represent residential and institutional neighbors, area businesses, relevant city agency representatives, cultural organizations, and commercial tenants. The workshop will begin with a PPS presentation followed by its tested “Place Performance Evaluation Game” to focus the discussion and help participants evaluate existing spaces and activities, as well as brainstorm ideas for how they can be enhanced. Participants will be divided into groups that will visit the square and identify opportunities for their assigned sites, and all groups will address overall activities and programs.

*Participants:* PPS (Meg Walker, David Leyzerovsky and Priti Patel), Working Group, stakeholders and community members

*Deliverable:* PPS will prepare a summary of the workshop findings

***Task 2.3 Placemaking Tables/Tents (Trip 3)***

PPS will develop interactive displays to be used to gather information at the square and at events in the area. Displays will consist of a map of the site and photo benchmarks (examples) of public space ideas that emerged from the stakeholder meetings and Community Workshops which participants can vote on. Participants will also write ideas on flip charts.

*Participants:* PPS (Priti Patel and David Leyzerovsky) and the public

*Deliverable:* List of ideas that emerge from the exercise

***Task 2.4 Interviews and Focus Groups (Trip 3)***

PPS will continue to conduct interviews and focus groups with key stakeholders and groups (e.g. local business owners, students and faculty, arts organizations, city staff, and more).

*Participants:* PPS (Meg Walker, David Leyzerovsky, Priti Patel, interns), stakeholders, and community members

*Deliverable:* PPS will prepare a summary of interview findings

***Task 2.5 Digital Surveys***

PPS will work with the Working Group to prepare a brief digital survey to be distributed through the City’s website and email lists that will include a request for ideas in all media. Rather than a competition, we suggest a “request for ideas,” that can be in writing, drawings, photographs - whatever medium people would like to use to show what they desire to do or see in Harvard Square. These will be screened and posted on the City’s website. (If the Working Group prefers to hold a competition, PPS can assist.)

*Participants:* PPS (Meg Walker, David Leyzerovsky and Priti Patel) and Working Group

*Deliverable:* Survey results, images, and ideas to post on the City website

***Task 2.5 Summary of Workshop and Interview Findings***

PPS will summarize the findings from the community workshops, stakeholder interviews and other community engagement tools (e.g. digital survey) to be used in the preparation of the program in Phase III.

*Participants:* PPS (Priti Patel)

*Deliverable:* PPS will prepare a summary of the workshop findings

## PHASE III: PROGRAM DEVELOPMENT AND INTERIM REPORT

In this phase we will develop a matrix of activities and uses that will activate Harvard Square, and we will diagram the location of the activities on the site. These will be included in the presentation at the second community meeting, along with community engagement findings and initial management models.

### ***Task 3.1 Prepare Draft Program***

PPS will prepare a program of activities and uses for the public spaces, including potential activities that could be experimented with in the short term, that will serve the diverse population that frequents Harvard Square. The programming vision will include:

- A program matrix that lists proposed uses and activities, and when they would occur during the day, week and year;
- Seasonal activities, and community events and celebrations;
- List of diverse users and when they typically frequent the square;
- Proposed uses for the Harvard Square Kiosk;
- Multi-modal (pedestrian, bicycle, and transit) transportation needs and potential public safety issues;
- A diagram(s) that illustrates the layout of the program on the sites;
- A discussion of the management implications of the proposed program;
- A list of potential programming and management partners.

*Participants:* PPS Team (Meg Walker, Priti Patel, David O’Neil with Max Musicant)

*Deliverable:* Memorandum and matrix describing program, and diagrams illustrating layout or program.

### ***Task 3.2: Develop Initial Management Models***

PPS will develop four to five case studies of management models used at successful public spaces that will serve as examples to discuss with the City and the Working Group.

*Participants:* PPS Team (Meg Walker and Max Musicant), City, Working Group and Public

*Deliverable:* PowerPoint presentation

### ***Task 3.3: Presentation of Draft Programming Vision and Management Models (Trip Four)***

PPS will present the draft program to the City, the Working Group and the public for discussion (Community Meeting #3).

*Participants:* PPS Team (Meg Walker and Max Musicant), City, Working Group and Public

*Deliverable:* PowerPoint presentation

### ***Task 3.4: Develop Interim Report***

After receiving comments from the City and the Working Group regarding the Programming Vision, PPS will prepare the interim report that will include findings of the community outreach, the revised programming vision, management case studies, and an initial operations and maintenance plan and budget based on the programming vision. We will identify preliminary dollar estimates to set reasonable expecta-

tions of what may be achieved through different types of programming. We will give the interim report to the City and the Working Group for comments and discussion.

*Participants:* PPS Team (Meg Walker, Priti Patel, David O’Neil and Max Musicant)

*Deliverable:* Interim Report- findings of the community outreach, the revised programming vision, management case studies, and an initial operations and maintenance plan and budget based on the programming vision

## PHASE IV: INFRASTRUCTURE CONCEPT PLAN

In this phase a concept plan for the kiosk improvements, other infrastructure improvements and amenities will be developed based on the approved program of uses and activities for the square.

### **Task 4.1: Develop Draft Concept Plan**

Using the recommendations from the stakeholder and community engagement, and the final programming vision, concept plans for the kiosk and site infrastructure improvements will be developed. The concept plan will be presented in graphic form as a detailed, annotated plan for the kiosk and square. Issues the concept plan will address include:

- How the site can accommodate a variety of activities and uses at different times of day and year, (e.g. markets, performances, festivals, and more);

- Physical improvements to the kiosk to accommodate the new program (possible plan and elevations showing proposed changes);
- Integration with existing and new commercial or residential development around the square—particularly ground floor uses;
- Amenities such as seating, lighting and public art, as well as focal points and their locations;
- Signage and wayfinding
- Recommended improvements to streets, sidewalks, pedestrian circulation;
- Connections to adjacent areas;
- Linkages to transit.

The concept plan, including the kiosk and site improvements, will also be summarized in a narrative report. Short-term activation (“lighter, quicker, cheaper” interventions) will be proposed to continue to experiment with new ideas on the site. Two perspective renderings of the concept will be prepared to supplement benchmark images.

*Participants:* PPS Team (Meg Walker, Alessandra Galletti, Priti Patel, David O’Neil)

*Deliverable:* Graphic plan and narrative, with perspective renderings and benchmark images.

### **Task 4.2: Presentation and Review of the Draft Concept Plan (Trip Five)**

PPS will present the draft concept plan and narrative to the City and the Working Group for review and discussion.

*Participants:* PPS Team (Meg Walker and David O’Neil), City, and Working Group

*Deliverable:* PowerPoint presentation and narrative

## PHASE V: MANAGEMENT PLAN

The management planning phase will include the development of a final budget for the recommended program and concept plan, as well as for operations and maintenance, a fundraising plan, and the development of governance recommendations for the kiosk and the square.

### ***Task 5.1: Develop Capital, Operations, and Maintenance Plan and Budget***

Based on comments received for the initial operational plan and budget prepared for the Interim Report, the PPS Team will prepare a more detailed pro forma that lists capital, operations and maintenance costs, as well as revenues and potential funding sources that will ensure that the square and kiosk are as self-sustaining as possible.

*Participants:* PPS Team (Meg Walker, David O’Neil, Max Musicant)

*Deliverable:* Operations and Maintenance plan and budget for kiosk and square

### ***Task 5.2: Governance Study***

Based on discussions regarding the management models presented, the PPS Team will analyze the feasibility and effectiveness of the models, the pros and cons for Harvard Square, and prepare a detailed analysis of each, taking into consideration the City’s procurement process. Potential

public, nonprofit, and private partnerships will be investigated.

*Participants:* PPS Team (Meg Walker, Max Musicant, Andrew Manshel)

*Deliverable:* An analysis and recommendations of preferred governance models

## PHASE VI: DEVELOP DRAFT AND FINAL REPORT

### ***Task 6.1: Develop Draft Report***

The draft report will pull together all of elements of the study, including a summary of the community engagement findings, the programming vision, the concept plan, the operations and maintenance plan and budget, and governance recommendations. Copies of the draft report will be given to the City and the Working Group for their review and comments.

*Participants:* PPS Team (Meg Walker, Priti Patel, David O’Neil, Max Musicant, Andrew Manshel)

*Deliverable:* Draft Final Report

### ***Task 6.2: Present Draft Report (Trip 6)***

PPS will give a public presentation (Community Meeting #3) that will include all the recommendations, covering the programming vision, the infrastructure concept plan, the operations and maintenance plan, and preferred governance models.

*Participants:* PPS Team (Meg Walker and Max Musicant)

*Deliverable:* PowerPoint presentation

***Task 6.3: Develop Final Report***

PPS will finalize the report and plan based on the comments from the City, the Working Group, and the public and revise the powerpoint presentation for use by the City.

The final report will include:

1. A Description of the Outreach Process and a Summary of Findings
2. A Description of the Programming Vision and Diagrams
3. A Programming Vision for the Kiosk
4. Concept Plans (graphic materials and narrative) of the Square and Kiosk with two renderings
5. A Management Strategy: Operations and Maintenance Plan and Budget; Governance Entity Description
6. Appendix with Workshop Results, Meeting Notes and Program Matrix

*Participants:* PPS Team (Meg Walker, Priti Patel, David O’Neil, Max Musicant, Andrew Manshel)

*Deliverable:* Final Report (hard and digital copies)

***Optional Task 6.4: Presentation to Cambridge City Council (additional service)***

***CLIENT RESPONSIBILITY***

The Client will be responsible for providing accurate base plans, floor plans or surveys, and/or detailed, high resolution aerial photographs of the project site. Creation of base plans and floor plans by PPS would be at additional cost upon written approval of the Client.

The Client is also responsible for convening workshop and focus groups , including the following tasks:

- finding and securing venues
- inviting participants
- community outreach and promotion of meetings to ensure good public participation
- providing refreshments at workshop and focus groups.

# PROJECT STAFFING



## TEAM STRUCTURE

The following are the staff who will serve as the primary project team:

**Project Principal:** Fred Kent, President, PPS

**Project Director:** Meg Walker, Senior Vice President, PPS

**Senior Designer:** Alessandra Galletti, Vice President, PPS

**Project Manager:** Priti Patel, Senior Design Associate, PPS

**Assistant Project Manager:** David Leyzerovsky, Senior Program Manager, PPS

**Kiosk Programming, Operations, and Maintenance Advisor:** David O'Neil, Senior Director, Public Markets

**Fiscal Management Analysis and Advice Consultant:** Max Musicant, Principal, Musicant Group

**Governance Advisor:** Andrew Manshel, Musicant Group

The following is a list of backup staff who will be available to complete the project in a timely manner if the original project staff is no longer available to work on this project.

**Backup Project Director:** Steve Davies, Executive Vice President, PPS

**Backup Project Manager:** Philip Winn, Vice President, PPS

**Backup Senior Markets Associate:** Kelly Verel, Vice President, Public Markets

**Backup Assistant Project Manager:** Anna Siprikova, Project Associate, PPS

The PPS team is diverse by age (30-74 years old) and gender, with women in key project leadership roles. PPS's staff as a whole is majority female (56 percent). Our team has cultural and some racial diversity, and it is a strategic goal of PPS's as outlined in its 2017 Strategic Plan to increase the racial diversity of its staff.

## FRED KENT

Founder and President, PPS

*[fredkent@pps.org](mailto:fredkent@pps.org)*



Fred Kent is a leading authority on revitalizing city spaces and one of the foremost thinkers in livability, smart growth and the future of the city. As founder and president of Project for Public Spaces, he is known throughout the world as a dynamic speaker and prolific ideas man. Traveling over 150,000 miles each year, Fred offers technical assistance to communities and gives major talks across North America and internationally. Each year, he and the PPS staff give presentations or train more than 10,000 people in placemaking techniques. Since 1975, Fred has worked on hundreds of projects, including Bryant Park, Rockefeller Center, and Times Square in New York City; Discovery Green in Houston, TX; Campus Martius in Detroit, MI; Main Street in Littleton, NH; Granville Island in Vancouver, BC, Canada; and a city-wide placemaking campaign in Chicago, IL. In addition to projects, Fred has led trainings across the world for audiences such as the Urban Redevelopment Agency and the National Parks Board in Singapore, representatives from the City of Hong Kong, the Ministry of Environment in Norway, the leading Dutch transportation organization in the Netherlands, Greenspace in Scotland, UK, numerous transportation professionals from US State DOTs, and thousands of community and neighborhood groups across the US.

Before founding PPS, Fred studied with Margaret Mead and worked with William H. Whyte on the Street Life Project, assisting in observations and film analysis of corporate plazas, urban streets, parks and other open spaces in New York City. The research resulted in the now classic, *The Social Life of Small Urban Spaces*, published in 1980, which laid out conclusions based on decades of meticulous observation and documentation of human behavior in the urban environment. In 1968, Fred founded the Academy for Black and Latin Education (ABLE), a street academy for high school dropouts. In 1970, and again in 1990, Fred was the coordinator and chairman of New York City's Earth Day. Most recently, Fred has led some of the largest projects at PPS including Cape Town Waterfront, Crystal City in Alexandria, VA., Museumplein in Amsterdam, Downtown Detroit, Harvard University's main plaza, and Harvard Square for Cambridge and Harvard. He is also overseeing major projects with Southwest Airlines as part of the Heart of the Community campaign. A recent partnership between PPS, UN Habitat, and The Ax:son Johnson Foundation has resulted in a global campaign (*The Future of Places*) and the establishment of a Placemaking Leadership Council (600+ members) aimed at bringing placemaking to countries around the world. Fred has also been intimately involved with the expansion of placemaking into a global agenda, helping to achieve a level of international engagement that rivals other major international development efforts. With over 150,000 people around the world following the work of PPS through emails, Twitter and Facebook, he has witnessed interest in placemaking grow exponentially.

Fred has taken over half a million photographs of public spaces and their users, which have appeared in exhibits, publications and articles.

### EDUCATION

Bachelor of Arts in Economics, Graduate Program in Urban Geography, Columbia University

## MEG WALKER

Vice President, PPS

*mwalker@pps.org*



A registered architect and licensed planner, Meg Walker is a Vice President at Project for Public Spaces, Inc. as well as an Adjunct Professor of City Planning at Pratt Institute, where she teaches in the graduate program of Urban Placemaking and Management. Over her 14 year tenure at PPS, Meg has engaged communities around the country in creating vibrant parks, plazas, and waterfronts, revitalizing downtowns and developing public space master plans. Meg also directs PPS's work on new town centers and mixed-use development, focusing on the programming, design, and management of public spaces in new communities and infill development. She is an accomplished speaker who has presented at numerous planning and development conferences around the country.

Planning efforts Meg has directed or participated in at PPS include:

- The Bass Center for Innovation and Placemaking: A partnership with the Brookings Institution involving research, audits, and pilot projects to integrate placemaking into innovation districts
- A public space strategy to revitalize downtown Detroit.
- A program and concept design for the Middletown, Connecticut riverfront.
- A program for the reconstruction of Monument Circle in Indianapolis, Indiana.
- The concept for a new plaza at Pearl Brewery, a mixed-use development in San Antonio, Texas.
- A Design and Development Plan for the Hamlet of Hillsdale, NY.
- An Interpretive and Programming Plan for the new Van der Donck Park (daylighting the Saw Mill River) in Yonkers, NY.
- A waterfront master plan/public space plan for Cleveland, OH.
- A major new civic plaza for downtown Seattle, WA.
- A public space plan for downtown Chappaqua, NY.
- A new 6-acre park for a new town center in Oviedo, FL.
- A new civic square in Orlando, FL.

From 1998-2003, Meg was Planning Consultant for the Village of Hastings-on-Hudson, NY, where she managed the community-based planning efforts that focused on the future of the waterfront and led the effort to prepare the Village's LWRP. She also prepared new zoning for the downtown and promoted community walkability through a new pedestrian plan. Since 2009, she has been a Trustee of the Village, an elected position, where she is heading up the efforts to revitalize the downtown, and to clean-up and plan for development of the 50-acre industrial site on the waterfront.

As a Partner at Ryzinski/Walker Architects from 1986-1994, Meg was the architect of record on dozens of residential and commercial projects in New York City. These included historic brownstone restorations, new and existing multi-family residential buildings, new restaurants, and commercial offices.

### EDUCATION

Bachelor of Arts in Government, Wesleyan University

## ALESSANDRA GALLETTI

Vice President, PPS  
*agalletti@pps.org*



Alessandra is a registered Landscape Architect with a broad range of experience in architectural and urban design, in both the public and private sectors, designing public spaces that work for people. Alessandra's role at PPS is to integrate and support PPS's collaborative, community approach with the technical and design skills acquired from her many years of practice and successful project implementation.

From 2003 to 2007, Alessandra worked as a consultant on a number of PPS's projects from 2003 to 2007, helping PPS and their clients transition the visions and the concepts developed in community workshops into drawings and sketches. This step gives a clear vision to the planning process and is necessary to achieve the realization of good public spaces. Alessandra joined PPS full-time in 2007 as Senior Associate and Director of Design. In this role, Alessandra directs PPS's work on public spaces and Parks and facilitates community workshops that engage the public in the planning process. Her projects have ranged from master plans for new town centers and adaptive reuse of industrial sites, to waterfront and urban park designs to public market districts.

While working for WRT, a leading Landscape Architectural firm, she developed the schematic design and Construction Documents for Queens Plaza Pedestrian and Bicycle Improvement Project, Queens, NY (Wallace Roberts and Todd, Landscape Architects). This project, recently completed, received a 2008 AIA NYC chapter merit award. This streetscape project extends for 12 city blocks in Long Island City, Queens NY, and provides bicycle connection to Manhattan via the Queensboro Bridge. The project aims to improve the flow of traffic and enhance the pedestrian environment with new sidewalks, curbs, plantings, landscaped traffic medians, and improved lighting. It also includes the creation of a 1.5-acre open space with artist-designed benches and pavers, a bikeway, and a pedestrian walkway. Cost: \$45 million. Alessandra's specific role for this project was designer, and project liaison for the Schematic design, Design development, construction detail Phases.

### PROFESSIONAL EXPERIENCE

Landscape Architect, Wallace Roberts & Todd, LLC, New York City, 2005 to 2007

Landscape Architect, Alessandra Galletti Landscape Architecture, New York City, 2001 to 2005

Landscape Architect, EDAW Inc., New York City, 1996 to 2001

Landscape Designer, Signe Nielsen

Landscape Architect P.C., New York City, 1990 to 1996

### PROFESSIONAL ASSOCIATIONS

American Society of Landscape Architects (ASLA)

### EDUCATION

Bachelor of Architecture, Pratt Institute School of Architecture Brooklyn, New York, 1989

Urban Planning and Landscape Architecture, Facolta' degli Studi di Roma, Italy, 1982

## DAVID O'NEIL

Senior Director, Public Markets, PPS

*davidkoneil@verizon.net*



David O'Neil is widely recognized as one of the nation's foremost experts in the management and development of public markets and rebuilding local economies. He is the former General Manager of the Reading Terminal Market in Philadelphia, where he directed the overall market revitalization for ten years.

After Reading Terminal Market, he traveled the ancient trade routes of Asia, studying markets in cities and remote areas, walking over a thousand miles. For nearly 15 years, he has worked with PPS to provide technical assistance with regard to development and operation of public markets and farmers markets. He has been a consultant to over two hundred historic and new market projects in the United States, Australia, Canada, New Zealand, Africa and Europe, ranging from small neighborhood farmers markets to major public market halls and market districts.

David is currently a consultant to the Queen Victoria Market in Melbourne, Australia, where he is advising on their renovation and expansion plan. He is an experienced trainer in market operations and development. He was an instructor for the Neighborhood Reinvestment Corporation, teaching a course in market development, and co-instructs PPS's training course, "How to Create Successful Markets."

One of the key elements in any market venture is working with would-be entrepreneurs to develop small-scale businesses that work in markets. He has worked successfully with many vendors and farmers who had no previous entrepreneurial experience.

Mr. O'Neil was a contributing writer and advisor to the PPS/Urban Land Institute book "Public Markets and Community Revitalization" published in 1994. He completed "Reading Terminal Market, An Illustrated History" published by Camino Press in 2003. He has the world's largest collection of market documents and photographs and has lent or donated parts of his collection to museums, periodicals, authors and TV programs.

For PPS, he has co-directed six consecutive International Public Market Conferences: Philadelphia (1996); Pike Place Market in Seattle, WA and Granville Island Market in Vancouver, BC (1998); New York (2002); Washington DC (2005); San Francisco (2009) and Cleveland (2012). Conferences in 2002 and 2005 were both sponsored by the Ford Foundation and the W.K. Kellogg Foundation.

Recent projects include markets in: Halifax, Baltimore, Boston, Anchorage, Brooklyn, Charleston, Flint, Detroit, Kingston (Ontario), Cleveland, and Trenton.

### EDUCATION

Bachelor of Arts, University of Pennsylvania, 1977

## PRITI PATEL

Senior Design Associate, PPS

*ppatel@pps.org*



As a key member of the design team, Priti works on a variety of parks, plazas, downtowns, waterfronts and streets. Her design experience has exposed her to a wide array of disciplines that integrate science, art, and creativity through placemaking. Her expertise include using various community engagement tools to develop a place vision, and translating it into a concept and design. She joined PPS in 2007 as a project associate for a new urban development in Dubai, UAE. Since then, she has worked on the design development of public spaces in a range of contexts. She has most recently been involved in the public engagement process for the re-imagination of Pershing Square in LA, the concept design and implementation of Lighter, Quicker, Cheaper efforts in Albuquerque, NM, the programming plans for Crystal City in Arlington, VA and the concept design of the grounds surrounding the Amon Carter Museum of American Art in Ft. Worth, TX.

With a background in Landscape Architecture, Priti continues to address the sustainable redevelopment design of downtowns and economic, cultural, ecological, and social growth of communities through placemaking.

Prior to joining PPS, Priti worked with New York City Department of Parks and Recreation on capital projects for the city, assisting on site analyses, research, and drafting.

### SELECTED PROJECT EXPERIENCE

Community Outreach and Visioning Plan - Eugene, OR

Community outreach and Vision Plan- Pershing Square, Los Angeles, CA

Vision and Short Term Placemaking Plan - Civic Plaza, Albuquerque, NM

Vision and Short Term Placemaking Plan - First Street, NoMa, Washington D.C.

Vision and Placemaking Plan - Crystal City Commons, Arlington, VA

Vision and Lighter, Quicker, Cheaper implementation - Travis Park, San Antonio, TX

Placemaking Plan - Museum of Art & History, Santa Cruz, CA

Vision and Placemaking Plan - Downtown Guelph, ON, Canada

Visioning Plan, Harvard Square, Cambridge, MA

Placemaking Concepts, Programming and Lighter, Quicker, Cheaper implementation - Harvard University Common Spaces, Cambridge, MA

Vision and Placemaking Plan, Monument Circle, Indianapolis, Indiana.

### PROFESSIONAL AFFILIATIONS

American Society of Landscape Architects (ASLA)

### EDUCATION

Bachelor of Science in Landscape Architecture, Rutgers University, New Brunswick, New Jersey

## DAVID LEYZEROVSKY

Senior Program Associate, PPS

*dleyzerovsky@pps.org*



David is a Senior Project Associate with Project for Public Spaces and the National Center for Bicycling and Walking. As a planning practitioner and seasoned project manager, David brings expertise in community engagement and visioning, active transportation and context sensitive design.

David's primary responsibilities include managing Federal Highway Administration's Context Sensitive Solutions Clearinghouse, organizing the biennial Pro Walk/Pro Bike/Pro Place Conference 2014, 2016, 2018, and managing the National Endowment for the Arts, Citizens' Institute on Rural Design™.

He has successfully executed Lighter, Quicker, Cheaper demonstration projects working closely with transit agencies, community partners, and social institutions to enhance public space in Pittsburgh, Pennsylvania and Vancouver, British Columbia. David also has experience conducting visioning workshops in Chimacum, Washington, the Akwesasne Tribal Territory, and Philadelphia, Pennsylvania, tackling diverse set of issues including, equitable transit, walkability, affordable housing development, and cultivating a sense of place for a community.

David has extensive research experience having conducted observational analysis of the the social behavior of CitiBike users. His analysis was cited in three bikeshare feasibility studies: Raleigh, North Carolina, Eugene, Oregon, and Rochester, New York. Most recently, David's work in Pittsburgh, Pennsylvania was featured on NPR's Here and Now.

### Education

Masters of Urban Planning, Hunter College, CUNY, New York, NY.

Bachelor of Arts in History, University of Michigan, Ann Arbor, MI.

## MAX MUSICANT

Principal: Placemaker, Musicant Group  
*max@musicantgroup.com*



As Principal, Max leads the placemaking practice of The Musicant Group. Under his leadership, the firm has pioneered a holistic and organic approach to the creation of place that integrates design, events, and management systems all through the lens of the user experience. Since its founding the firm has demonstrated that community and commercial interests all benefit from more humane, inviting, and lively places for people.

The Musicant Group is changing the way that property owners, developers, businesses, cities, not for profits, and communities generate social and commercial value from their public and shared spaces. Projects of note include:

Capella Tower – 225 S. 6th Street, for Ryan Companies (2014+)

- Manage and program the atrium for the largest office building in the state of Minnesota with 200+ events a year
- Created a new model for how office building common areas are run and deliver value to users and ownership

Friendly Front Yards – St. Paul, MN (2016+)

- Using funds granted via the nationally competitive Knight City Challenge, created a free public toolkit that has led participants to meet on average 5.5 new neighbors by “building community one front yard at a time”

Pop-ups at Central Station – St. Paul, MN (2016+)

- Leading the public-private partnership to transform of a large publically-owned vacant lot within the busiest transit station in Downtown St. Paul into the city’s first food truck court and outdoor game-room

Piazza on the Mall – 1221 Nicollet Mall for Westminster Presbyterian Church (2013-2015)

- Created Minneapolis’ fist piazza out of what had been an almost vacant plaza for 20+ years prior. The Piazza drew more visitors than any other public space in Downtown Minneapolis and led to a major redevelopment of the site

L+H Station Public Realm Framework – Lake and Hiawatha, Minneapolis, for Hennepin County

- Led creation of comprehensive public realm, financial, and governmental framework that guided the redevelopment of a 5-acre site and the creation of a new plaza by Hennepin County.

Prior to founding The Musicant Group, Max began his career at the Greater Jamaica Development Corporation (GJDC) in Queens, NY. While there he worked with one of the early leaders of the Bryant Park Corporation to devise and implement placemaking strategies for the GJDC, one of the oldest and largest community development corporations in New York City.

### EDUCATION

M.B.A. from the Yale School of Management

B.A. in Political Science from the University of Wisconsin – Madison.

## ANDREW MANSHEL

Principal

Place Master Projects Advisory Services

*amanshel@gmail.com*



Andrew M. Manshel was born in Newark where his family ran a business in the North Ward for a century. He began his career at 744 Broad Street with Riker Danzig Scherer Debovoise & Hyland. Most recently, for almost 11 years he served as Executive Vice President of Greater Jamaica Development Corporation and President of Jamaica Capital Corporation and Jamaica First Parking working to improve public space and the quality of life in a vibrant, but disinvested, African-American, Caribbean, Central American and South Asian neighborhood. Prior to that for 10 years, Mr. Manshel was Associate Director and Counsel at the Bryant Park Restoration Corporation (conceptualizing and successfully implementing many of its most noted programs including its performances, the film series and the construction and leasing of the Bryant Park Grill) and General Counsel and Director of Public Amenities to the Grand Central and 34th Street Partnerships (where he structured the first tax exempt BID bond issues, developed and leased the Pershing Square Café, negotiated site control for Herald and Greeley Squares, and created the horticulture, street vendor, newsrack and public toilet programs).

Following that, he was a partner in the Real Estate Department of Kalkines Arky Zall & Bernstein LLP (now Manatt Phelps & Phillips). He later served as Vice President of Finance and Administration at Barnard College. Mr. Manshel is a Director and the Treasurer of Project for Public Spaces. For twenty-two years he was a member of the Board of the Riverside Park Fund. For more than a decade he served as the Co-Chair of the Streetscape Committee of the Municipal Art Society and was a member of its Law Committee. He has also served on the boards of Jamaica Center for Arts and Learning, the Sutphin Boulevard Business Improvement District, and Tenet, one of New York City's premier early music ensembles. He was for many years an Adjunct Associate Professor at New York University's Stern School of Business Administration where he taught "The Legal and Social Context of Business." He has also served as a Vice Chair of the Inner City Council of the Urban Land Institute. He holds Juris Doctor and Master of Business Administration degrees (with distinction) from New York University and a BA in Government (with honors) from Oberlin College.

### EDUCATION

Jurs Doctor and Master of Business Administration, New York University

Bachelor of Arts in Government, Oberlin College

# REFERENCES

The following are references who can comment positively on their experience with PPS, our expertise, and ability to complete a study of similar scope and complexity. The Project Director, Meg Walker, led projects with the reference organizations in Detroit and Eugene. Other project team members, both primary and backup, have worked together on projects with the reference organizations.

### HARVARD UNIVERSITY

Vice President for Campus Services

Meredith Weenick

Harvard University

Phone: (617)495-1512

Email: [meredith\\_weenick@harvard.edu](mailto:meredith_weenick@harvard.edu)

### LOCAL INITIATIVE SUPPORT CORPORATION

Director of Creative Placemaking, National Programs

Lynne McCormack

(Formerly the Director of City of Providence, Art, Culture + Tourism in Rhode Island)

Email: [lmccormack@lisc.org](mailto:lmccormack@lisc.org)

### DOWNTOWN DETROIT PARTNERSHIP

President

Robert Gregory

Phone: (313) 566 8214

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### CITY OF EUGENE, OREGON - PLANNING

Urban Design Planner

Will Dowdy

Phone: (541) 682- 5561

Email: [Will.G.Dowdy@ci.eugene.or.us](mailto:Will.G.Dowdy@ci.eugene.or.us)

### PORT OF HALIFAX, NS

Vice President Real Estate, Halifax Seaport Market

Krista Dempsey

Phone: (902) 426-1757

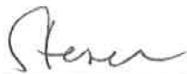
# FORMS

**Request for Proposals for Harvard Square Kiosk Programming and Use Consulting Services**

**ANTI-COLLUSION AND TAX COMPLIANCE CERTIFICATE**

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

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

**Signature:** 

**Name of person signing proposal:** Stephen Davies

**Title of officer signing for firm, if applicable:** Executive Vice President

**Name of business, of applicable:** Project for Public Spaces, Inc.

**Address:** 419 Lafayette Street  
7th Floor  
New York, NY 10003

**Signature of all firm partners, if applicable:** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**THIS FORM MUST BE SUBMITTED WITH THE NON- PRICE PROPOSAL**

**Request for Proposals for Harvard Square Kiosk Programming and Use Consulting Services**

**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.

Stephen Davies  
\_\_\_\_\_  
(Typed or printed name of person signing quotation, bid or Proposal)

  
\_\_\_\_\_  
Signature

Project for Public Spaces, Inc.  
\_\_\_\_\_  
(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.**

**THIS FORM MUST BE SUBMITTED WITH THE NON-PRICE PROPOSAL**

**Request for Proposals for Harvard Square Kiosk Programming and Use Consulting Services**

**WAGE THEFT PREVENTION CERTIFICATION**

In Executive Order 2016-1, the City of Cambridge established requirements for City contracts in an effort to prevent wage theft. Prospective vendors must provide the following certifications or disclosures with their bids/proposals. Failure to provide the following shall result in rejection of the bid/proposal.

**Instructions for this form:**

A prospective vendor must check box 1 or box 2, as applicable, as well as boxes 3-5, and must sign this Form, certifying compliance with the requirements set out in this Form. This Form must be included with the bid or proposal, and for multi-year contracts must be completed annually on the contract anniversary and filed with the Purchasing Agent.

The undersigned certifies under the pains and penalties of perjury that the vendor is in compliance with the provisions of Executive Order 2016-1 as currently in effect.

**All vendors must certify that [check either box 1 or box 2, as applicable]:**

1.  Neither this firm nor any prospective subcontractor has been subject to a federal or state criminal or civil judgment, administrative citation, final administrative determination, order or debarment resulting from a violation of G.L. c. 149, G.L. c. 151, or 29 U.S.C. 201 *et seq.* within three (3) years prior to the date of this bid/proposal submission.

**OR**

2.  This firm, or a prospective subcontractor of this firm, has been subject to a federal or state criminal or civil judgment, administrative citation, final administrative determination, order or debarment resulting from a violation of G.L. c. 149, G.L. c. 151, or 29 U.S.C. 201 *et seq.* within three (3) years prior to the date of this bid/proposal submission and such documentation is included in the bid/proposal submission.

**In addition, all vendors must certify each of the following:**

3.  Any federal or state criminal or civil judgment, administrative citation, final administrative determination, order or debarment resulting from a violation of G.L. c. 149, G.L. c. 151, or 29 U.S.C. 201 *et seq.* imposed on this firm or on any prospective subcontractor while any bid/proposal to the City is pending and, if awarded a contract, during the term of the contract, will be reported to the Purchasing Agent or other City department within five (5) days of receiving notice.

**Request for Proposals for Harvard Square Kiosk Programming and Use Consulting Services**

4.  Vendors awarded a contract that have disclosed a federal or state criminal or civil judgment, administrative citation, final administrative determination, or order resulting from a violation of G.L. c. 149, G.L. c. 151, or 29 U.S.C. 201 *et seq.* within three (3) years prior to the date of this bid/proposal, while the bid/proposal was pending, or during the term of the contract shall, upon request, furnish their monthly certified payrolls for their City contract to the Purchasing Agent for all employees working on such contract and are required to obtain a wage bond or other suitable insurance in an amount equal to the aggregate of one year's gross wages for all employees. Vendors subject to a state or federal debarment for violation of the above laws or prohibited from contracting with the Commonwealth are prohibited from contracting with the City, and upon a finding or order of debarment or prohibition, the City may terminate the contract.
5.  Notice provided by the City, informing employees of the protections of Executive Order 2016-1 and applicable local, state, and federal law will be posted by this firm in conspicuous places.

Attested hereto under the pains and penalties of perjury:

	
Stephen Davies	<b>Signature</b>
(Typed or printed name of person signing quotation, bid or proposal)	

Project for Public Spaces, Inc.  
\_\_\_\_\_  
(Name of Business)

Pursuant to Executive Order 2016-1, vendors who have been awarded a contract with the City of Cambridge must post the Massachusetts Wage and Hour Laws notice informing employees of the protections of G.L. c. 149, G.L. c. 151, and 21 U.S.C. 201 *et seq.* in conspicuous places. This notice can be found at <http://www.mass.gov/ago/docs/workplace/wage/wagehourposter.pdf>

**THIS FORM MUST BE SUBMITTED WITH THE NON-PRICE PROPOSAL**