

Rose Fitzgerald Kennedy Greenway Conservancy

Protocol For Capital Improvements

Revised April 2013

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1.0 PURPOSE OF THE CAPITAL IMPROVEMENT PROTOCOL

This Protocol has been developed to guide planning, design, budgeting/funding and construction/installation of capital improvements within the parks and open spaces encompassed in the Rose Fitzgerald Kennedy Greenway. This Protocol will be followed to insure that improvements to these public parks are prioritized, beneficial, reflect public input, and are financially sustainable.

This protocol applies to capital improvements whether the proponent proposing is the Rose Kennedy Greenway Conservancy itself or an outside organization or individual. The Conservancy welcomes working in partnership with organizations and individuals who want to contribute ideas and resources for the improvement of the Greenway. This protocol provides clear criteria to ensure a constructive, positive engagement from the outset. Inherent in this protocol is the understanding that the Conservancy is the designated steward of the Greenway by acts of the Legislature and by its Lease with MassDOT.

This protocol does not substitute for any relevant City, State, and Federal permitting processes for work on the Greenway.

2.0 CAPITAL IMPROVEMENTS COVERED BY THIS PROTOCOL

The following general categories of improvements on the Greenway are subject to the process outlined in this protocol:

A. Structures

Addition or full renovation of a permanent building or structure – e.g., maintenance building, greenhouse, pavilion, kiosk, fountain, playground, public rest room.

B. Landscape

Changes in design intent of a parcel's landscape features – e.g., reconfiguration of a parcel's planting beds or planting plans that are intrinsic to the overall parcel's design; parcel-wide change in public circulation; design modification that results in change in park use and program.

The following items are excluded from the process outlined in this protocol:

- Routine replacements/repairs/renovations as required for the Conservancy to carry out its lease responsibilities for maintenance, horticulture, improvement, and public programming.
- Emergency replacements/repairs, as required.
- Temporary structures
- Volunteer efforts – Individuals or organizations working under the Conservancy's direction.
- Public art – Proposals for public art will be handled in accordance with the Conservancy's [Five-Year Public Art Strategy](#) issued in 2012. Proposals for permanent public art installations – defined as those to be installed for longer than 18 months – will not be entertained.
- Permanent memorials – The Conservancy has not permitted permanent freestanding memorials due to the limited park space available, the precedent it would set for future memorial proposals, and the forward-looking vision for the parks.

3.0 PLANNING AND DESIGN GUIDELINES

All proposed projects must meet three overriding principles:

A. Add Value to the Rose Kennedy Greenway Park system

Capital improvements must afford a net contribution to the overall excellence, beauty and public experience of the Greenway parks. Projects should have a clear public purpose and specific relevance to the Greenway. Proposed improvements should:

- Be Welcoming to All - designed to engage and appeal to the widest possible socio-economic groups and age range of park users. Improvements should reinforce the Greenway as a place of connection and inclusion. Universal design principles and practices should be incorporated in innovative ways to welcome the public.
- Support Public Programming - Careful consideration will be paid to the impact of a proposed capital improvement on both retaining full public access to the parks and maintaining the capacity of vibrant, innovative park programming for the public.
- Represent a Fresh, Innovative Design Approach - The Greenway's vision is to offer new, engaging ways in which the public can interact with a public park. Improvements should support this vision by using materials or physical elements in innovative applications, pushing the traditional thinking to be as creative and forward looking as possible.
- Afford Flexibility - Because the Greenway is a newly emerging park system, proposed capital improvements should be designed with emphasis on flexibility. Improvements should have an ability to adapt to change and evolve as the parks inevitably will.

B. Reflect "Best Practices" in Sustainable Design

From planning through implementation, every effort must be made to incorporate the best practices in the industry to advance the Greenway as a model of environmental sustainability. This includes rigorous consideration of project layout, energy needs, material selection, horticultural requirements, maintenance needs, construction means and methods, and operational characteristics.

- Design for Organic Care - Because the Greenway parks are cared for using only organic landscape management practices, all landscape design should comply with best practices in soil specification, plant sitting and selection, site drainage, irrigation requirements and design, and the interface between hard and softscape.
- Integrate Operations and Maintenance Considerations - Planning and design of proposed improvements must incorporate a rigorous maintenance review and assessment of life cycle costs, addressing issues such as: durability; replacement

part availability; standardization with other Greenway parks; invitation to graffiti/skateboarding/etc.

C. Be Financially Sound

To insure an optimal investment of limited resources, prudent financial planning and budget analyses must be integrated into all phases of the capital improvement proposal including planning, design, construction, operations and maintenance.

- Capital costing – All proposed capital improvements must undergo rigorous costing and value engineering by professionals in the practice. Costing should include line items for design, construction oversight, project management, and contingency. Projects must show funding sources or a fundraising plan sufficient to meet project costs.
- Life-cycle costs – Proposed improvements may be modified or denied approval if they require intensive maintenance and/or other operational costs disproportionate to their public benefits as determined by Conservancy staff.

4.0 REVIEW PROCESS

The Conservancy is committed to a rigorous and inclusive conceptual planning process where ideas are exchanged, multiple approaches explored and a general consensus on direction is agreed to – prior to a project advancing and being presented formally. The following outlines necessary phases of a successful capital improvement project, including agency review and public comment. A proposal may be modified or disapproved at any of the following steps if it does not meet the Protocol guidelines.

All design and permitting costs shall be paid from the proponent's budget.

4.1 Concept Planning

All proposed projects must have a clearly defined program, purpose, initial design concept, cost, and funding strategy. Additionally, all proposed projects must include an assessment of conformity to the guidelines outlined Section 3 of this Protocol. It should be clear that projects reflect the public interest.

In the case of projects proposed by external parties, an application (see attached Exhibit) should be submitted to the Director of Planning and Design.

4.2 Initial Review

In the case of projects proposed by external parties, Conservancy staff will review application materials for their public impact, feasibility, and conformity with the guidelines in Section 3 of this Protocol and provide written feedback.

To identify technical, programmatic and regulatory issues early in the planning process, the Conservancy may consult with key interested parties, including Board members, MassDOT, City of Boston agencies/departments (e.g., BRA, Boston Parks and Recreation Department).

4.3 Preparation of Summary Project Plan

If after Initial Review a proposal is recommended, a Summary Project Plan will be produced by the proponent that incorporates feedback from the Conservancy and (as required) integrates supplemental professional expertise. The Summary Project Plan should include a refined program, purpose, cost, funding strategy, life-cycle cost assessment, and concept drawings.

4.4 Project Concept Review by Public Agencies (if needed)

For projects requiring approval from MassDOT, FHWA, the Boston Parks Department, the Boston Civic Design Commission, Secretary of Energy and Environmental Affairs'

MEPA office, or other approval agencies, the Conservancy will convene a working meeting with agency representatives for feedback relative to applicable City and State codes and regulations.

The Summary Project Plan must be revised to incorporate feedback from any public reviewing agencies.

4.5 Public Review

In consultation with the Board of Directors, the Conservancy staff will implement a process to assure appropriate public review of the proposal. This may include presentation at a community group meeting, a Conservancy Board meeting, and/or a dedicated Conservancy public meeting on the project. The Summary Project Plan will be posted on the Conservancy's website in advance of any public meeting on the proposed capital improvement project.

4.6 Detailed Project Plan

Based on public and agency feedback, and in consultation with Conservancy staff, a Detailed Project Plan that also included schematic design documents and financial feasibility analysis will be created by the proponent. The Plan will also include a proposed milestone schedule for installation. This document will replace the Summary Project Plan on the Conservancy's website.

4.7 Board of Directors Review

The Detailed Project Plan will be presented to the Conservancy's Board of Directors. The Board may:

- Approve the project, including the associated financial and operations plan and authorize advancing the project into final design; or
- Direct the staff to modify or revise the proposed project; or
- Reject or delay advancing the project

For approved proposals from external parties, the Conservancy's Executive Director (or his/her designee) may issue a letter to the external individual/organization which can then be used to support fundraising for the project.

4.8 Final Design

The proponent will continue to refine the approved Project Plan during the final design process, preparing plans and specifications if needed, and finalizing the project budget and schedule. Depending on the complexity and scope of the project, additional working sessions may be held with affected public agencies and departments. Should

the Conservancy determine there remain significant issues of concern, lack of consensus or other circumstances warranting further discussion, additional community and/or Board meetings may be scheduled.

4.9 Construction / Installation

The overriding objective in all capital improvement installations is for a high-quality product that meets the approved plans and specifications in a cost-effective way. Construction should minimize disruption to the public use of the parks and be optimized to not interfere with the Conservancy's responsibilities under its' Lease.

Because the Greenway parks are built on top of an Interstate Highway system, there often are complex technical issues that must be considered for any park improvements. Additionally, the Conservancy holds a Lease "to manage, program, improve, and operate" the parks and has legal and management obligations associated with its stewardship responsibilities. As such, the Conservancy, or its' designee, must directly oversee all construction and/or installation of public improvements. Additionally, the Conservancy must manage conformity with any MassDOT and other permitting requirements associated with the project.

For any projects to be built by an agency or organization other than the Conservancy, Board authorization will be required.

Should any Capital Improvement Project executed by a third party not fulfill its construction management and quality control obligations, the Conservancy, in consultation with relevant agencies and the Board, will determine the optimal strategy to make the Greenway parks(s) "whole" on behalf of the public park users.

Exhibit: Application for Proposing a Capital Improvement in the Greenway Parks

Rose Kennedy Greenway Conservancy
CAPITAL IMPROVEMENT PROPOSAL APPLICATION

The Conservancy welcomes working in partnership with organizations and individuals who want to contribute ideas and resources for the improvement of the Greenway. The Conservancy is committed to a rigorous and inclusive conceptual planning process where ideas are exchanged, multiple approaches explored and a general consensus on direction is agreed to prior to a project advancing. The following outlines the minimum information required to initiate the capital improvement planning process with the Conservancy. Please refer to the *Protocol for Capital Improvements* on our website (www.rosekennedygreenway.org) for more information about the process.

Applicants are to submit a completed application to the Director of Planning and Design of the Greenway Conservancy. Preference is for applications to be submitted electronically to planning@rosekennedygreenway.org. If submitting by hard copy, please mail 2 copies of all materials (dated) to:

Director of Planning and Design
Rose Kennedy Greenway Conservancy
185 Kneeland Street Boston MA 02110

Within twenty (20) business days of application receipt, the Conservancy will respond to your proposal outlining the next steps for concept planning, requesting additional information and/or indicating the reason(s) for proposal disapproval

Please fill out the following information:

APPLICANT NAME: _____

APPLICANT ADDRESS: _____
Street Address City State Zip

APPLICANT PHONE: _____

APPLICANT EMAIL: _____

PROJECT NAME: _____

PROJECT LOCATION: _____

-- More on following page --

CAPITAL IMPROVEMENT TYPE (check one)

- Structure (e.g. maintenance building, greenhouse, pavilion, kiosk, fountain, playground, public rest room)
- Landscape (e.g. reconfiguration of planting beds or planting plans, design modification that results in a change of the park us and program)
- Other(describe)_____

PROJECT DESCRIPTION

Please address the following, providing supporting documentation and visuals as appropriate:

- ✓ Project Narrative and Description of Proposed Work
- ✓ Location on Greenway (map)
- ✓ General Design Concept
- ✓ Proposed Funding Strategy
- ✓ Key individuals and/or organizations to be involved in project implementation and their respective roles

COMLIANCE WITH GREENWAY PLANNING AND DESIGN GUIDELINES

Please address how the proposed project will meet the Conservancy's three overriding principles for capital improvement planning:

- A. How the proposed project will contribute to the overall excellence, beauty and public experience of the Greenway parks, specifically indicating how the project will:
 - ✓ Be Welcoming to All
 - ✓ Support Public Programming
 - ✓ Represent a Fresh, Innovative Design Approach
 - ✓ Afford Flexibility
- B. How the proposed project will reflect "best practices" in sustainable design including:
 - ✓ Organic Care
 - ✓ Operations and Maintenance
- C. How the proposed project will be financially sound in both
 - ✓ Capital costs
 - ✓ Maintenance and Life-cycle costs

Applicants are encouraged to attach any supplemental information or writing that addresses these categories or will generally enhance the Conservancy's understanding of the proposed project.