

**22****COMMUNITY
MITIGATION
FUND****APPENDIX D – TRANSPORTATION PLANNING GRANT APPLICATION****BD-22-1068-1068C-1068L-68403*****Please complete entire the Application***

1. PROJECT INFORMATION	
a) NAME OF MUNICIPALITY/GOVERNMENT ENTITY/DISTRICT AND VENDOR CODE	
City of Malden	VENDOR CODE: VC 6000192110
b) PROJECT NAME (LIMIT 10 WORDS)	
Malden Center MBTA Station Transit-Oriented Development Opportunities Study	
c) BRIEF PROJECT DESCRIPTION (LIMIT 50 WORDS)	
The City of Malden requests \$50,000 to conduct a Transit-Oriented Development Opportunities Study and explore conceptual alternatives for the land adjacent to the Malden Center MBTA Station. The purpose is to design a conceptual massing and blocking model that will solidify the station site's operational needs and transit-oriented development potential.	
d) CONTACT PERSON(S)/TITLE (Persons with responsibility for this grant)	
John Alessi, Transportation Planner, Office of Strategic Planning and Community Development, City of Malden	
e) PHONE # AND EMAIL ADDRESS OF CONTACT PERSON(S)	
jalessi@cityofmalden.org 781-324-5720 x 5740	
f) MAILING ADDRESS OF CONTACT PERSON(S)	
Office of Strategic Planning & Community Development Malden City Hall 215 Pleasant St., Third Floor Malden, MA 02148	

2. IMPACT DESCRIPTION/CONNECTION TO GAMING FACILITY**a) Please describe in detail the transportation related impact that is attributed to the operation of a gaming facility.**

The City of Malden has witnessed two overarching transportation-related impacts attributed to the operation of Encore Casino. First, Encore Casino's visitors, workers, and vendors travel through the city's roadways in heightened numbers. In particular, these individuals use the Malden Center MBTA Station in the outlying downtown area as a 'transportation hub' to reach the casino. As a result of Encore Casino's ongoing operations, more vehicle, pedestrian, bicycle, and public transportation activity is occurring in the City, and this impact is contributing to congestion on its roadways.

The City of Malden's roadway system alone is not equipped to accommodate a significant increase in roadway users due to Encore Casino's visitors, workers, and vendors passing through the City and accessing the Malden Center MBTA Station 'transportation hub.' Malden's high-density layout, lack of additional roadway space, and existing parking deficit show that there is an existing challenge accommodating vehicles on the public right-of-way. This is why it is necessary to explore how the enhancement of alternative modes of transportation, especially public transit, can reduce traffic congestion, parking needs, and ensure that Malden may continue to function as a 'transportation hub' for the Encore Casino.

Traffic congestion in Malden has increased since Encore opened in June 2019 and will continue to increase post-pandemic. This impact contributes to city-wide traffic and prevents residents from moving efficiently throughout their community, discourages visitors from travelling into Malden, and decreases the efficiency of the overall transportation system for all modes. In particular, MBTA transit services could be negatively affected because buses would be unable to run on time and ensure proper service if they cannot operate efficiently. Increases in traffic congestion are also known to create unsafe roadway conditions for all travel modes, as the risk of potential conflicts between pedestrians, bicyclists, and drivers increases when there are more vehicles on the roads.

Second, workers and visitors to the Casino are travelling blindly through the Malden Center MBTA station as the Casino's 'transportation hub' and ignoring the entertainment, gaming, dining, shopping, and other amenities that downtown Malden has to offer.

Malden Center MBTA Station's designation as a 'transportation hub' for Encore, which is inherently disconnected from the central downtown area, has resulted in Malden being less of a destination itself, and more of a through-way for individuals choosing to go to the casino. As a result, many of the businesses in downtown Malden struggle to attract new visitors because individuals choose to visit Encore instead of exploring the downtown district. The City struggles to attract individuals into our downtown because they are focused on using Malden Center as a 'transportation hub' more so than a stop along their journey to the Encore Casino. Further, Malden's Parking Facilities and Pedestrian & Bicycle Safety Study, funded by the City's 2016 Transportation Planning Grant, projected a severe parking shortage in Malden Center based on future development in the downtown and parking needs for visitors and employees of the Encore Casino. A lack of convenient, available parking in our downtown makes our struggling businesses less appealing and accessible, resulting in economic issues.

To mitigate these two overarching impacts, the City of Malden would like to conduct a *Malden Center MBTA Station Transit-Oriented Development Opportunities Study*. This work is critical towards improving the reliability of public transit services in Malden, which is projected to take drivers off the road and lessen the City's traffic congestion and safety issues. Furthermore, designing conceptual massing and blocking models to show how the station can integrate transit-oriented development is vital towards ensuring the economic vitality of downtown Malden. The funding requested in this grant application will build upon key findings from the City of Malden's 2020 Transportation Planning Grant to develop a Transit Action Plan for the City.

b) Please provide documentation, specificity or evidence that gives support for the determination that the operation of the gaming facility caused or is causing the impact (i.e. surveys, data, reports)

It is important to note that since the casino opened in June 2019 and was shut down during its first year of operation due to the Covid-19 pandemic, documentation and analysis of traffic impacts on Malden as a surrounding community and 'transportation hub' are not available at this time. Rather, the city relies on a variety of anecdotal sources to inform this determination. These include field observations from the city's Engineering Office, constituent reports on the city's online reporting system (SeeClixFix), and raised concerns from city council members.

Throughout these sources, the following arterial and collector roadways have been identified as experiencing the greatest traffic congestion: Pleasant St., Main St., Rt. 60, Rt. 99, Commercial St., and Salem St. Almost all these roadways surround the Malden Center MBTA Station. Although the City does not have data regarding traffic impacts at this time, this should be available as consultants developing the City's Transit Action Plan begin their existing conditions analysis.

c) How do you anticipate your proposed remedy will address the identified impact.

The overarching transportation-related impacts to Malden are increased traffic congestion and burdened economic activity in the downtown area. The City proposes remedying these impacts by conducting a *Malden Center MBTA Station Transit-Oriented Development Opportunities Study*. This will result in three forms of mitigation:

First, the study will design and finalize the MBTA's future bus operations at the Malden Center MBTA Station. The MBTA has stated that their Better Bus Project will result in additional bus lines and increased service in Malden. Designing the station to accommodate the future operational needs of the bus station will ensure that new and enhanced transit service will be efficient, convenient, and reliable. Redesigning the Malden Center station to accommodate this service will make public transit more appealing than driving, but it can only take place with upgrades to the station. The final design of the MBTA bus layout at Malden Center is projected to entice new ridership, lessen the City's worsening parking demand, and mitigate the impact of increased traffic congestion because of Encore Casino's operations.

Second, the study will design upgrades to the station and its adjacent roadways that will ensure accessibility, connectivity to other modes of travel, and safety. Section 1.1 of the Surrounding Community Agreement states that the City and Wynn shall promote Malden as a 'transportation hub,' which would be accomplished with, 'improvements to the Malden Center MBTA Station and surrounding area.' In order to achieve the 'positive impression' of Malden that the agreement strives to achieve, a major transformation of this 'transportation hub' is needed to make public transit more appealing to Encore Casino visitors, existing riders, and potential new users.

Third, the study will plan for transit-oriented development at the station and its adjacent roadways. This work will outline the ways in which retail, commercial, housing, and parking aspects can be integrated into the station. These designed improvements will create a natural flow from the station into new developments and businesses in the downtown area. This is projected to renew the economic activity that diminished because of Encore Casino's operations.

3. PROPOSED USE OF TRANSPORTATION PLANNING FUNDS (Please attach additional sheets/supplemental materials if necessary.)

a) Please identify the amount of funding requested. In determining the funding request, please round up to the nearest hundred dollars.

\$49,400.00

b) Please identify the manner in which the funds are proposed to be used. Please provide a detailed scope, budget, and timetable for the use of funds

Attached to this application is the '*Malden Center Station Transit-Oriented Development Opportunities Study*' document from AECOM that outlines the project's scope of services, budget, and timetable.

c) Please provide documentation (e.g. - invoices, proposals, estimates, etc.) adequate for the Commission to ensure that the funds will be used for the cost of mitigating the impact.

Attached to this application is the '*Malden Center Station Transit-Oriented Development Opportunities Study*' document from AECOM that outlines the project's scope of services, budget, and timetable. If the Gaming Commission approves this application, the City of Malden would execute an extended contract with AECOM building off of its 2020 Transportation Planning Grant to develop a Transit Action Plan for the City. Oversight on this project will be provided by the City's Transportation Planner who will serve as the project manager. Invoices from the consultant would undergo a thorough internal review and approval process before Gaming Commission funds would be used to pay for said services.

d) Please describe how the mitigation request will address the impact indicated. Please attach additional sheets/supplemental materials if necessary.

The *Malden Center Station Transit-Oriented Development Opportunities Study* (TOD) will explore a mix of uses, densities, and parking configurations, while also incorporating the future transit operational

improvements at the station site as identified in the City's Transit Action Plan (TAP). The TOD study will also explore as-of-right zoning, as well as potential changes in zoning that will be guided by input from the City Planning Department.

This project will build off the city's 2020 Transportation Planning Grant to develop a Transit Action Plan, which is starting in February 2022 with our consultant, AECOM. The TOD study will be planned in conjunction with City Staff and the MBTA. This will include coordination meetings between AECOM, City Staff, and the MBTA that will provide input toward making refinements to the conceptual TOD alternatives. In addition, the TOD alternatives will be supported with conceptual massing and blocking models that will show the Station Site and development potential. Each alternative will include a written summary of the development program, such as retail, commercial, housing, and parking, and where there is flexibility. The final step in the TOD study will be preparing an Executive Summary Report that the City and MBTA can use to advance steps in implementing the TOD vision for the station. The end goal of this work is to have a readily available development plan that private developers can use to update the station and integrate transit-oriented development components into it.

e) How will you provide the data for reporting? How will you measure the effectiveness of the proposed project in mitigating the impacts?

This *Malden Center Station Transit-Oriented Development Opportunities Study* (TOD) seeks to remedy the impact of increased traffic congestion on Malden's roadways, worsening roadway safety conditions, and lessened economic activity in the downtown area, all attributed to Encore Casino's operations. It is important to note that the TOD study itself will not directly mitigate the impacts from Encore Casino, but rather plan how to do so. The City plans to measure the effectiveness of the project in three ways after the station is upgraded. First, various performance measures related to bus operations, like ridership metrics and on-time efficiency, will be analyzed. This will indicate if the station's new bus operations work efficiently, and therefore if ridership increases and results in less drivers on the City's roadways. Second, the City will collect crash data from the Malden Police Department to determine if the number of vehicle, pedestrian, and bicyclist crashes lessen overtime. Also, the City will review MassDOT's Highway Safety Improvement Program (HSIP) vehicle, pedestrian, and bicyclist crash clusters to determine if these clusters diminish after the station's upgrades are constructed. MassDOT HSIP shows vehicle and pedestrian crash clusters located around the station and some of its adjacent roadways (as of January 31, 2022), so this will serve as a baseline to assess changes from year to year. Finally, economic activity at the station and the downtown area will be measured by the number of new high-end businesses and restaurants that decide to open at the new station and/or surrounding developments in the downtown area.

f) For joint grant requests, please state the amount requested for the joint request. Please also state the amount of any Regional Planning Incentive Award requested and provide separate detail on the use of these additional funds.

N/A

4. CONSULTATION WITH MASSDOT/REGIONAL PLANNING AGENCY (RPA)/NEARBY COMMUNITIES**a) Please provide details about the Applicant's consultation with MassDOT to determine the potential for cooperative regional efforts regarding planning activities.**

Over the past five years, a Malden Center Station Working Group with members representing the City of Malden, MBTA, State Senator Jason Lewis, State Representative Paul Donato, State Representative Steve Ultrino, and State Representative Kate Lipped Garabedian has met to discuss TOD improvements and a complete renovation of the Malden Center MBTA Station. Berkeley Investments Inc. and Jefferson Apartment Group, who have invested over \$300 million in mixed-use developments directly across from the station, have attended some of these meetings to indicate their support of a new station, which sits as a gateway to Malden Center. This working group met on January 5, 2022 and MBTA and legislative attendees gave support to the City for submitting this grant application. The City of Malden is also working directly with the MBTA's project managers for the Better Bus Project to ensure that increased service at Malden Center Station will support the city's surrounding communities

b) Please provide details about the Applicant's consultation with the Regional Planning Agency serving the community and nearby communities to determine the potential for cooperative regional efforts regarding planning activities.

Although the City has not reached out to MAPC regarding this Malden Center Station Transit-Oriented Development Study, Malden has existing partnerships with nearby communities that can be leveraged to inform this work. For example, the City is currently partnered with the City of Medford to implement BlueBikes stations across the two communities. The goal is to increase transportation options between these two municipalities. If awarded this grant, the City intends to consult with MAPC and learn about opportunities to increase cooperative regional efforts that can strengthen the Malden Center MBTA station as a 'transportation hub' for not only Encore visitors, workers, and vendors, but also neighboring communities' residents.

5. MATCHING FUNDS FROM GOVERNMENTAL OR OTHER ENTITY

a) Please demonstrate that the governmental or other entity will provide significant funding to match or partially match the assistance required from the Community Mitigation Fund.

As part of the Malden Center Station Transit-Oriented Development Study's designs for the station's upgrades, the City will seek out funding to make improvements to the station's adjacent roadways. These improvements are vital towards ensuring connections to the station's surrounding communities and Malden's downtown. Using the study's recommended designs, the city will seek out funding from various grant programs such as Complete Streets, Shared Streets & Spaces, MassWorks, and others.

b) Please provide detail on what your community will contribute to the planning projects such as in-kind services or additional planning funds.

The City of Malden will provide in-kind services to support this Malden Center Station Transit-Oriented Development Study through its Transportation Planner, who will serve as the project manager. Assistance will also be provided by the Office of Strategic Planning and Community Development's Director and the Senior Planner. These three staffers will provide in-kind technical assistance and will interface with city officials, the public, the MBTA, and state agencies as needed. The City will also make available staff assistance from all municipal departments relevant to the project.

6. RELEVANT EXCERPTS FROM HOST OR SURROUNDING COMMUNITY AGREEMENTS AND MASSACHUSETTS ENVIRONMENTAL POLICY ACT (MEPA) DECISION

a) Please describe and include excerpts regarding the transportation impact and potential mitigation from any relevant sections of any Host or Surrounding Community Agreement.

Specific excerpts from Malden's Surrounding Community Agreement with Wynn, MA LLC are included below. These explicitly recognize that Malden Center MBTA Station, designated as a 'transportation hub' for the Encore Casino, needs to operate efficiently in order to accommodate bus service, Wynn shuttles, and other economic activity for the downtown area. The agreement also recognizes that improvements to the station will be needed to guarantee a 'positive impression' of Malden. Finally, the Parties point to the inherent public safety risk as a result of Encore Casino visitors, workers, and vendors travelling through the City in increased volumes.

Malden as a Transportation Hub:

'To facilitate public transportation to the Project, the Parties shall identify a specific portion of the Malden Center MBTA station and/or surrounding area to be used exclusively for Wynn shuttles serving Wynn guests, invitees, employees and/or vendors of the Project arriving to the area via public transportation including buses, trains, water services, or commuter rail services.'

'The Parties will explore the use of covered parking facilities within the City of Malden to provide additional off-site parking for Wynn employees and/or vendors who would utilize Wynn shuttles to and from the Project. The specifics of such an agreement, if one can be reached, shall be contained in a separate document outlining the terms of such agreement in its entirety.'

'The Parties shall work together to promote Malden as a 'transportation hub' for Wynn guests, invitees, employees and/or vendors while also providing said individuals with a positive impression of Malden. The foregoing will be accomplished through mutually agreed upon promotional materials and improvements (including, without limitation, safety upgrades, improved lighting, fixtures, signage and beautification efforts) to the Malden Center MBTA station and surrounding area.'

'In addition, the Parties will work with Malden's business community to promote and support businesses so that they may benefit from and effectuate the use of Malden as a 'transportation hub,' as contemplated herein.'

Public Safety Impact relating to Roadway Safety:

'As a result of the 'transportation hub' resulting in additional pedestrian and vehicular traffic, the Parties recognize and agree that there may be a need for increased police, fire, traffic and public works personnel to maintain roadway safety due to increased use.'

b) Please provide a demonstration that such mitigation measure is not already required to be completed by the licensee pursuant to any regulatory requirements or pursuant to any agreements between such licensee and applicant.

The 'Surrounding Community Agreement by and between the City of Malden, Massachusetts and Wynn MA, LLC dated November 12, 2013 states no obligation under this document for the licensee to undertake a Malden Center Station Transit-Oriented Development Opportunities Study.

c) Please also briefly summarize and/or provide page references to the most relevant language included in the most relevant MEPA certificate(s) or comment(s) submitted by the community to MEPA.

From the SSFEIR (dated August 28, 2015), traffic impacts were a primary concern as part of MEPA review of the casino project to which the proponent made significant commitments to minimize and mitigate including providing an annual operating subsidy to the MBTA. MassDOT and MAPC concur with the proponent's traffic analysis and mitigation plans will address long-term impacts on the transportation infrastructure. There is no proposed mitigation in the SSFEIR for the Malden Center MBTA Station.

d) Please explain how this transportation impact was either anticipated or not anticipated in that Agreement or such MEPA decision.

Any impacts to the transportation infrastructure were anticipated and as such the proponent has committed specific steps to mitigate said impacts. There is no proposed mitigation in the SSFEIR for the Malden Center MBTA Station.

e) If transportation planning funds are sought for mitigation not required under MEPA, please provide justification why funding should be utilized to plan for such mitigation.

Although the mitigation outlined in this application is not required under MEPA, there are several reasons why funding should be utilized. First, the ability of a community to move freely and efficiently throughout the city is necessary to ensure a transportation system that works for all roadway users. It also guarantees that the City can sustain itself moving forward and compete economically with not only the Encore Casino, but also surrounding communities. Second, ensuring the safety of all roadway users is needed to guarantee the overall livability of the city. To ensure that Malden can continue to serve as a 'transportation hub' for Encore Casino, the City must ensure that its people can safely, conveniently, and comfortably move throughout the city regardless of travel mode, especially when using the Malden Center MBTA Station.

7. INTERNAL CONTROLS/ADMINISTRATION OF FUNDS

a) Please provide detail regarding the controls that will be used to ensure that funds will only be used to plan to address this transportation impact.

The City of Malden will document all mitigation funds received to ensure that these funds are spent for the project purpose.

b) Will any non-governmental entity receive funds? If so, please describe. If non-governmental entities will receive any funds, please describe what reporting will be required and how the applicant will remedy any misuse of funds.

N/A

***No Community is eligible for more than one
Transportation Regional Planning Incentive Award.***

8. CERTIFICATION BY MUNICIPALITY/GOVERNMENTAL ENTITY

On behalf of the aforementioned municipality/governmental entity I hereby certify that the funds that are requested in this application will be used solely for the purposes articulated in this Application.



Date: 1/31/22

Signature of Responsible Municipal
Official/Governmental Entity

Gary Christenson

(print name)

Mayor

Title:

Malden Center Station Transit-Oriented Development Study

Introduction

The Transit-Oriented Development Study (TOD Study) will be coordinated and consistent with the Transit Action Plan (TAP) that will propose a variety of transit improvements throughout Malden. Specific to the Malden Center Station, it is anticipated that the TAP will make recommendations that will include improvements to the station, the station site, its operations, and access to the surrounding neighborhoods. These future transit recommendations will become the assumed conditions that will be the basis for subsequent exploration of the site's potential to accommodate transit-oriented development.

The purpose of the TOD Study is to explore conceptual alternatives for the land adjacent to the Malden Center Station. The study will explore a mix of uses, densities, and parking configurations, while also incorporating the future transit operational improvements at the Station Site as identified in the TAP. The TOD Study will not collect/analyze data beyond what is done in the TAP. The TOD study will look at as-of-right zoning, as well as potential changes in zoning that will be guided by input from the City Planning Department. This effort will be planned in conjunction with City Staff and the MBTA. This study will include coordination meetings between AECOM, City Staff, and the MBTA that will provide insights into refinements to the conceptual TOD alternatives. In addition, the TOD alternatives will be supported with a conceptual massing model that will show the Station Site and development potential. Each alternative will include a written summary of the development program, such as retail, commercial, housing, and parking, and where there is flexibility of use. The final step in the TOD Study will be preparing an Executive Summary that the City and MBTA can use to advance steps in implementing the TOD vision for Malden Center Station. The anticipated duration for this study is four months.

Scope of Work

Task 1. Prepare Base Map, Zoning Summary, and Site Issues and Opportunities Diagram

AECOM will prepare existing conditions information to assist in the development of the TOD alternatives. This includes the preparation of a site base map that will be developed using the City's GIS database. The base map will focus on the Malden Center Station, as well as the city block that surrounds the site. The base map will include existing roads, parcel lines and building footprints. AECOM will review existing zoning for the project site to determine the allowed uses and size and bulk requirements, such as the allowed building height, setbacks and development density. This task will also include the preparation of an issues and opportunities planning diagram that will identify the major site constraints and opportunities for TOD. As part of this Task, AECOM will tour the site with City Staff to gain an understanding of the existing conditions.

Task 1 Deliverables:

- PDF of Base Map (formatted for 11x17)
- Photos from Site Tour
- PDF of Issues and Opportunities Diagram (formatted for 11x17)
- Summary Table of Zoning Size and Bulk requirements

Task 2: TOD Goals and Objectives

AECOM will utilize the TAP recommendations for the Malden Center Station site and will confirm the TOD goals and objectives with the City and MBTA staff. For this task we will seek input on a series of topics that will establish key assumptions and objectives for developing the TOD alternatives. This will include confirmation of the following:

- TOD goals and objectives
- Zoning assumptions
- Preferred mix of development uses
- Parking requirements for TOD and the station
- Parcels that are available for development
- Current ownership and level of flexibility for developing options
- Existing easement and/or site constraints
- Assumptions related to potential air-rights/station overbuild

Task 2 Deliverable:

- Written list of TOD Goals and Assumptions

Task 3 TOD Concept Plan Alternatives

Based on the work completed in Tasks 1 and 2, AECOM will prepare a series of TOD alternatives for the Station Site. We anticipate the alternatives will explore a range of uses, building configurations and layouts that will inform the site's development potential. The alternatives will test/confirm the assumptions that are identified in Task 2 and will also explore potential size and bulk modifications that may offer increased development potential. AECOM will identify up to four (4) TOD alternatives. Each TOD alternative will have an annotated site plan that will include:

- Existing building footprints
- Future building footprints
- Future parking
- Access driveways (if applicable)
- Site amenity areas such as plazas and sidewalks
- Proposed transit operations improvements from the TAP

In addition to the site plan, each alternative will include a conceptual massing illustration that shows the development potential for the Station Site as it relates to the existing building massing that surrounds the site.

Task 3 Deliverables:

- PDF of each TOD Alternative Site Plan (formatted for 11x17)
- PDF of each TOD Massing Illustration (formatted for 11x17)
- Written summary of the development program for each alternative

Task 4 TOD Concept Plan Refinements

Based on feedback received from the City and MBTA, AECOM will make refinements to the TOD alternatives to create two Preferred TOD Alternatives. The Preferred TOD Alternatives will include a site plan and refined massing model as well as a written summary of the development program. As part of this task, AECOM will prepare a draft outline of the implementation actions that will be needed to further study and advance the Preferred TOD Alternatives.

Task 4 Deliverables:

- PDF of each Preferred TOD Alternative Site Plan (formatted for 11x17)
- PDF of each Preferred TOD Massing Illustration (formatted for 11x17)
- Written summary of the development program for each alternative
- Written outline of Draft Implementation Actions

Task 5: Perspective Illustrations

With the Preferred TOD Alternatives defined in Task 4, AECOM will prepare one ground-level rendering for each Preferred Alternative that will show the conceptual character of the TOD development as it relates to the surrounding context. AECOM will work with the City to select the preferred location of the perspectives.

Task 5 Deliverables:

- PDF of the Two Perspective Illustrations (formatted for 11x17)

Task 6: Executive Summary and Implementation Actions

Based on the work completed in Tasks 1-5, AECOM will prepare a 15–20-page Executive Summary-style report that will include the final diagrams and illustrations. This summary report will focus on describing the site, issues and opportunities, assumptions, and the two Preferred TOD Alternatives. In addition, the summary report will include the outline of implementation steps needed to advance the study. AECOM will provide a draft and final version of the Executive Summary, incorporating City and MBTA feedback between.

Task 6 Deliverables:

- PDF of Draft and Final Executive Summary

Task 7: City and MBTA Coordination Meetings

During Tasks 1-6, AECOM will plan for and attend up to four virtual coordination meetings with the City and MBTA. We will use these meetings to discuss the project goals and objectives, as well as review the TOD alternatives. In addition to the coordination meetings, AECOM will participate in a site tour with the City and MBTA as described in Task 1.

Task 7 Deliverables:

- Bulleted list of Meeting Notes

Proposed Fee

AECOM will provide this scope of work on a time and expense basis, not to exceed \$49,400.