

An aerial photograph of Harvard Square in Cambridge, Massachusetts. The square is paved with red bricks and features a large, modern transit shelter with a green, curved roof. Several people are sitting on a circular stone bench in the center of the square. In the background, there are brick buildings, trees, and a tall, thin tower. The sky is blue with some light clouds.

# HARVARD SQUARE KIOSK & PLAZA

Working Group Meeting  
May 31, 2018

# AGENDA

- REVIEW PUBLIC MEETING FEEDBACK
- DISCUSSION
- MANAGEMENT & GOVERNANCE
- DISCUSSION

# COMMUNITY MEETING#2

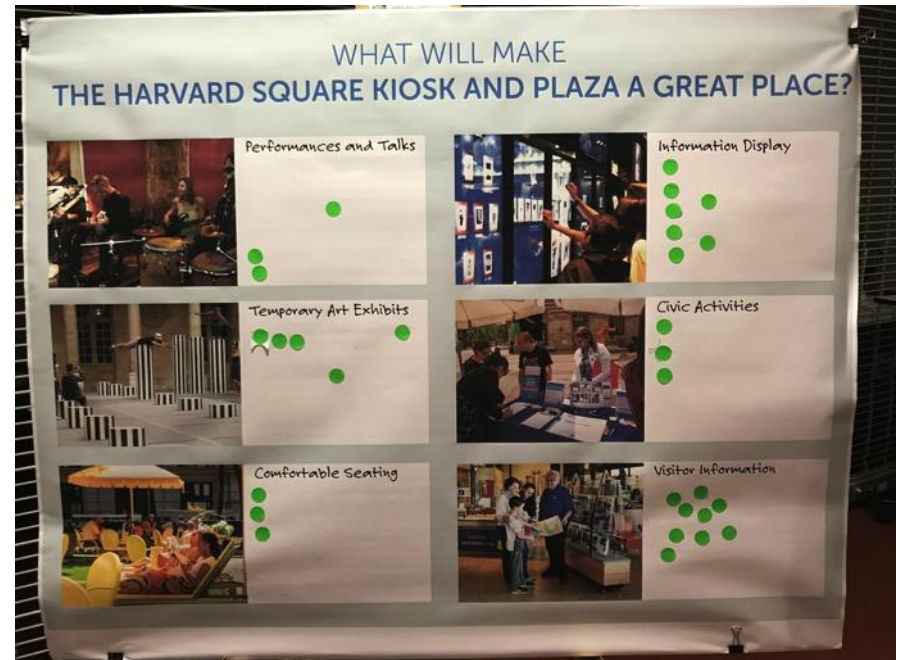
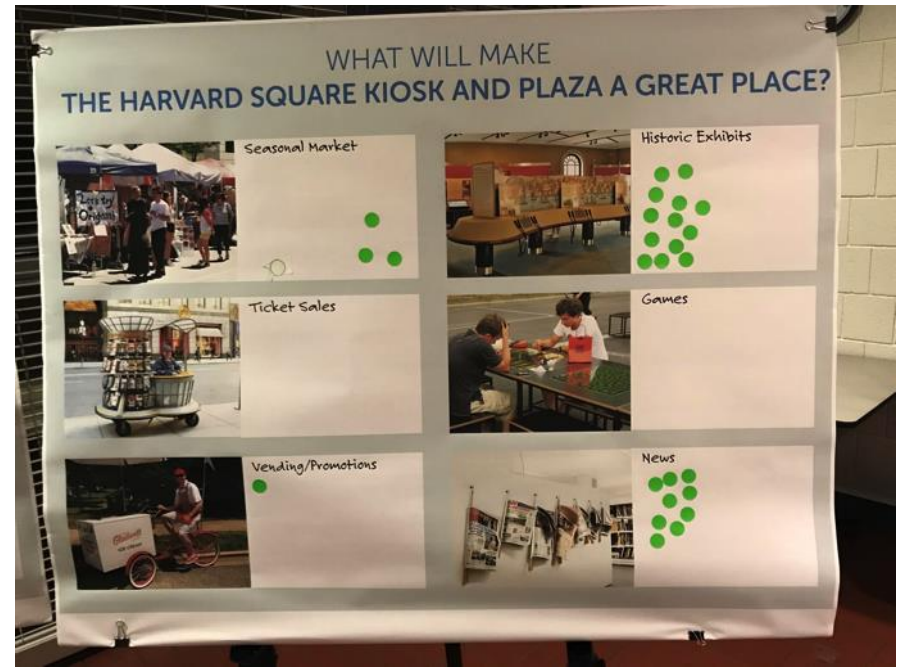
## APRIL 25, 2018

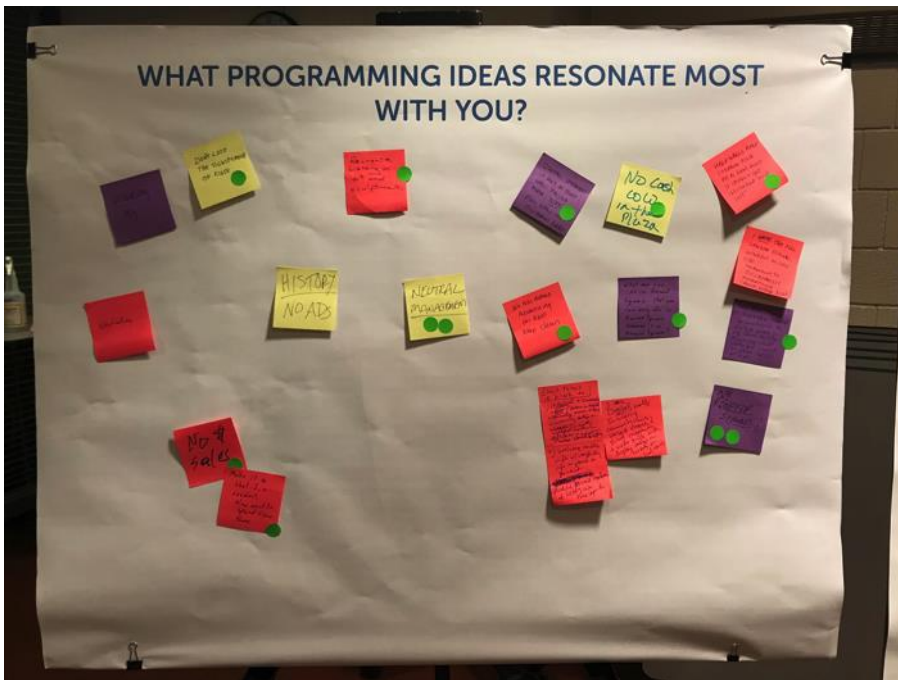
# WHAT WE HEARD



# WHAT WILL MAKE THE HARVARD SQUARE KIOSK AND PLAZA A GREAT PLACE?

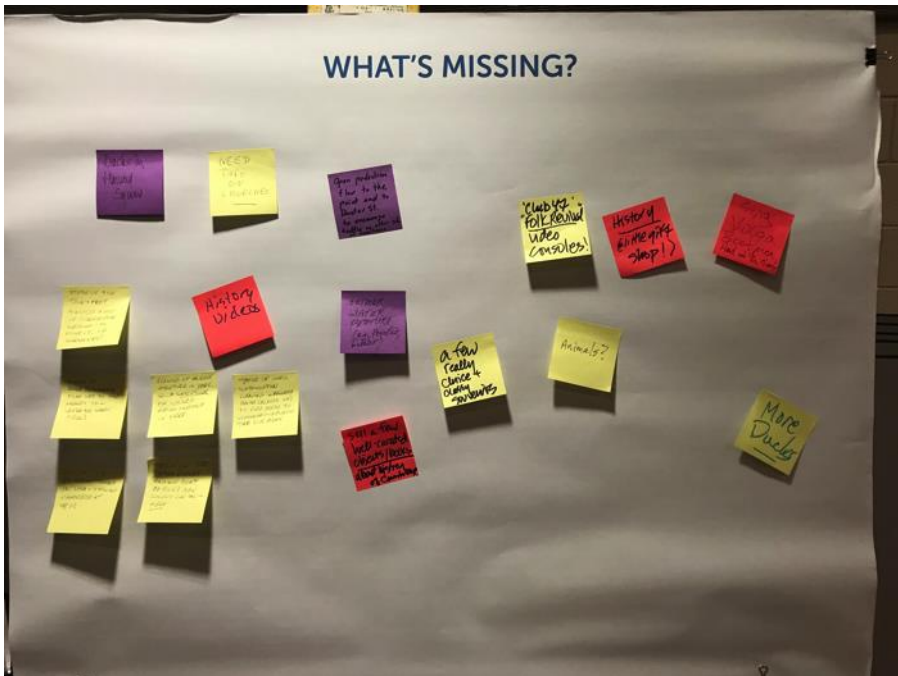
1. HISTORIC EXHIBITS
2. VISITOR INFORMATION
3. NEWS
4. INFORMATION DISPLAY
5. TEMPORARY ART





## WHAT PROGRAMMING IDEAS RESONATE MOST WITH YOU?

- Recognize history in art and sculptures
- Welcome center info w/ wayfinding
- Digital walls showcasing community news, Harvard research, and global snapshot
- What you can do in Harvard Square that you can only do in Harvard Square?



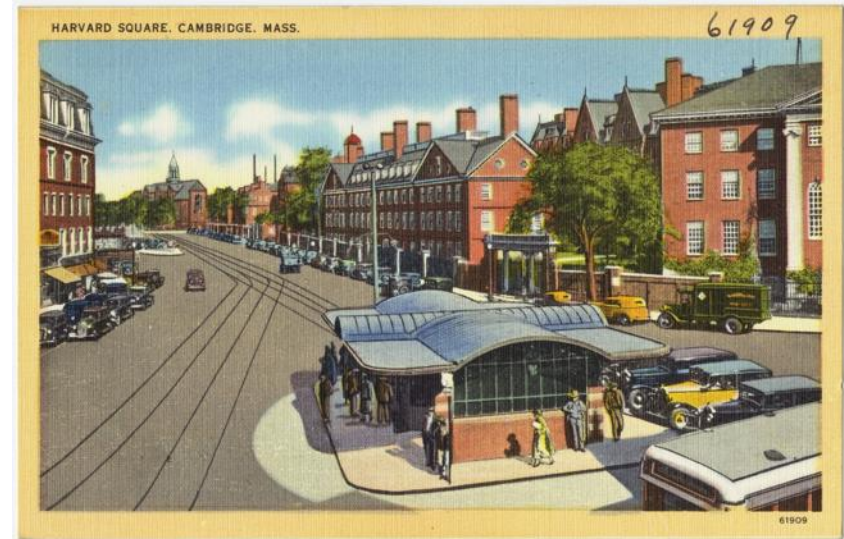
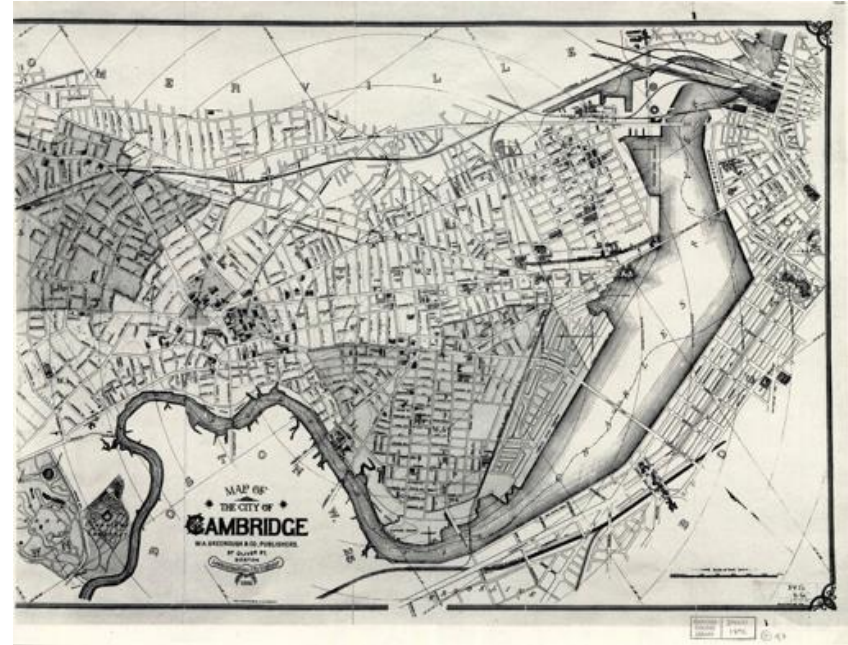
## WHAT'S MISSING?

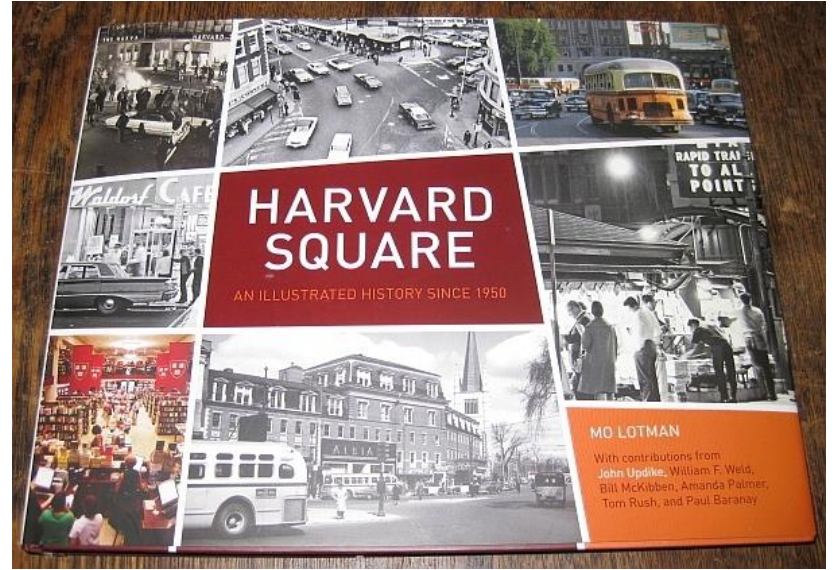
- Statues of historical figures
- Books and souvenirs about history
- Water feature
- Good pedestrian flow
- Ducks

# MAJOR THEMES from Community Meeting

- CELEBRATE THE PAST
- WELCOME VISITORS
- RETAIN SOME NEWS
- DISPLAY INFORMATION
- SERVE VISITORS AND LOCALS
- OFFER SPONTANEOUS AND PROGRAMMED ACTIVITIES
- RETAIN THE UNIQUE CHARACTER OF HARVARD SQUARE

# CELEBRATE THE PAST CAMBRIDGE/HARVARD SQUARE





Conventional Ways to Convey History





Alternative Ways to Convey History

# WELCOME VISITORS AT HARVARD SQUARE



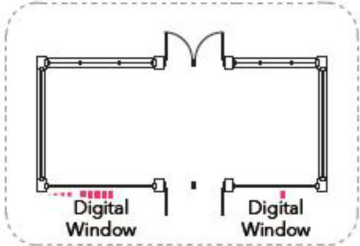
# RETAIN SOME NEWS



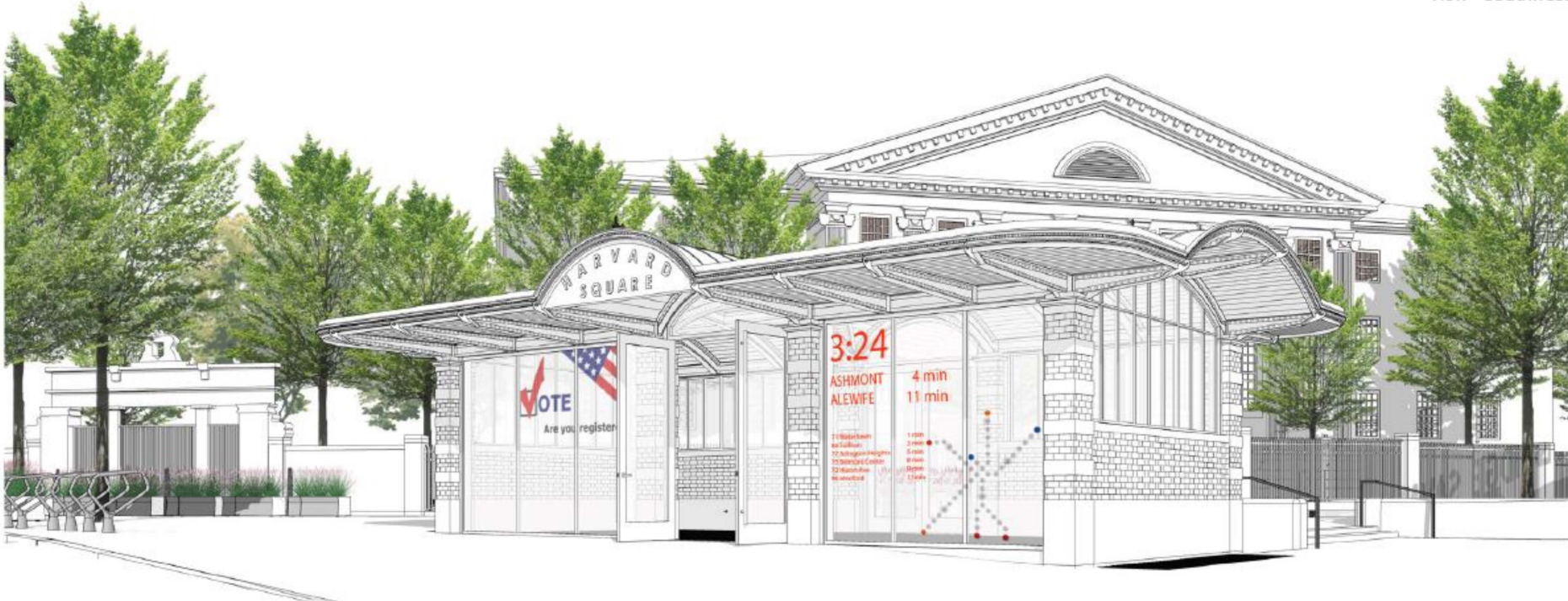
# DISPLAY INFORMATION



# Fixed Digital Windows

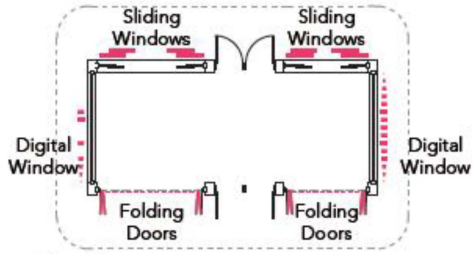


View - Southwest



View - Northeast

# Folding Glass Doors with Digital Windows



Key Plan



View - Southwest



View - Northeast

Sliding Windows (Counter Height)



View - Southwest



View - Northeast

HARVARD SQUARE - CAMBRIDGE, MASSACHUSETTS  
APRIL 25, 2018

# SERVE LOCALS AND VISITORS





# SPONTANEOUS AND PROGRAMMED ACTIVITIES





# YOUR THOUGHTS?





# OVERVIEW

## Management & Operations

- Labor costs
- Programming and other expenses
- Revenue sources
- Operator limitations

## Governance & Oversight

- Procurement process
- Advisory Committee
- Projected timeline



# MANAGEMENT & OPERATIONS



# BASIC GOALS

Financial Sustainability

High Level of Services

# ASSUMPTIONS

## Hours of Operation

- 7 A.M – 10 P.M. daily

## Kiosk Staffing

- 1 person when open
- Supplementary CoT staff (TBD)

## Programming

- Avg. 10 small-scale activities per week
- 4 larger events per year



# ESTIMATED EXPENSES

## Daily Uses (Labor)

- Kiosk staffing
- \$16/hr; 7am – 10pm daily = \$90,000

## Programming (Labor)

- Planning and scheduling
- \$40/hr; 0.5 FTE = \$45,000
- Coordination and execution
- \$25/hr; 1.0 FTE = \$50,000

## Support (Labor)

- Site maintenance, security, cleaning, and operational support
- \$16/hr; 0.75 FTE = \$25,000

## 30% Inflater (Labor)

- Payroll taxes, health insurance, etc.
- \$65,000

## Programming

- Avg. 10 small-scale activities per week
- Avg. \$150/activity = \$78,000
- 4 larger events per year
- Avg. \$3,000/event = \$12,000

## Other Expenses

- Marketing and promotion
- \$10,000
- Misc. expenses
- \$30,000

# ESTIMATED EXPENSES: SUMMARY

Labor	▪	\$275,000
Programming	▪	\$90,000
Other Expenses	▪	\$40,000
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Total	▪	\$405,000

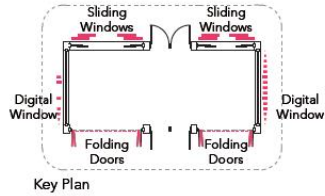
# POTENTIAL REVENUE SOURCES

Advertising	▪ \$50,000	-	\$100,000
Interior Displays	▪ \$20,000	-	\$40,000
Ticket Sales	▪ \$10,000	-	\$75,000
Visitor Map	▪ \$10,000	-	\$30,000
Promotions	▪ \$25,000	-	\$60,000
Sponsorships	▪ \$50,000	-	\$115,000
ATM(s) in Kiosk	▪ \$10,000	-	\$25,000
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Total	▪ \$175,000	-	\$445,000

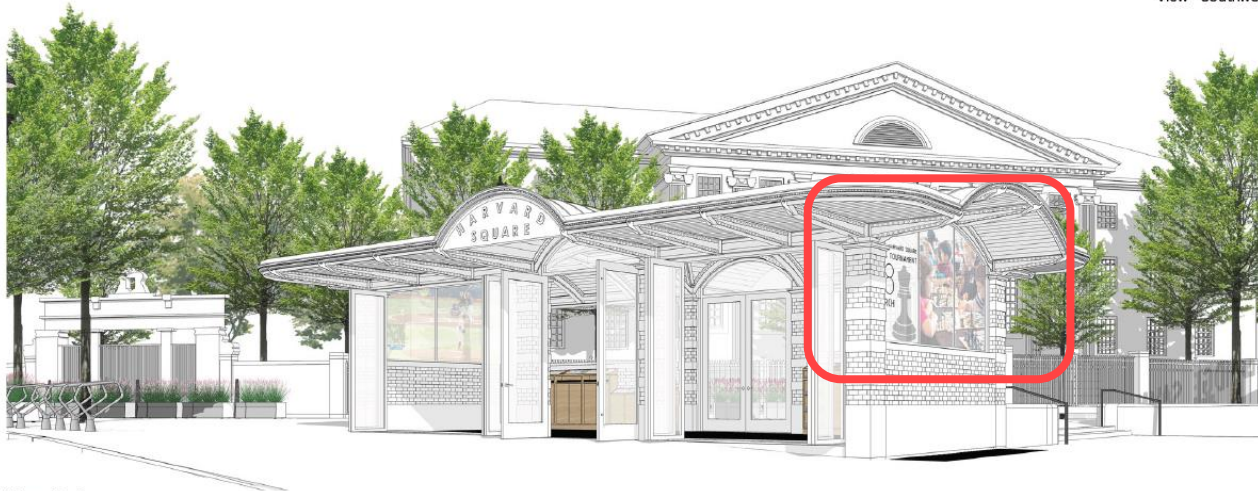


# NORTH/SOUTH WINDOWS

## Folding Glass Doors with Digital Windows



View - Southwest



View - Northeast

HARVARD SQUARE - CAMBRIDGE, MASSACHUSETTS  
APRIL 25, 2010

# ROOFTOP SIGNAGE



View - Southwest



View - Northeast

HARVARD SQUARE - CAMBRIDGE, MASSACHUSETTS

APRIL 25, 2018

# INTERIOR DISPLAY



# TICKET SALES





# VISITOR MAP

**Literature & Liberty**  
Historic re-creation  
in literary history of  
this National Historic  
Landmark—Home to  
Historical Revolutions &  
Ralph Waldo Emerson.

**The Old Manse**  
www.oldmanse.org/oldmanse

**Artisans Way**  
Fine Art & Contemporary Craft  
Jewelry • Wood  
Play Art • Glass  
Metal • Textiles  
Ceramics • Gifts  
Furniture

**NORTH BRIDGE INN**  
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We are proud to offer carefully crafted  
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Square,  
Concord, MA  
www.concordcolonialinn.com

Hotel: (978) 369-9200  
Restaurant: (978) 369-2373  
TAVERN & OUTDOOR PATIO

**Concord Center - Business points of interest**

- 1) Artisans Way - www.artisansway.net - 18 Walden St
- 2) Barrow Bookstore - www.barrowstore.com - 79 Main St
- 3) Callie + Fen Gift Shop - www.calliefen.com - 93 Main St
- 4) The Cheese Shop - concordcheeseshop.com - 29 Walden St
- 5) Colonial Inn - www.concordcolonialinn.com - 48 Monument Sq
- 6) Comma Home - 93 Walden St
- 7) The Dotted - www.thedotted.net - 1 Walden St
- 8) Fairbank and Perry - www.fairbankandperry.com - 32 Main St
- 9) Foot Stock - 46 Main St
- 10) Haute Coffee - www.myhautecoffee.com - 1 Walden St
- 11) Hawthorne Inn - www.hawthorneinnconcord.com - 462 Lexington Rd
- 12) Helen's - www.helenrestaurantconcord.com - 17 Main St
- 13) JACK AND TOBA - www.jackandtoba.com - 17 Walden St
- 14) J. McLaughlin - 14 Walden St
- 15) Nesting - nestingconcord.com - 44 Main St
- 16) North Bridge Inn - www.northbridgeinn.com - 21 Monument St
- 17) Priscilla's Candy Shop - www.priscillacandy.com - 19 Walden St
- 18) Revolutionary Concord - www.revolutionaryconcord.com - 32 Main St
- 19) Thistle Hill - 13 Walden St
- 20) Thoreau's Antiques - www.thoreausantiques.com - 27 Walden St
- 21) Trails End Cafe - www.thetrailsendcafe.com - 97 Lowell Rd
- 22) Walden Liquors - 16E Walden St
- 23) Walden Street Antiques - 25 Walden St
- 24) William Ravess Real Estate - https://www.ravess.com/office/MA/Concord/33362 - 85 Main St
- 25) 97 Walden - www.97walden.org - 51 Walden St

**Historical points of interest**

- 1) Concord Visitor Center - http://concordma.gov/1920/Visitor-Center - 86 Main St - Tours available
- 2) Wright Tavern - 2 Lexington Rd
- 3) Old Mill Burying Ground - www.concordma.gov/315/Old-Mill-Burying-Ground - 2-12 Monument Square
- 4) Sleepy Hollow Cemetery - www.friendsofsleepyhollow.org/index.html - 94 Bedford Street
- 5) Eliza Jones (bullet hole) House - 242 Monument St
- 6) The Old Manse - www.thetrustees.org/places-to-visit/greater-boston/old-manse.html - 208 Monument St - Tours available
- 7) Old North Bridge - www.nps.gov/emms/index.html - 174 Liberty St
- 8) The Rabbits House - www.rabbitshouse.org - 200 Monument St - Tours available
- 9) Monument Square
- 10) Ralph Waldo Emerson House - www.nps.gov/hr/travel/manchester/conservation/ralph\_waldo\_emerson\_house.html - 28 Cambridge Turnpike - Tours available
- 11) Concord Museum - www.concordmuseum.org - 200 Lexington Rd - Tours available
- 12) Louisa May Alcott's Orchard House - www.louismayalcott.org - 399 Lexington Rd - Tours available
- 13) The Wayside - www.nps.gov/hr/travel/pawm/m47.html - 455 Lexington Rd
- 14) Meriam House - 34 Old Bedford Rd
- 15) Thoreau Farm - www.thoreaufarm.org - 341 Virginia Rd
- 16) Great Meadows Wildlife Refuge - www.fws.gov/fed/great\_meadows - Morses Rd
- 17) Emerson-Thoreau Amble - Heywood Meadow to Walden Pond

**51 WALDEN**  
MUSIC REVIEWS  
IN CONCORD  
PERFORMING ARTS

**HAWTHORNE INN**  
www.hawthorneinn.com

**THE ROBBINS HOUSE**  
270 Monument St. (Corner from the North Bridge)  
Open 525-621, 11.4 (Closed Tuesdays)  
Open 91-3823, 11.4 (Friday-Sunday & 198)

**COMINA HOME**  
0 Walden Street  
978-341-0091

**Louisa May Alcott's ORCHARD HOUSE**  
"Home of Little Women"  
Open year-round!  
Ready-to-ship items  
Living History Events  
Historical Walks  
Manicure Days  
399 Lexington Road, Concord, MA  
978-369-4444 www.louismayalcott.org

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BOOKS gentry-read & rare  
LITERARY GIFTS  
POSTCARDS  
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**Exploring historic Concord!**  
Begin with the Concord Museum  
(Available on 1811 & 6th Streets)  
Full Course, Mapping in Context  
& The Apple Tree  
July 9 - September 18 - at the Wayside  
455 Lexington Rd.  
www.concordmuseum.org

**Grasshopper Shop of Concord**  
36 Main St, Concord 978-369-6206  
• Jewelry and more • Historic maps and  
• Children's educational toys •  
www.GrasshopperShopConcord.com  
Facebook: grasshoppershopconcord

# PROMOTIONS



# SPONSORSHIPS



# ATM(S)



# POTENTIAL REVENUE SOURCES

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Total	▪ \$175,000	-	\$445,000

# OPERATOR LIMITATIONS

## Promotions and/or Sales?

- Incentives to feature \*local\* businesses/organizations?

## Advertising Displays/Banners

- Size/placement of advertising
- Size/placement of sponsorship banners



# GOVERNANCE & OVERSIGHT

# PROCUREMENT PROCESS

## Goals:

- Encourage broader range of potential operators and seek best outcome for City
- Allow for creativity in applying program scope based on capacity/expertise of potential operators
- Fair, transparent, and open bidding process

## 3 Step Process:

1. Request for Information (RFI)\*: to gather information from potential operators about feasibility of program scope, limitations on revenue generating activities, etc.
2. Refinement
3. Request for Proposals (RFP)\*: to solicit proposals

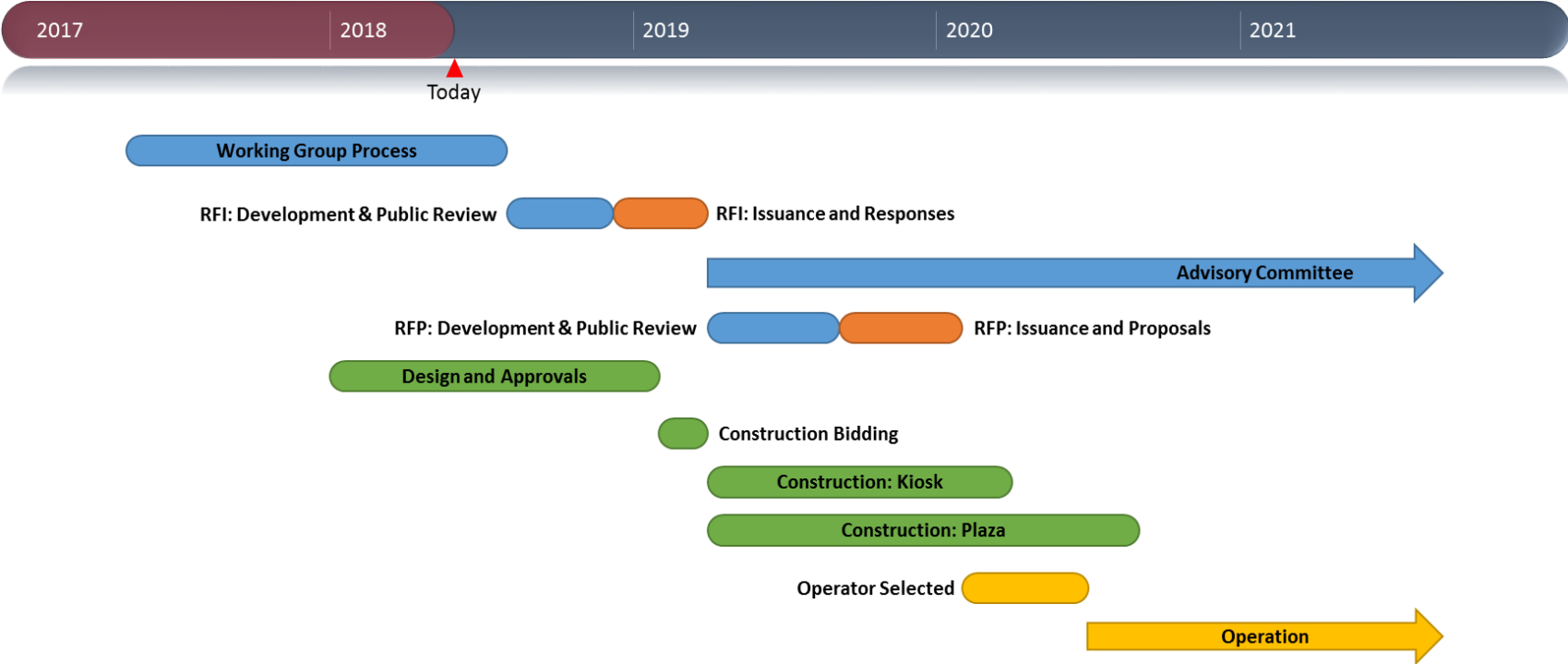
\*Note: Public review period for both RFI and RFP



# ADVISORY COMMITTEE

- Appointed by City Manager
- Meets to review operations and finances of Kiosk operation, 2 to 3 times per year
- Provides ongoing recommendations to City Manager to help ensure the operation of the Kiosk and Plaza are consistent with the vision established by the Working Group
- Range of expertise, such as: financial management, operations, arts and culture, civic life

# PROJECTED TIMELINE



# SUMMARY OF ESTIMATED FINANCIALS

Labor:	\$275,000
Programming:	\$90,000
Other Expenses:	\$40,000

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