C. Catalytic Effect on Economic Development

The Moran Plant is an undeniable opportunity for economic development. The following analysis details growth in the grand list, new City tax revenue, construction multiplier effects, direct economic impact via gross receipts and indirect multiplier effects of program events, food, beverage and arts activity. While all relevant assumptions are described in Appendix D, we recognize the necessity of thorough market, feasibility and economic analysis for any Moran project moving forward. Should our proposal be accepted, our project team will commission detailed third party evaluation of the project, and in particular, the following estimates.

The total ongoing annual economic impact is estimated at $15,396,202. This significant impact includes increases in City tax revenue, significant support of the local arts, technology, agriculture, retail, lodging and recreation industries.

Ongoing Annual Economic Impact
$15,396,202.31

See the following estimates in Appendix D, Figures 2-7 for the reak-out of this impact.

Growth of the grand list:

The Waterfront District grand list has grown dramatically in the past decade. While Moran represents a strategic component of continued development on the north end of the waterfront, the estimated growth of the waterfront grand list is based on the estimated increased appraisal value of Moran as a publicly owned building. We estimate that this development will catalyze significant incremental additions to the grand list, and as previously mentioned, will engage third-party experts to quantify those additions should our proposal be accepted.

Increased Value of Publicly Owned Property
$7,020,000.00

See Appendix D, Fig 2 “Project Value”

New City Tax Revenue:

New city tax revenue resulting from our proposal includes both property tax from commercial building users and local option tax collected from food and beverage service in the building. Property tax estimates were reached by applying typical commercial municipal and education tax rates to the portion of building under commercial use. Local option tax was calculated from estimated gross food and beverage service receipts.

New City Tax Revenue

Annual Property Taxes from Commercial Users
$141,122.31

Local Option Tax Revenue (Food Service)
$30,500.00

Total $171,622.31

See Appendix D: Fig 3 “Estimated Property Tax from Commercial Building Users” and Fig 4 “Food & Beverage Contribution to Local Economy”

APPROACH TO PROJECT:

Construction Multiplier Effect

Construction has a significant multiplier effect on the local economy. The following estimates utilize standard construction multipliers recommended by CEDO and apply those multipliers to professional construction cost estimates.

Construction-based Initial Economic Impact

Moran Building Construction Multiplier Effect
$36,581,175.00
Moran Site Related Construction Multiplier Effect*
$5,267,865.90

Total $41,849,040.90

See Appendix D: Fig. 5 "Indirect Economic Impact"
*The Moran Site work detailed here represents essential remediation, utility trenching, site preparation, transportation infrastructure and hardscaping which were previously permitted in Waterfront North and are essential to the Moran redevelopment effort, but fall outside of our project scope.

Direct Economic Impact:

Direct economic impact is calculated from estimated increases in food and beverage sales, increased event attendees and visitors from outside the local area. Significant direct economic impact is also anticipated from proposed arts and 'Maker' programs within the building, and beyond the building, from the proposed marina development and operation. Due to the fluid nature of the PIAP process and incremental complexity of the arts and marina analysis, those details will be undertaken as part of the aforementioned third party analysis.

Ongoing Direct Economical Impact

Food & Beverage
$2,043,500.00
Events
$3,518,780.00
Building Visitors & Tourism
$342,000.00

Total $5,904,280.00
See Appendix D: Figure. 6

Job & Business Creation:

A number of jobs, businesses and community organizations would be created or retained through our proposal.

Jobs:

FTE	FT Seasonal	PT	PT Seasonal	Retained
70	17	79	7	9

See Appendix D: Fig 7, "Job Creation"

Business/Community Impact

	New	Retained	
Businessess	4	2	6
Community Org.	2	2	4

Total: 10

See Appendix D: Fig 7, "Job Creation"

Indirect Economic Impact

Preliminary indirect economic impact calculations employ standard economic multipliers by industry for food & beverage, events and arts sales.

Ongoing Indirect Economic Impact:

Food & Beverage

$6,435,500.00

Events

$2,630,400.00

Arts

$254,400.00

Total $9,320,300.00

See Appendix D: Fig 5 “Indirect Economic Impact”are essential to the Moran redevelopment effort, but fall outside of our project scope.

More nuanced, and significantly more dramatic, will be the indirect economic impact of the collaborative program we propose. Should this proposal be successful, it will be of high priority to further investigate the impacts of these new economic drivers and quantify their greater economic impact as the proposed institution matures.

Many are now familiar with the story of Somerville, Massachusetts Artisan’s Asylum (AA); a collaborative maker space providing members and the general public with shared tools and inexpensive, flexible space. In the span of two years, AA expanded from a thousand square feet, to more than forty thousand square feet. Detailed economic analysis is pending, but initial reports from AA founder Gui Calavanti indicate that as an institution, AA directly catalyzed a near doubling of manufacturing firms in Somerville in the course of three years.

In its short tenure, Artisan’s Asylum has not created major companies, but rather provided the resources and culture necessary to foster a host of fledgling firms that are dramatically impacting the surrounding economy. In a similar fashion, the Moran we propose will not be a direct incubator of new businesses; rather, our Moran creates an infrastructure in which paradigm shifting ideas are prone to occur, and we support those ideas with access to community expertise which propels them towards fruition. If the

often cited success of Dealer.com is any testament, merely one of these ideas can have a transformative impact on the economy, long-term livelihood and culture of our city.

D. Tax Increment Financing (TIF) Eligibility

The Waterfront TIF District was established in order to stimulate economic development and fund public infrastructure for the Lake Street district and the surrounding post industrial waterfront zone. The Moran Plant sits at the heart of Waterfront North and at a focal point of ongoing waterfront revitalization efforts.

As TIF is a public financing mechanism designed to support community-improvement and redevelopment projects without raising taxes, this proposal provides a model for addressing a challenging and underutilized post-industrial property. Developing Moran rehabilitates a derelict building and contaminated site, increasing public access to the Lake Champlain shoreline, broadening the tax base, creating employment opportunities and enhancing the greater economic vitality of the Burlington region.

TIF Project Criteria: Our project addresses all TIF eligibility criteria, with the exception of ‘Housing’ which is not applicable use due to Public Trust Doctrine limitations. TIF projects are required to meet 3 of 5 criteria.

1. Extraordinary Debt: The compounding costs inherent to the remediation and redevelopment of the Moran Plant clearly require substantial public investment over and above the normal municipal budget. Businesses don’t invest in decaying areas, and the city cannot afford the needed costly improvements without raising taxes. Funding this gap is exactly what TIF is designed to do.

2. Brownfields Redevelopment: This project addresses the remediation and redevelopment of a central brownfield area located within the Waterfront District. Reference “Environment” section

3. Business Development: This development hosts new businesses and retains and expands existing businesses in both the non- and for-profit sector within the Waterfront District. All jobs will meet or exceed the prevailing wage for the region as reported by the Vermont Department of Labor.

4. Transportation Enhancements: Our proposal provides complementary streetscape improvement to on-going Waterfront Access North (WAN) projects, creating much needed parking and improving traffic flow and access for public transportation systems to the north end of the waterfront.

APPROACH TO PROJECT:

Additional Important TIF Related Information:

Tax revenues from the Waterfront TIF district will be used to pay the debt service on a $2.1 million Section 108 loan from the U.S. Department of Housing and Urban Development (HUD). If the Moran project does not proceed, we understand the City of Burlington will be responsible for repaying the expended $382,615 (spent as of 06/30/12) and the accompanying $768,233 BEDI grant ($238,767 of which was spent as of 06/30/12), while facing a multi-million dollar demolition. Furthermore, we understand that the repayment of these expenses would not be TIF eligible should the Moran Plant not move forward, and therefore would represent a significant taxpayer or city general fund expense.

Brownfield Economic Development Initiative (BEDI) Grant: $761, 233

- Approved at $1M
- $238,767 (spent as of 06/30/12)
- Requirement to spend by 9/30/14

Section 108 Loan: $1,617,385

- Approved at $2M (Funds tied to BEDI - 2:1 ratio)
- $382,615 (spent as of 06/30/12)

HUD

New Moran is located in a HUD-designated Renewal Community, where 77% of the residents are low/moderate income (over 31% of RC residents still live below the poverty line). Recognizing the tenuous nature of previously secured HUD Section 108 and BEDI grant funding, every attempt will be made to meet or exceed previously identified public benefits and economic contributions to the Burlington area. If the project is successful in retaining HUD funding, the development entity will work closely with CEDO, Burlington City Council, local community leaders and the Burlington public at large to commit necessary debt by the Fall, 2014 deadline - or by whatever alternate deadline is agreed upon before that time.

"The Moran project will remediate a brownfield site and renovate a blighted and frequently vandalized abandoned industrial property, located across the street from a new 40 unit affordable housing development (which has a significant investment of HUD funds, including HOME, EDI, Section 108, and project-based Section 8). There are various environmental concerns at the site as a result of its previous use as a coal-fired electric plant, and before that, as a rail yard, lumber storage and processing area. These include lead paint and asbestos dust inside the building, elevated levels of arsenic and PAHs in the shallow soils, and volatile organic compounds in the groundwater. The redevelopment will address all these concerns."

-Burlington Section 108 Application, 2012

Public Trust Doctrine:

Working within the overall framework of the Public Trust Doctrine and in line with the original goals of on-going waterfront revitalization planning efforts, our redevelopment plans to recreate Moran as "a vital, year-round part of the community, providing safe and environmentally sustainable cultural, recreational, social, and economic opportunities that are accessible to all regardless of income, ability or lifestyle*".

*Burlington Community and Economic Development Office (CEDO), Consolidated Annual Performance & Evaluation Report; Neighborhood Development Goals, Strategies and Funded Activities 2007

Our Proposal:

1. Is a direct result of a community-driven inclusive redevelopment process
2. Retains City ownerships of the Moran Plant
3. Contains public restroom facilities
4. Hosts a wide array of year-round artistic, cultural and educational community events
5. Houses a variety of uses which are accessible and affordable to a range of socio-economic levels,
6. Encourages waterfront recreation and increases access to the Lake Champlain shoreline
7. Promotes environmental stewardship
8. Creates free, meaningful and inviting public space, both indoors and outdoors

E. Accessibility

Open, equitable, relevant and in full support of Burlington's existing organizations

"...some current facilities, activities and amenities seem to cater more directly to a narrow segment of the population. Efforts to provide children's play areas, low cost food options such as street vendors, and free activities would greatly enhance the opportunities for more residents and tourists to visit and enjoy this special place [Burlington's Waterfront]." -PlanBTV, Page 57

"Provide more "place- based" experiential, and out-of-school educational opportunities for youths, including internships, work- study programs, and community service requirements" -Burlington Legacy Project

This is a redevelopment by the community, for the community. Outside of large programmed events, the majority of building and surrounding site is open and free to the public. Our program and tenants offer educational and recreational benefits that will enrich the community at large and have a positive impact on low-income residents. We facilitate partnerships and provide flexible space to existing Burlington organizations in order to offer an array of educational and recreational programs ranging from bicycle repair to energy efficiency, woodworking to craft brewing, and sustainable agriculture to videography. The building hosts a variety of free to low-cost workshops, conferences, lectures, speakers' series, performance arts and affordable local food.

We build relationships with area youth organizations and the Burlington School District, providing functional space in which to collaborate and host fundraisers, workshops and summer, after school and "education by experience" programming. Diverse programming allows for elementary, high school, undergraduate and graduate students to be actively involved in a wide array of disciplines through multiple academic departments. Service-learning projects, internships and research opportunities provide unique hands-on learning experiences for students and further encourage the involvement of local schools and universities in our community.

Building on the caliber of Waterfront Park, our New Moran creates a space for the community to gather, recreate and celebrate at little-to-no-expense, bolstering the year-round accessibility and public activity of Burlington's waterfront. We strive to deliver a previously limited and currently unavailable resource to its rightful owners - the people of Burlington.

F. Environment

"From a sustainability perspective, the Moran project covers all of the environmental, social, and economic bases…In addition to preserving the building's heritage, the project will maximize the use of existing materials and infrastructure, reduce waste, conserve the energy embedded in the structure, and help preserve the historic character of Burlington's waterfront. Overall, one could say that for the Moran plant there is a direct correlation between the energy embedded in the structure and the energy the community has employed to preserve it." -U.S. EPA Brownfields Sustainability Pilot By Christopher De Sousa

This proposal fully addresses brownfield remediation and stormwater management for the site. In service to the redevelopment of a major city-owned property, our project team offers innovative, yet proven solutions to on-site wastewater treatment, water conservation, energy efficiency and on-site power generation. New Moran would a direct manifestation of Burlington's stated commitment to leadership in renewables, energy efficiency and environmentally sustainable urban design.

Brownfield Remediation

Our strategy for Brownfield Remediation involves four primary components: 1) encapsulation of basement-contaminated materials; 2) protection of indoor air quality for future occupants of the Moran Plant; 3) protection of construction workers from limited remaining asbestos containing materials and lead paint inside the Moran Plant; and 4) protection of future property users and construction workers from impacted soil and groundwater outside the Moran Plant. These components were all part of the Corrective Action Plan prepared by Waite Heindel Environmental Management (WHEM) and approved by the VT DEC in 2011. Descriptions of each component are described below.

Basement Encapsulation

Polychlorinated biphenyls (PCBs) have been absorbed into the concrete floor of the Moran Plant basement. Concentrations of total PCBs range from non-detectable (< 0.02 ppm) to as high as 15 ppm. In addition, the sediment from the bottom of the two sub-floor channels is contaminated by polycyclic aromatic hydrocarbons (PAHs), PCBs and the metals arsenic, lead and mercury. WHEM has demonstrated that the floor and subfloor contaminants have not had a negative impact on groundwater quality outside the building footprint and should not have a negative impact in the future if left undisturbed by the encapsulation process. Also we have determined that the mitigation of PCB inside the building will be subject strictly to VT DEC oversight and not to Toxic Substances Control Act (TSCA) oversight.

In their current state, these contaminants do not pose a health risk to construction workers. However, the basement concrete floor shall not be disturbed without appropriate health and safety protocols. To avoid future contact by building occupants, we have developed a plan to fill the basement above the floor

(elevation of 96.0 ft) with a 7-ft layer of fill material, a vapor barrier, a system of slotted pipe and a new poured concrete floor. This new floor system will encapsulate the contaminants and eliminate any future contact threat. Also an institutional control (deed restriction) will be emplaced to deter future subfloor disturbance.

Indoor Air Quality Protection

In conjunction with the basement filling, a sub-slab depressurization system (SSDS) will be installed to prevent potential indoor air quality impacts from basement floor contaminants as well as from a limited zone of groundwater contamination by chlorinated volatile organic compounds (CVOCs) outside the building footprint. This system will incorporate a vapor barrier below a network of slotted pipe with risers and manifold that can be operated passively or actively to create a negative pressure under the floor to deter vapor migration into the occupied space. All floor penetrations to the new slab will be sealed to maintain the vapor barrier. Once installed, performance testing of this system followed by pre-occupancy indoor air testing will be conducted, and an operation and maintenance (O&M) Plan will be developed to specify future testing requirements.

Asbestos and Lead Paint Mitigation

While all of the previously identified asbestos containing materials (ACMs) have been removed from the building, at least five additional materials remain inside the building and have tested positive for asbestos: 1) black tar paper material inside the ceramic wall of the shower area of the main floor ("operations level" at 116.0 ft elevation), 2) mudded joint fittings surrounding piping in the ceiling of the shower area of the main floor, 3) gasket rope on the lower portion of the north side exterior structural steel, 4) gasket material in the lower portion of the north side exterior structural steel, and 5) caulking in the lower portion of the north side exterior structural steel. Regarding lead paint, much of the flaking paint has been removed but many lead painted surfaces remain.

As is, the ACMs and lead paint do not pose a health risk to construction workers. However, these materials will need to be mitigated in accordance the Vermont Department of Health protocols prior to demolition or disturbance of any of the ACMs or lead painted materials.

Contaminated Soil and Groundwater Management

Soil contaminants include the metal arsenic in the shallow soil within the entire project area, polycyclic aromatic hydrocarbons (PAH) in the shallow soil within the entire project area, petroleum in soil and groundwater under Penny Lane and the BDPW parking lot, and PCBs in soil in a discrete zone in the former transformer yard. The only groundwater contaminant identified is chlorinated volatile organic compounds (CVOCs) in a small plume off the north side of the Moran Plant.

For the entire Moran Plant and Waterfront Access North project, we estimated a disturbance of 18,200 cubic yard (CY) of soil by the construction activities. To manage this soil, we devised a soil management plan that divides the project area into fourteen zones and establishes an offsite soil stockpiling area. The basic components of this plan are:

1. Soil excavated for grading and utility trenching will be temporarily stockpiled offsite and then the acceptable type and volume will be returned for onsite reuse as fill. All pre-existing surface and shallow (<2 ft deep) soils that are reused onsite shall be covered by a continuous cap of filter fabric as a marker layer followed by either clean topsoil and cover material (grass, plantings, or mulched beds) or else hardscape/ impervious surface to deter future contact with the soil. An O&M Plan will be developed to require annual inspections of the topsoil cap.

2. A combination of field screening with a PID and Ex Situ (once the soil has been excavated and stockpiled) analytical testing will be required for classifying all soil to be stockpiled and potentially reused during the entire project.

3. Strict record keeping of soil types, stockpile volumes, and reuse volumes will be required.

4. Continuous observation of soil conditions will be required during excavation and trenching to flag any unanticipated contaminant conditions (buried objects, odors, staining, free product). If unanticipated conditions are encountered, then In Situ (from excavation zone prior to removal) analytical testing will be required for the contaminants of concern. This may require excavation activities in the area of concern to cease while the testing results are pending.

For site work strictly associated with the Moran Plant, the volume of soil disturbance will be much less, but the soil management plan components described above will still apply. It may be possible to manage the soil with onsite stockpiling only.

Groundwater, present generally between 4-5 ft below grade under the project area, may be encountered during the construction work (utility trenching, deeper excavation). The need for special treatment of groundwater during dewatering of excavations is not anticipated to be required, with the exception of the area on the north side of the Moran Plant, in which case management of groundwater will be accomplished by analytical sampling, settling in frac tanks and appropriate treatment, followed by discharge to either the City sanitary or stormwater sewer system.

Stormwater Description:

The stormwater will be treated via two gravel wetlands anticipated to remove up to 99% of suspended sediment and 56% of phosphorous. Runoff from the northern portion of Lake Street, the skate park, the pavement areas around the east half of the Moran Plant and the roofs of the Moran Plant will be directed into the northern gravel wetland. Stormwater will flow through a forebay for sediment removal and then laterally through two hydraulically distinct treatment cells. Discharge from the wetland will travel by pipe to the Lake. Stormwater runoff from the southern portion of Lake Street, the loop road and parking areas east of the BED building will be directed to the southern gravel wetland. This wetland includes a forebay and two treatment cells, with discharge running by pipe to the Lake. Both wetlands will have 30-mil HDPE liners to prevent hydraulic connection with the groundwater below. There will be no infiltration through native soil and no significant modification to the existing hydrogeology. The wetland treatment components have been designed to meet or exceed the requirements of the Vermont Stormwater Management Manual and are therefore presumed to comply with Vermont's Anti-Degradation Policy. The design is based on a gravel wetland treatment system that has been installed and tested at the University of New Hampshire. Once construction is complete, it will be checked by the Resident Engineer for general conformance with the approved design and a designer certification will be made.

Stormwater will also be managed by two swales in the northern portion of the project area. A lined swale will be constructed between the LCCSC boat yard and a retaining wall at the edge of the Class III wetland. An unlined swale will be constructed east and north of the proposed skatepark. The unlined swale, which is in an area outside the known area of VOC contamination, will continue to have clean fill and geotextile marker layer below. [Stormwater Description prepared courtesy of Waite-Heindel Environmental Management]

Water Conservation:

New Moran will implement an Eco-Machine™ to process and recycle the building's wastewater. Eco-Machines model natural ecosystems, utilizing host communities of aquatic micro-organisms, invertebrates, and wetland plants working in concert to facilitate the wastewater treatment process. The emergent capabilities of these designed ecosystems can often meet or exceed the capabilities of mechanical and chemical processes. As such, these systems are proven, energy efficient, and environmentally beneficial replacements for conventional waste treatment and water purification systems.

Energy Conservation:

A highly efficient New Moran begins with the integration of Passivehaus design techniques to minimize the energy required to heat and cool the space. This is achieved by creating the tightest building envelope possible and increasing insulation levels. Doing so dramatically reduces the systems and energy required to maintain a comfortable temperature throughout the year. It's an axiom of building maintenance: a simplified system is a cheaper system to operate and maintain. In addition to addressing the energy required to heat and cool the building, we are evaluating the installation of an innovative LED technology that requires half the energy of conventional LED products using DC rather than AC power. This system coupled with a properly sized solar array and battery supply will reduce the electric demand for lighting by up to 90%.

The New Moran team will work with BETTER P3, Inc, an energy efficiency partnership, to create a comprehensive energy and water conservation strategy that is within projected budgets. All BETTER recommended technologies and designed techniques will be evaluated using the whole life costing method and will include both energy and non-energy benefits. BETTER's network includes financiers that have various products including traditional project financing, energy efficiency financing and energy service financing. This process will be completely transparent and all stakeholders will be included in the financial product selection.

Upcycling Moran:

The New Moran design team, working with Smith Buckley Architects, has accomplished something no other proposal for Moran has to date. By celebrating the history, layout and unique features of the Moran Plant, we are essentially "up-cycling" the building. Compared to all other plans for the revitalization of Moran this design significantly reduces the demolition of key features of the building, namely removal of the catacombs and pillars in the basement, the coal hoppers and the steel structure on the north face. This not only reduces the project cost and retains the embodied energy of these elements, it also saves CO2 that would be related to the transportation of the rubble to a landfill and the degeneration of materials inherent in salvaging and recycling.

G. Public Art

Public Art is central to New Moran, within the building and its interior programming, and also throughout the greater Moran campus. Modeling the phenomenally successful MASSMoCA in North Adams, Massachusetts, New Moran will use heritage as a springboard, capitalizing on the inherent drama of Moran's architecture and its setting.

Programming for the entire New Moran will speak to creative infusion. New Moran is a product of artistic inspiration; this building and its setting have literally moved this team into action. Our mission is to deliver to the public at large every bit of the excitement and passion that our team members experience in our relationship with Moran. New Moran looks forward to opportunities to collaborate with Burlington City Arts, and will look to BCA's Public Art Review Process for campus installations.

Architecture as Public Art- Architecture as Public Art- New Moran preserves and spotlights Moran history and its architectural/sculptural drama, complete with preserved "spaghetti-works" (Steel works to the north side of the tower section of the building) enshrouded in functionality, geared towards inhabitant inspiration upon arrival; the "Great Room" event space that showcases its industrial heritage to its 1500 occupants; the "Hopper Room" Gallery with its breathtaking original coal-hoppers in all their glory; dramatic new meeting spaces in and around the spaghetti works to the north of the hoppers; steps up from the hopper room to the "Great Roof" to the south with its drop-dead gorgeous lake views, open to the public; and finally the "Tower Room" top floor with its coal conveyor train system, cleaned and preserved above the gaping, yawning hoppers below the open-grate flooring.
New Moran: Building as living sculpture, in the flesh/ in the steel; no visitor will leave un-moved.top floor with its coal conveyor train system, cleaned and preserved above the gaping, yawning hoppers below the open-grate flooring. Building as living sculpture, in the flesh/in the steel; no visitor will leave on-moved.

Contemporary Art- Our team views the Moran building itself as contemporary art. New Moran capitalizes on this interpretation. Steel, salvaged through demolition, will be dedicated to locally sculpted campus art. Competitive artist residencies will welcome the public to witness and be part of the creative process, culminating in public installations on campus and beyond.

Community; Energy; Food; Recreation- Accompanying Art as spokes of our Design Wheel, Art enhances, intersects and interrelates with all these themes under the New Moran roof.

Potential- Visitors to Moran invariably speak of being moved by the building, at once for its raw, industrial nature, but also for its wealth of potential. Renowned local artist Katharine Montstream, after dedicating a career-altering summer-sabbatical from reliably popular landscapes to the abstract, cavernous interior of the defunct Moran, commented to the Burlington Free Press: "I think I've fallen in love with this space in its worst state, and now I'm in love with the dream of what it could be."

H. Housing

Not applicable due to Public Trust Doctrine.

I. Walk-and bike-ability

New Moran will play an integral role in promoting a more bike-able and walk-able Burlington. Every effort will be made to deliver not just a building, but an institution and a campus that welcome and encourage human-powered recreation and transportation.

New Moran will partner with Local Motion, Parks and Rec, DPW, The Intervale Center, Mainstreet Landing, ECHO, Lake Champlain Sailing Center, Burlington City Marathon, CEDO, VEIC, UVM, BCA, area bike stores and countless volunteers to create a biking and walking destination at Moran. The Bike Path and pedestrian walkways will lead to the heart of the campus. The building will provide covered bike storage year-round. Shower facilities will be built into the ground floor bathrooms, as well as the bathrooms serving regular building occupants. Local Motion will be invited to have a kiosk or more permanent presence. Glen Eames (Old Spokes Home, Inc) has expressed interest in a new home for his historic bicycle collection. New Moran will encourage the Maker Space to be home to a bike-repair outpost.

New Moran will do everything in its power to accentuate the relationship between the Waterfront Park and the welcoming entrance to the building and the campus. New Moran endeavors to connect to the Intervale via rail and, eventually, a direct bike path. New Moran will be a whistle-stop on the "Grand-City-Loop" connecting the Intervale, Church Street, and the Waterfront- the three jewels inside the Cycle-the-City necklace.