

— **THE RESIDENCES AT BEL MONT** —  
**CONSTRUCTION MANAGEMENT PLAN**

Updated and Revised 1.14.22 – 1.24.22

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**INTENT:**

The purpose of a Construction Management Plan (the “CMP”) is to prescribe work rules and policies to manage the construction and buildout of a proposed project, to identify potential impacts resulting from construction activities, to provide solutions that reduce these impacts and to establish a chain of contact(s) for a project during its build-out.

**PROJECT DESCRIPTION:**

Northland Residential Corporation (“NRC”), its successors and/or assigns, intends to develop a residential apartment and townhouse community, known as the Residences at Bel Mont (the “Project”), on Zone 3 (the “Site”) of the McLean District. The Project will consist of two subdistricts - Subdistrict A and Subdistrict B. Subdistrict A will be comprised of 38 new townhouses and 2 rehabilitated units in the Samuel Eliot Memorial Chapel. Subdistrict B will be comprised of 112 units in two 3-4 story buildings. The Project is accessed from Pleasant Street via Olmsted Drive exclusively. No alternative site access shall be provided. In the event of an imminent loss of life or property, (an “Emergency”), access is available via the internal road network of McLean Hospital and South Cottage and Meadows Lanes of the Woodlands at Belmont Condominium II community.

The Site consists of 12.83 acres of land and is bounded to the west by the Woodlands at Belmont Hill condominium community (Zone 2), to the north by McLean Hospital (Zone 5), to the northwest by Upham Bowl, to the northeast by a yet-to-be developed R&D parcel (Zone 4), and to the south and east by Town owned Public Open Space. The Site contains no jurisdictional wetlands or habitat area and is not governed by the Town of Belmont Conservation Bylaw or the Wetlands Protection Act.

The Project will be served by and utilize existing sewer, water, natural gas, electric, telephone and communication lines and utility infrastructure located in Olmsted Drive.

**PROJECT TEAM:**

|                         |                                   |
|-------------------------|-----------------------------------|
| <i>Owner/Developer:</i> | Northland Residential Corporation |
|                         | 80 Beharrell Street               |
|                         | Suite E                           |
|                         | Concord, MA 01742                 |
|                         | 781-229-4700                      |

*General Contractor:* Northland Residential Construction, LLC  
80 Beharrell Street  
Suite E  
Concord, MA 01742  
781-229-4700

This Construction Management Plan shall guide all contractors and vendors working on the Project. It is the responsibility of the Owner to educate and inform all contractors working on the Site of the provisions of the CMP and the requirements of the Storm Water Pollution Prevention Plan (SWPPP), inclusive of the National Pollutant Discharge Elimination System (NPDES). The Owner's representative and the General Contractor are responsible for overseeing all work on the Project to control and mitigate construction activity impacts to the surrounding community and direct abutters. Once the NRC project management team is in place, it shall inform the Town of the responsible individuals for the Project and provide 24/7 contact numbers and any other pertinent contact information.

Construction of the Project shall be managed so as to minimize impacts to the community, abutting property owners, and the abutting Open Space land areas. As part of the construction process, this CMP shall guide the construction and development activities of the Project.

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## **CONSTRUCTION MANAGEMENT PLAN**

### **1. PRE-CONSTRUCTION SITE COORDINATION:**

Pre-construction activities will include site visits to review specific existing conditions and required control measures for tree protection, environmental conditions and abutter/neighbor relations. Pre-construction meetings will be held with all parties involved with the Project including the Office of Community Development's Planning, Engineering, and Building Divisions, the Fire and Police Departments, McLean Hospital, Waverly Woods, The Woodlands at Belmont Hill II Condominium Trust, and local utility companies. At these meetings the responsible parties for all construction activities will be introduced and their contact information shared. In addition, the name and contact information for a liaison with the abutting neighborhoods of Waverly Woods, McLean Hospital and The Woodlands at Belmont Hill Condominium II shall be established.

Prior to the start of construction activities, an on-site meeting will be held with the General Contractor, the site subcontractor, the architect, landscape architect and civil engineer to review the Provisions of this CMP, establish, the limits of site construction, coordinate the installation of

temporary construction fencing, define project work hours, employee parking, material and equipment staging and the Project's development timeline.

All immediate abutting property owners, as well as the Homeowners Trust of The Woodlands at Belmont Hill II, shall be notified by email **1 week prior to** commencement of any on-site work activity.

## **2. PROJECT CONSTRUCTION ACTIVITY MANAGEMENT**

### **A. Project Access:**

- Site access for construction vehicles is from Pleasant Street via Olmsted Drive.
- Trips during peak traffic times shall be minimized and no queuing or idling of trucks shall be permitted along Pleasant Street or Olmsted Drive.
- Truck routes and timing shall be selected and scheduled to avoid conflicts with school bus transportation including bus stops and major bus routes as identified by the school department.
- No employees of either the general contractor or the subcontractors shall be permitted to park on Olmsted Drive or on public roadways surrounding the project.
- A site access gate ("Site Access Gate") shall be established and maintained above the Waverly Woods access drive and south of the Subdistrict A Driveway 1/Olmsted Drive intersection. The Site Access Gate shall be secured with a Fire Department approved keyed KNOX Box. Keys/access code(s) to be provided to McLean Hospital and the Belmont Police and Fire Departments. Access gate shall be opened no earlier than 1 hour before and closed/secured no later than 1 hour after the defined Project Work Hours.
- The existing pedestrian sidewalk paralleling Olmsted Drive and accessing the Woodlands at Belmont Hill II Condominium and McLean Hospital shall remain open and passable throughout the Project's development.

### **B. Construction Signage:**

Construction signage describing limit of work boundaries, the presence of video surveillance security cameras, parking and staging area designations, traffic routing and safety precautions shall be prominently posted at the Pleasant Street/Olmsted Drive entrance prior to the commencement of work and maintained in English, Spanish and Portuguese.

### **C. Work Hours:**

Hours of site operation shall be 7 am to 4:30 pm daily, Monday through Friday, and Saturdays from 9 am to 3 pm. Notwithstanding a unique circumstance, no exterior site work, blasting, mass excavation or grading shall take place on weekends, long weekend holiday periods or during the Christmas to New Year holiday period. No material or equipment loading and

unloading shall be permitted outside of the stated work hours. When possible, material and equipment deliveries shall be made after the morning commuting hours and before the afternoon commuting hours. Entities making such deliveries shall be so notified. Most construction workers should be onsite by 7:30 am weekdays (9 am Saturday) and most should leave the site prior to peak afternoon traffic periods. No construction workers or Project team members shall arrive before 6:30 am. An orientation shall take place with employees to review safety rules, routes to and from the site, hours of operations, lunch trash disposal, the designated smoking areas, cigarette disposal and noise mitigation procedures.

#### **D. Employee Parking:**

Construction parking shall be within boundaries of the site or on Zone 4, as permitted by McLean Hospital by separate agreement. No long-term parking, as defined by the work day work hours shall be permitted on or along Olmsted Drive. Periodic parking for short term site visitation, municipal inspections, employee pick up/drop off is permitted, provided such parking does not restrict the movement and flow of pedestrian and vehicles on Olmsted Drive. No equipment, materials, staging or worker (employee) parking is permitted within the drip line of retained trees, groves of trees, abutting properties, land areas or outside of the defined Limit of Work areas.

#### **E. Project Management & Coordination:**

The Owner/Developer shall have a designated onsite representative (the “owner’s representative”) present daily during construction. The owner’s representative shall be responsible for coordinating site activities among the contractors, trades men and women and material suppliers, including but not limited to the management of work hours, contractor parking, equipment and material delivery, management of the site and general contractor(s) and to act as a liaison with municipal officials, abutters, neighbors, McLean Hospital, Waverly Woods, The Woodlands at Belmont Hill II Condominium and the trade contractors.

The Owner’s representative will provide to appropriate Town agencies and officials written reports on the progress of construction and an update on prospective construction activities on a quarterly basis, which will be posted on the Town’s website.

Communication between the design team, consisting of the project architects, project site/civil engineers, project structural/geotechnical engineers, the construction team, including the general contractor’s staff, site contractor and sub-contractors and NRC, shall be coordinated by the Owner’s Representative through a set weekly meeting schedule attended by the site work and building contractor.

Prior to the commencement of any on-site development or construction activity a partnering meeting shall be conducted involving all members of the total project team at which the project

and its work rules shall be reviewed in its entirety and goals shall be set by the team and shall be monitored throughout construction.

### **3. PROJECT CONSTRUCTION SITE CONTROLS:**

#### **A. Temporary Site and Construction Fencing**

The following shall govern the installation, maintenance and removal of temporary construction fencing for the Project and its sub-components. The installation of temporary construction fencing shall be required for any and all proposed construction activities to insure public safety, to secure the site from after hour visitation, for the protection of existing natural vegetation at the perimeter of construction zones and to protect and preserve existing specimen trees and/or clusters of existing trees and vegetation within construction zones and to protect public and private open space areas from construction activity creep. As further detailed below, temporary construction fencing shall be installed after the receipt of building permits for any component of the Project and prior to the commencement of any construction activities, including but not limited to ground disturbance, clearing, grading, demolition, earthwork activities. Temporary construction fencing shall be maintained throughout the duration of construction activities. The removal of temporary construction fencing shall coincide with the initiation of final site grading and the spreading of loam.

#### **B. Construction Fence Types**

- Temporary Construction Fencing shall utilize 6' high temporary construction fence erected and supported by 8' high x 2" OD galvanized posts, spaced a maximum of 10'- 0" apart and pneumatically driven into the ground approximately 24" deep. The chain link fabric shall be galvanized 2" mesh x 11 gage wire.
- Temporary construction fence of the same specification, but erected on feet as opposed to ground driven posts (portable temporary construction fence) may be utilized in particular instances where it is deemed advantageous to the protection of vegetation, individual specimen trees or short duration construction activities, such as cross-country utilities. In such instances, the technical specification of the temporary construction fence shall remain the same, with the exception of the support posts which will be terminated with a structural foot.
- As an alternate option, some temporary heavy duty plastic safety and construction fencing may be 4' high, erected and supported by 6' high X 12 gauge heavy weight steel "U" posts with self-fastening lugs spaced a maximum of 8' - 0" apart and pneumatically driven into the ground approximately 24" deep. This alternate fencing may be used at interfaces other than those bordering public or private open space or within 100 feet of the boundary with public or private open space. Prior to any ground disturbance, building demolition or related construction activities, the

contractor/developer/owner shall prominently delineate the property boundary (Zone 3 boundary) by hanging surveyors flagging labeled "Property Boundary" at approximately 50' intervals. In addition, prior to any ground disturbance, building demolition or related construction activities, the contractor/developer/owner shall cause to be installed at the Limit of Work and at the drip edge (wherever feasible) of individual trees to be saved or clusters of trees to be saved, a 6' high temporary construction fence. Such fence will be installed in such a way to minimize the disturbance to existing vegetation.

Following the installation of the above described temporary construction fence, the contractor/developer/owner shall notify The Belmont Office of Community Development to schedule a pre-clearing site inspection. No further work shall be permitted until The Office of Community Development has issued a written "Notice to Proceed" order.

#### **C. Erosion Control:**

Thirty days prior to the commencement of any on-site Project activities the the Owner, General Contractor and the site contractor shall prepare and submit the Project's Storm Water Pollution Prevention Plan (SWPPP) and National Pollutant Discharge Elimination System (NPDES) Pollutant (NPDES) to the EPA with a copy to the Office of Community Development. Prior to the beginning of any construction activities staked silt sock barriers, wheel wash, dust control measures and catch basin siltation sacks shall be installed, as shown on the plans and in accordance with the prepared and submitted SWPPP/NPDES. The erosion control barriers will be inspected on a regular basis and after periods of rains of one inch or more. During excavation and rough grading, siltation basins and temporary drainage swales shall be constructed to effectively direct runoff from disturbed areas and reduce the amount of runoff from the construction areas. Where water flow is concentrated, appropriate crushed stone check dams shall be installed as well as haybale check dams, as required. Stockpiled materials shall be properly stabilized as required in the SWPPP. The Owner and its contractor shall street sweep Olmstead Drive as is required by site conditions.

#### **D. Construction Staging:**

In order to protect trees to be preserved and comply with the SWPPP, temporary construction staging areas will be established within the area of each building pod or pods on a phased basis. Site clearing and the installation of temporary construction entrances to each such building pod shall be undertaken with care given to preserve trees, minimize visual and auditory impacts to abutting land uses and to comply with the SWPPP/NPDES.

At certain intervals during construction, connections to municipal water, sewer systems and public electric, gas and telecommunication utilities will be undertaken. During work on the new water system, adequate water service and fire protection shall be required to be maintained

within the surrounding community. At least 24 hours notice, shall be provided to the abutters in the event that the water system will be off to accommodate new connections, pipe chlorination and disinfectant and pressure testing.

**E. Temporary Utility Setups:**

Any temporary utility connections that are required shall be installed to ensure that water, gas, sewer, electric and telecommunication services are available without interruption to the Woodlands and McLean Hospital during utility connection work. The Owner's Representative and general contractor shall coordinate these efforts as required to insure uninterrupted service.

**4. CONSTRUCTION PHASE ACTIVITIES AND SCHEDULE**

**A. Site Development Activities and Controls**

• **Demolition:**

The existing 'Office' or 'Superintendent's' building on site will be demolished prior to the commencement of site work. Prior to the demolition of this building NRC shall properly terminate all utility services (sewer, water, gas and electric, if any), conduct a full assessment of the building to establish, manage and dispose of any hazardous building materials and perform a pest/rodent survey.

• **Site Development Phase:**

The second phase of construction shall involve clearing, grading and associated site infrastructure work necessary to prepare the multi-family site for foundation and structural support placement construction. This work will involve tree clearing, mass excavation, ledge & rock blasting and material management, and existing utility termination (sewer, water and electric). Rough grading and tree removal associated with this work shall be conducted in accordance with the SWPPP/NPDES and the above outlined tree protection requirements. Protective fencing will be placed around all the drip lines of all trees that are to remain. This fencing will be inspected by the construction team on a regular basis in order to insure continual tree protection. Reasonable dust control measures, including regular watering, shall be taken to minimize air-borne dust and to keep any such dust on site.

• **Site Clearing:**

Clearing and grubbing shall proceed initially along the proposed site roadways on a staggered basis. Silt fencing, temporary drainage swales, hay bale check dams and staked hay bales etc. shall be installed as shown on appropriate plans to prevent sediment runoff and define the limits of work. All stockpiled soil shall be stabilized. Permanent slopes with gradients in excess of three-foot horizontal to one-foot vertical will be stabilized with erosion control fabric. Dust shall be controlled by means of hydration, erosion control fabric, cover

crop, or other means as appropriate to conditions and duration for which no soil disturbing activities are scheduled to occur in a given area.

All vegetative debris shall be chipped on site except for marketable timber logs. Stumps shall be removed or ground up on site without undue noise. Wood chip material shall be used for erosion controls on exposed slopes prior to their stabilization by revegetation. The loam shall be stripped, screened and stockpiled with dust controlled as the site construction progresses. At the designated areas containing trees to be preserved, where foundation cuts are in close proximity to the root structure of the trees, an earth retention system shall be used to minimize any movement of the root structure. The system depends on the depth of the cut and the proximity of the base of the tree. Typically, if a 45-degree angle can be achieved from the drip edge of the tree to the bottom of footing, earth retention may not be required, but in any event erosion of the slope shall be prevented.

- **Soil Deposit and Removal:**

Due to the topography of the site and the provision of underground storm water facilities and other utilities, both the import and export of soil will be required during project construction. Wherever practical, earth materials will be re-utilized on the site. All excess material that cannot be used on-site shall be transported offsite. The delivery and/or removal of materials shall primarily occur between 9 am and 3 pm to avoid impacting traffic during the morning and afternoon peak times and to avoid periods when school buses are active.

- **Foundations:**

The construction of each building shall be subject to the issuance of building permits by the Office of Community Development. Once building permits are obtained for one or more buildings, placement of building foundations will be located by survey prior to the commencement of excavation so as to be located as shown on the approved civil engineering plans. This protocol shall insure that each building has been placed in conformity with the civil engineering plans and that the required setback dimensions are met.

- **Stormwater**

Storm water runoff during construction shall be controlled using a combination of temporary drainage structures prior to the installation of the permanent collection and management systems in accordance with the SWPPP. Existing and proposed catch basin inlets shall be protected using sediment traps, silt sacks, and staked hay bales. All stormwater control systems shall be inspected and maintained regularly to ensure that the system is functioning correctly throughout the construction process.

- **Utilities:**



Site utilities, including any temporary service connections, shall be constructed in a coordinated fashion so as not to impede or interrupt services, including water, gas and sewer to residents. The owner's representative and general contractor shall coordinate the efficient installation of all drainage, water and sewer installations as well as all private utility services (telephone, cable, electric, etc.).

- **Rodent Control:**

The Owner/Applicant will contract with a licensed pest control contractor. Rodent control measures will be in place prior to and during demolition and construction activities. The program will include performance of extermination and control procedures. Waste containers will be placed at worker gathering locations and emptied on a daily basis. Litter cleanup will be performed on a daily basis.

- **Portable Sanitary Facilities:**

Portable sanitary facilities will be provided on site at locations appropriate to the stage of construction. The facilities will be maintained on a regular basis to prevent off-site odor migration.

- **Construction Waste:**

The Owner/Applicant will be responsible for processing and recycling of construction waste and will contract with a licensed waste hauler having off-site sorting capabilities. All construction debris will be taken off-site by the waste hauler, sorted as either recycled debris or waste debris and sent to the proper recycling center or waste facility.

- **Dust and Wind Control:**

Dust control will be implemented as necessary. Olmsted Drive shall be maintained free of mud, construction dirt/dust and swept as required to minimize the disbursement of construction dust. At least one mobile water unit will be available to distribute water to control dust throughout the Site

- **Noise:**

Reasonable measures shall be taken to control unnecessary noise during construction activities. Idling of trucks shall be expressly prohibited. If radios or other such devices are in use, the volume shall be limited to keep the sound on site. In conducting their activities, insofar as reasonably possible, workers shall be respectful of the rights of neighboring residents to quiet enjoyment of their properties.

- **Materials Storage:**

The following good housekeeping practices will be followed on site during construction:

- a. Store only enough product required to do the job at each Phase

- b. All materials stored on site will be stored in a neat, orderly manner in their appropriate containers and adequately protected from the environment. Cleared areas and stockpiled materials shall be stabilized with temporary vegetation (cover crop) to manage the distribution of dust where no soil disturbing activities are to occur for more than 28 or more consecutive days.
- c. Trailer storage may be appropriate for materials that may be potential contaminants or otherwise hazardous. Hazardous materials and all other materials will be stored in accordance with manufacturer or Material Safety Data Sheet (MSDS) specifications.

## **5. RESIDENTIAL CONSTRUCTION PHASING**

### **A. New Multifamily and Townhouse Building Construction:**

Building construction will start first with the construction of the multifamily buildings and associated underground parking garage. Once weather tight, building construction of the townhouse portion of the site will commence. The progress of townhouse building pod construction shall be diligently pursued without interruption, subject to environmental (weather) and housing market conditions. The schedule shall be revised as may be necessary to reflect such conditions. It is anticipated that no more than four building pods will be actively under construction at any given point of time with, for example, one building pod being weather tight with interior buildout (finishes) work progressing with the fourth building pod being at foundation/framing stage of work. A nine month build cycle is projected for each building pod. Building pod site grading and landscape work shall take place simultaneously with the buildout of the individual units insofar as weather permits.

### **B. Samuel Eliot Memorial Chapel Renovation and Rehabilitation**

The renovation and rehabilitation of the chapel building will occur at the same time as the new townhome construction. NRC shall be required to properly maintain the building, both prior to and during renovation, from weather degradation, vandalism and neglect.

### **C. Project Duration**

Full Project buildout duration is projected at 48 months, weather and market conditions permitting. The town officials and the abutters will be notified if the project schedule will change.

### Projected Project Buildout Schedule

As of January 14, 2022

| <b>Time Period</b>  | <b>Activity</b>                                                                      |
|---------------------|--------------------------------------------------------------------------------------|
| April '21 – Feb '22 | Design and Site Plan Approval Application, Submission & Public Hearing Review Period |
| March '22 – Aug '22 | Project Capitalization and Land Acquisition Closing                                  |
| Sept '22            | Site Mobilization, Layout/Control, Erosion Control, Tree Preservation                |
| Sept '22 – Dec '22  | Sub B site prep, mass excavation                                                     |
| Jan '23 – May '23   | Sub B foundation placement and Sub A sewer line re-location                          |
| June '23 – Dec '23  | Sub B vertical building construction – Sub A internal road construction              |
| Jan '24 – June '24  | Sub B building completion and opening – start of Sub A Townhouse Construction        |
| Sept '24 –>         | Sub A Townhouse Construction & Unit Sales                                            |
| June '26            | Project Close Out and Completion                                                     |