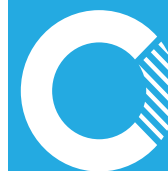




FIFTY-NINTH
ANNUAL REPORT
FINAL



CAMBRIDGE
REDEVELOPMENT
AUTHORITY

2015



Cambridge Redevelopment Authority

The Cambridge Redevelopment Authority (CRA) was founded on November 12, 1956 pursuant to the authority granted by Massachusetts General Law Chapter 121B, § 3.

CRA Board Officers

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MISSION: The CRA is committed to implementing imaginative, creative development that achieves social equity and environmental sustainability. Our goal is to work in the public interest to facilitate infrastructure investments and development projects that integrate commercial, housing, civic and open space uses. We are public real estate entity with a unique set of development tools, working in close partnership with the City of Cambridge and other organizations.

LEFT / Kendall Center along Broadway
RIGHT / CRA's Sixth Street walkway with benches in the foreground which were refurbished in 2015

Introduction

After completing a Strategic Plan in 2014, the Cambridge Redevelopment Authority (CRA) turned its attention to implementing projects and building internal management capacity in 2015. Working together, the Board and staff were able to make significant progress on a number of fronts, including urban development policy, open space improvements, redevelopment, Forward Fund grants, internal policies, and ongoing design review.

A major year-long focus in 2015 was the passage of Amendment 10 of the Kendall Square Urban Renewal Plan (KSURP) and the certification of a related Environmental Impact Report (EIR), as well as the accompanying MXD Zoning Petition. The City Council adopted Amendment 10 and ordained the proposed MXD zoning amendments on December 21, 2015. These amendments will allow for one million new square feet (SF) in the KSURP district and provide the CRA

with the resources to pursue initiatives outlined in the Strategic Plan.

The CRA broke ground this year on the initial section of the Grand Junction Greenway from Main Street to Broadway on Galileo Way. This exciting new open space will be the first marker for a much longer linear path, and also will create a new landmark space in Kendall Square.

The Foundry Project had several major milestones in 2015. The City Council approved the Demonstration Project Plan and the disposition of the property through a long-term lease to the CRA. After signing the lease, the CRA issued a Request for Qualifications that resulted in five qualified responses from development teams.

2015 was a pilot year for the CRA's Forward Fund. This program allocates capacity and capital grants to local organizations to undertake

improvements to benefit Cambridge neighborhoods. The initial grants supported local initiatives ranging from art to technology and from planning to revitalization.

In its civic role, the CRA played a significant part in the City's Kendall Square Open Space Design Competition and designer selection process. The CRA continued to participate and provide leadership in district wide organizations including the Kendall Square Association (KSA), the MassDOT Mobility Task Force, the EcoDistrict, and discussions regarding the start of a Business Improvement District (BID).

The CRA continued to improve its internal operations addressing issues of governance and financial management identified by prior fiscal audits as well as streamlining its investment funds. Staff also implemented an update to its outdated office space and CRA's graphic identity.

RIGHT/ The new CRA logo as shown on the wall in the front of the CRA office



Internal Operations

In response to the 2011-2014 audits, staff wrote an Investment Policy that was adopted by the Board in April 2015. This policy provided more effective and efficient management of CRA investment funds.

At the City's request, the CRA has acted as the fiscal agent for the EcoDistrict initiative by collecting participating stakeholder contributions and sending the accumulated monies to Target Cities EcoDistrict, Inc.

Early in the year, the staff embarked upon a re-branding effort with the Kendall Square firm Ambit Creative Group to design a new logo and implement a new graphic identity with matching letterhead, digital templates, business cards and other materials. The new identity is depicted by a logo of vibrant blue and a C shape with hash marks which symbolically "complete

the circle," as a "redevelopment" agency - a word now emphasized in the new logo.

Over the summer, the CRA office received a significant refresh using the tenant allowance provided by the landlord when renewing the lease. The office was reorganized for better efficiency and to create a new large conference room to enable staff to host larger meetings on site. The objective of the office improvements and logo was to give the organization an updated image that projects a sense of forward thinking optimism to match the next-generation CRA Mission and Strategic Plan.

Three university student interns and one high school intern greatly assisted staff in advancing several projects during spring and summer. The projects they worked on included the Forward Fund, an open space inventory for all parcels in

the Kendall Square Urban Renewal Plan (KSURP) area, and community workshops. Two CRA Board members were re-appointed to 5-year terms, Christopher Bator by the City and Barry Zevin by the State.

STRATEGIC PLAN OPERATING PRINCIPLES:

Act: Complement the City's planning role by focusing on implementation using redevelopment tools imaginatively.

Operate with transparency: Be visible and foster face-to-face relationships and a forum for discussing ideas.

Maximize the public benefit: Serve a broad public purpose with ethically sound practices in partnership with the City and others.

Operate with fiscal responsibility: Use our independent resources wisely to accomplish our mission.

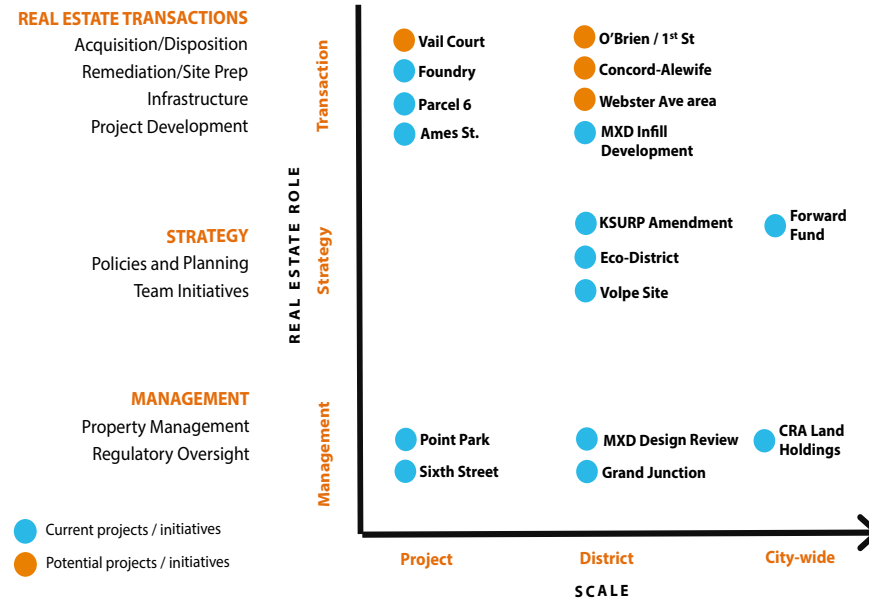
Set an example: Advance thinking on issues; be innovative while maintaining an awareness of history.

Strategic Plan Status

In 2015 the CRA used its recently completed Strategic Plan to guide its activities, both internal operations and programmatic efforts. Eight strategic priorities were set out in the annual report. Details on each of these projects are provided through this report, but in summary, all of these were either met or made significant advances in 2015:

- **Foundry:** Enter into a lease with the City and select a development entity for the Foundry - *Demonstration Plan and Lease approved, RFQ Issued*
- **Grand Junction Greenway:** Complete construction of the First Phase of the Grand Junction Greenway- *Design completed, contract awarded, hardscape work completed*

Diagram of Potential CRA Projects outlined in the Strategic



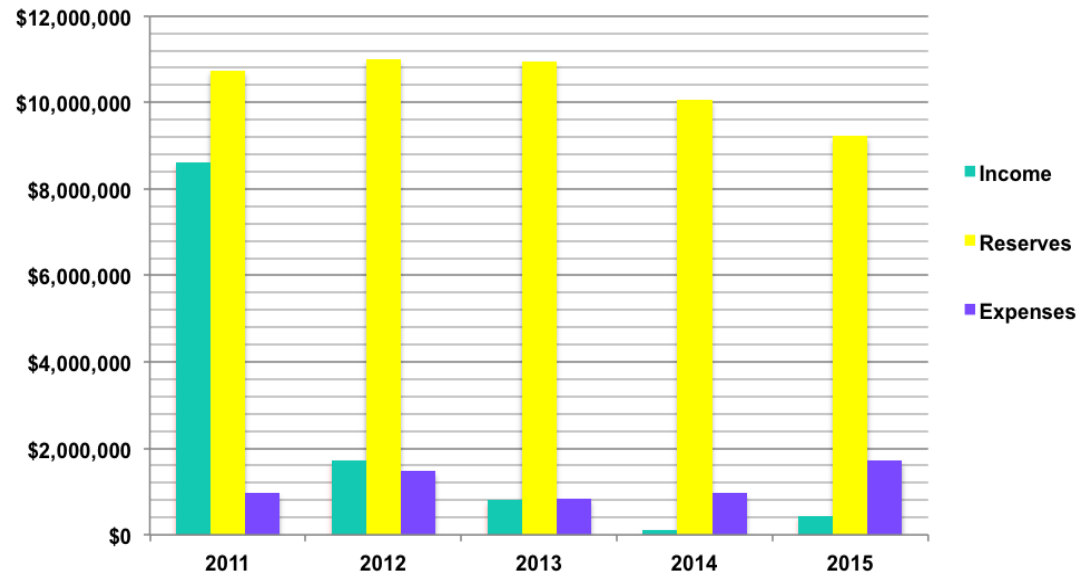
- **Forward Fund:** Execute the pilot round of the Forward Fund and modify the program as needed – *Completed*
- **Ames Street Residential:** Begin construction of the Ames Street Residences – *Design approved, site work initiated*
- **KSURP/MXD Rezoning:** Adopt Amendment 10 of the Kendall Square Urban Renewal Plan – *KSURP Amendment and MXD Zoning adopted by City Council*
- **CRA Policies:** Adopt and implement CRA Investment Policy – *Plan adopted, funds transferred into new account*
- **CRA Identity:** Launch new communication tools and branding identity for the CRA – *Completed*

- **CRA Workspace:** Refurbish the CRA office at 255 Main St. - *Completed*

For 2016, the CRA staff has set out a new set of priorities listed on the back cover of this report, largely informed by commitments made in 2015 especially the KSURP Amendment. The CRA will seek to expand its programmatic scope to other areas identified in the Strategic Plan.

The CRA plans to revisit the Strategic Plan with the public, especially in light of the adoption of the Kendall Square Urban Renewal Plan Amendment. The amendment provides both new financial resources and new economic development programs in which the CRA will engage in the future.

Five Year Income, Revenue and Expenses



Finances

The CRA is not a taxing entity and thus has no steady stream of funds beyond limited rental income and investment earnings. The CRA instead depends on the sale of development rights, which is income that fluctuates annually through pulses of development. The anticipated income from the Ames Street Development project did not occur in 2015 due to the extensive permitting process along with significant underground utility work required to prepare the site. In addition, only two-thirds of the MIT reimbursement funds for the Grand Junction Greenway was received by year's end with the other third expected in early 2016.

A project expense tracking system was implemented in 2015 allowing for more detailed reporting. The major 2015 expenses were employee salary and benefits; legal expenses for the KSURP amendment, the EIR, the MXD

zoning petition and the Foundry; and capital improvements for the Grand Junction Greenway.

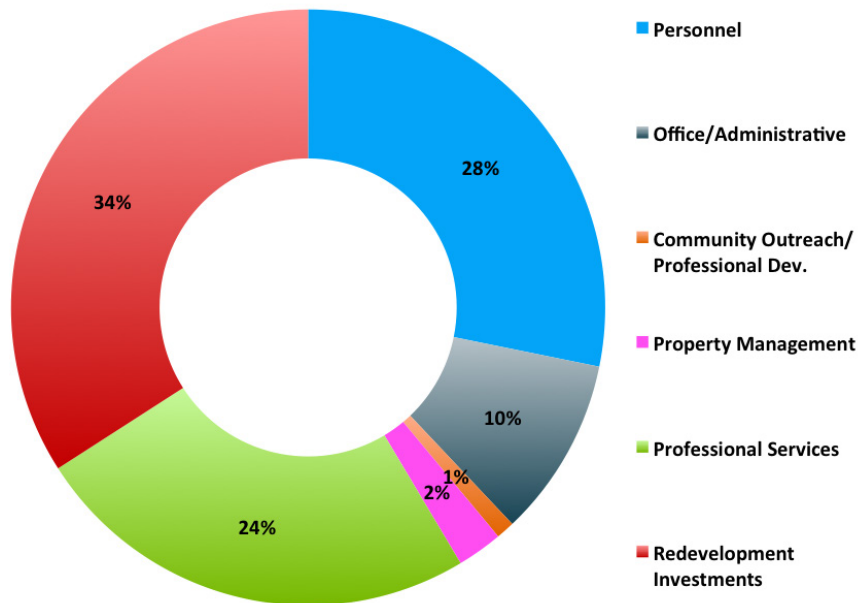
Following discussions with the City of Cambridge Finance Department and CRA auditors and lawyers, a CRA Investment Policy was written and approved by the CRA Board in April 2015 with the goals of investing funds at the highest possible rate of interest reasonably available, taking into account safety, liquidity and yield. Subsequently, an investment account with Morgan Stanley was opened and two major transfers were made into this investment account with monies from matured CDs and from closing low-interest savings accounts. A combination of laddered CDs, corporate bonds and equities on the Massachusetts Legal List of Investments will be used to support annual liquidity needs. This provides more diversification around the current CDs, higher

yields from the corporate bonds, dividends from the equity, full FDIC insurance, and more overall income for the portfolio.

In 2015, the CRA retained comptroller services of a local government-experienced accountant to oversee the accounting quality and financial reporting of the organization. The 2014 CRA audit by Roselli, Clark & Associates was not received until the end of 2015 due to its dependency on the new audit requirements of the Cambridge Retirement System. The auditors have urged a transition to an accrual based reporting method. This method includes reporting on investment liabilities such as long/short term gains, unrealized gains/losses and accrued interest in CRA monthly budget report, and reporting liabilities for current personnel earned leave and long-term liabilities for current and future retirees.

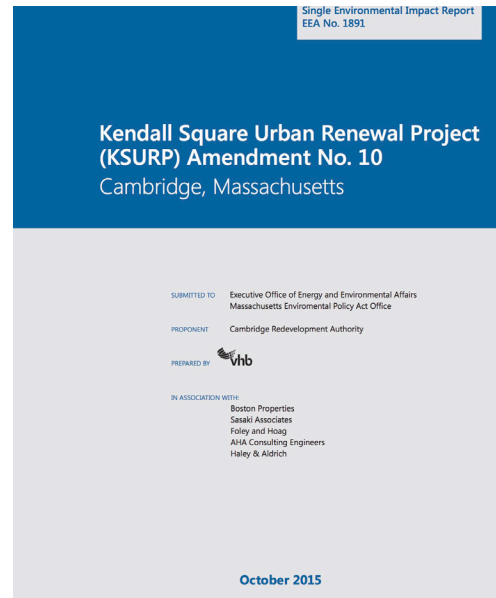
2015 Operating Expenses and Budget

	2015 Budget	2015 Actuals
Operating Revenue:		
Discounts Given	\$0	\$0
Proceeds from sale of development rights	\$830,400	\$0
Rental income	\$6,000	\$8,933
Equity Participation Income		
Project Income (land and building sales)		
Reimbursed Expenses	\$18,000	\$17,788
Grants	\$500,000	\$347,532
Other	\$27,000	\$40,786
Total Operating Revenue	\$1,381,400	\$415,039
Non-Operating Revenue		
Interest Income	\$85,000	\$81,456
Dividend Income	\$0	\$1,597
Asset Write-Downs	\$0	\$0
Unrealized gain/loss	\$0	(\$36,279)
Total Non Operating Revenue	\$85,000	\$46,774
TOTAL ALL SOURCES OF REVENUE	\$1,466,400	\$461,813
Cash Reserves, Stocks, CDs, Bonds		\$9,217,589



	2015 Budget	2015 Actuals
Operating Expenses:		
Personnel		
Admin		\$300,150
Ames Street		\$2,524
Ecodistrict		\$7,468
Forward Fund		\$9,203
Foundry		\$50,884
Grand Junction		\$23,470
KSURP		\$64,682
MXD		\$10,103
Parcel 6		\$1,076
Strategic Planning		\$3,742
Volpe		\$4,242
Other		\$6,029
Total Personnel	\$454,100	\$483,574
Office/Administrative		
	\$162,500	\$167,396
Community Outreach/Professional Dev.		
	\$27,150	\$17,295
Property Management		
	\$65,000	\$42,340
Total Operating Expenses	\$708,750	\$710,605
Professional Services		
Admin		\$27,582
Ames Street		\$600
Ecodistrict		\$3,000
Forward Fund		\$1,860
Foundry		\$63,210
Grand Junction		\$73,868
KSURP		\$197,109
MXD		\$15,967
Parcel 6		\$5,000
Strategic Planning		\$765
Volpe		\$31,196
Other		\$136
Total Professional Services	\$338,000	\$420,294
Redevelopment Investments		
Real Estate Acquisitions	\$0	\$0
Forward Fund Program	\$40,000	\$40,000
Capital Costs	\$740,000	\$544,666
Total Redevelopment Investments	\$780,000	\$584,666
TOTAL ALL EXPENSES	\$1,826,750	\$1,715,565
ALL REVENUES LESS ALL INCOME	(\$360,350)	(\$1,253,752)

LEFT / Cover of the Environmental Impact Report (EIR) for the Kendall Square Urban Renewal Plan (KSURP)
 RIGHT / Rendering of a future proposed building on Broadway above the existing Blue Garage



Activities & Projects

The CRA's work remains heavily focused on the Kendall Square Urban Renewal Area, including both current projects and future planning. In 2015, the CRA invested significant time and resources toward the planning and approval of KSURP Amendment 10 and the accompanying MXD Zoning Petition. Other major CRA investments that commenced this year were the construction of the CRA portion of the Grand Junction Greenway, the inaugural year of the Forward Fund micro-grant program and the advancement of the Foundry re-use project.

Urban Renewal Plan & Zoning

The MXD Zoning District is three blocks located in the core of Kendall Square within the Kendall Square Urban Renewal area managed by the CRA. Due in large part to the investments made

in the urban renewal plan over the past 50 years, Kendall Square has developed into one of the Commonwealth's most important economic development engines and a national center for technological and biomedical innovation. However, the development in the KSURP focused on commercial office and limited ground floor retail.

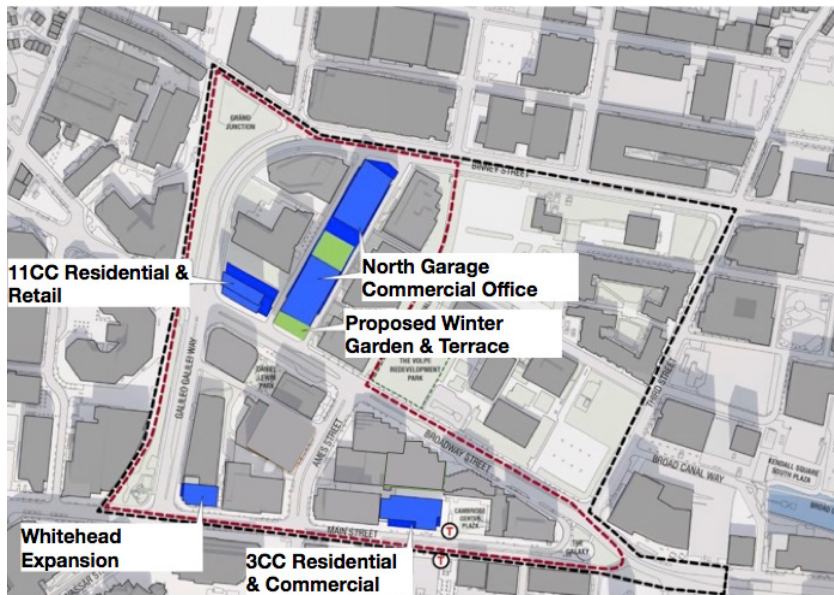
The CRA has worked for two years toward Amendment 10 of the KSURP and the accompanying MXD Zoning Petition. These will enable a new mix of residential, commercial, and retail development and directly reflects the City's K2C2 Plan published in December 2013.

The CRA launched a significant year-long public engagement effort. These efforts included a new

coUrbanize online public forum, presentations at community meetings throughout the year, an interactive CRA public forum, and a poster-campaign to engage and extend the public audience (see Outreach section for details). The CRA Board discussed the draft KSURP and MXD Zoning text at nearly every 2015 CRA Board meeting.

Below are highlights from the new KSURP Amendment and MXD Zoning as recommended by the Planning Board in November and approved by City Council on December 21, 2015:

- **Infill Development:** Allow an additional one million square feet (SF) of infill development in the district - 40% of which is required to be multi-family residential.



LEGEND
 - - KSURP Boundary
 - - MXD Boundary
 Proposed Building Projects

Map of proposed future building projects in the Kendall Square Urban Renewal Plan (KSURP) area, as shown in CRA presentations throughout 2015

- **Innovation Space:** At least 10% of the planned 600,000 SF of commercial space is required to be “Innovation Office,” 25% of which is to be set aside for a new below market Innovation Office space program.
- **Residential:** 25% of the required 400,000 SF of residential development will be below market including 20% reserved for low/moderate income households and 5% reserved for middle income households. Additionally, 5% of the new residential development will contain 3-bedroom units which will be dedicated to the below market housing program. The development is anticipated to provide 560 housing units with an estimated 140 of those being below market rate.
- **Retail:** 75% of the ground floor must have an active frontage with a minimum of 25% of that frontage reserved for local and independent retailers. The CRA made a commitment to create a new program for start-up retail uses.
- **Open Space:** The zoning establishes a new metric of 15% of the land area in the district to be maintained as open space, as well as a strategy for open space activation and programming.
- **Parking:** The zoning removes the minimum parking requirement for commercial development and establishes maximums for all land uses.
- **Sustainability:** The new development must be designed and built to LEED Gold green building standards, and be built solar-ready. Projects must study the feasibility connecting to district energy systems.

Simultaneously, the CRA worked with consultant VHB to write the Environmental Impact Report (EIR) required by the State in order to approve the major amendment to the Urban Renewal Plan. The EIR quantifies the impacts of the proposed new development with a detailed analysis of transportation and parking, air quality, greenhouse gas emissions, climate adaptation, stormwater, and more. The EIR includes extensive commitments by the CRA and Boston Properties to mitigate these impacts. This includes a commitment to creating a new

This Page

Rendering of proposed indoor/outdoor winter garden on Broadway, as shown in CRA presentations throughout 2015

Opposite Page

LEFT / Construction of the CRA portion of the Grand Junction Greenway, with the construction sign featuring the new CRA graphic identity
RIGHT / Planting trees at the Grand Junction Greenway construction site in late fall 2015



Kendall Square Transit Enhancement Program (KSTEP) to support improvements to public transit serving Kendall Square. The final EIR was approved by the Secretary of Energy and Environmental Affairs in November 2015. The proposed development will allow the area to reach its full potential by providing the opportunity to infill underdeveloped areas and build significant new residential capacity. This will result in a more dynamic, complete urban neighborhood in Kendall Square – one that is more socially vibrant, environmentally responsible, and economically sustainable.

Development Activities

Boston Properties received the Special Permit from the Planning Board for the 88 Ames Street Residences. This project will deliver 280 units of housing to Kendall Center and up to 14,000 SF

of new retail. Utility work began in fall 2015 to prepare the site for the start of construction in spring 2016. The project is anticipated to open in the first half of 2018.

Notable changes in 2015 included additional retail in the 355 Main Street connector space (a new local beverage company); the MIT COOP bookstore and food court completed major renovations; Biogen introduced a new wayfinding system and identity to the portion of the district north of Broadway; and as promised in the 88 Ames Street letter agreement in 2014, Boston Properties moved forward with programming activities in the Kendall Center Roof Garden during the summer months.

Civic Space & Transportation

In the KSURP area, Cambridge DPW continued

to rebuild Main Street and extended the project into early 2016. The renovation of Point Park and improvements to CRA's Parcel 6 at the corner of 3rd & Binney were put on hold until the Main Street project is finished. CRA Staff participated in the City's Connect Kendall Open Space Design Competition. The selection process for a landscape architect is complete and the CRA will be working with Stoss Landscape Urbanism on conceptual and schematic design for Point Park in 2016. Boston Properties and the CRA will complete the design and may begin construction activities in 2016. The Binney Street Park parcel is committed to be transferred from CRA ownership to the City in 2016 per the agreement made for the Google Expansion Project in 2013.

The CRA refinished the wooden benches on the



6th Street Walkway. In collaboration with Biogen and Cambridge DPW, the CRA installed two experimental solar charging “smart benches” at either end of the walkway created by Kendall startup company Soofa Benches. In March, the CRA published the annual traffic and parking report for the urban renewal area showing trends over 20 years. The report showed that while new development continues to be added to the district, the automobile trip generation continues to remain level and the public transit mode share remains very high.

Grand Junction Greenway

Early in the 2015 the CRA engaged Halvorson Design Partnership as the landscape architect to design the park elements of the CRA portion of the Grand Junction Greenway project and to execute design drawings in coordination with

the existing engineer, Stantec. The CRA then entered into an agreement with the City for the Department of Public Works (DPW) to act as the CRA’s on-site construction project manager and its advisor during the procurement process. The project would not have advanced as far as it has without this partnership with the talented staff at DPW.

The project was put out to public bid in June. Bids came in between \$200,000 and \$400,000 higher than the original \$500,000 funding commitment from MIT. The CRA Board voted to bridge the funding gap from liquid assets. The lowest bidding contractor, Mattuchio Construction, was brought under contract in August with work beginning in September.

The contractor worked until the onset of

cold weather in early December completing all demolition, excavation (including a small amount of contaminated soils), underground utilities and hardscape work. Final landscaping and the grand opening are anticipated in late spring 2016. CRA Staff devoted substantial time to oversee the complex construction process, the detailed finish work, the highly regulated handling of contaminated soil, and coordination with the adjacent railroad as well as nearly every type of underground utility.

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Interior perspective of the Foundry building during a tour conducted in December 2015

Opposite Page

Exterior perspective of the Foundry building



The Foundry Demonstration Project

The CRA continues to take the lead in the redevelopment of the 53,000 SF Foundry building as a center for innovation and collaboration. The CRA has been working in partnership with the City to achieve a community vision for the property while ensuring long term financial stability.

As part of the approval process, the Planning Board reviewed the project in March and recommended the disposition of the property to the CRA. In May 2015, the Cambridge City Council approved a Demonstration Project Plan, the disposition of a 50-year lease to the CRA, and the allocation of \$6 million for capital improvements. The City and the CRA signed the lease in July 2015. Through these governing documents, the CRA will select a Development Entity to revitalize and operate the building, while the City will retain ownership. Community input at every step of the process has continued

to strengthen the ideas and the implementation of this plan. With the lease in place, the CRA moved forward to develop a Request for Qualifications (RFQ) to solicit initial ideas and interest in the building. This was issued on July 15, 2015 and six responses were submitted on the due date in early September. Five of those responders were determined by the CRA to be qualified, and four have chosen to move on to the Request for Proposals (RFP) phase in early 2016.

The CRA helped define the scope of work to demolish the interior partitions inside the Foundry in order to make it easier to see the structure and the potential. The City awarded this contract in the summer and the interior demolition was carried out between August and November. Building tours were offered to interested parties in June, prior to demolition,

and then again in November and December, after completion.

The City Manager selected the Foundry Advisory Committee in Fall 2015, a group of seven individuals representing diverse experience in the arts, sciences, and community development. The CRA hosted the initial meeting of the Advisory Committee in October to review the RFQ submittals and met again in November to discuss elements of the RFP. As it begins to establish its role, the Foundry Advisory Committee has already been invaluable in advising the CRA and the City Manager.

During the latter months of the year, the CRA began to draft the RFP to convey the building vision and objectives, to clarify the process, and to inspire the best possible responses from the development teams.



FOUNDRY VISION: The Foundry will be a creative, innovative center that offers a collaborative environment with a mix of cultural, educational, manufacturing, and commercial uses. The renovated multipurpose building will be designed for flexibility and will be accessible, inclusive, and welcoming to the public. The activities within will be multi-generational and multicultural, providing a citywide and neighborhood resource that is financially sustainable for years to come.



Forward Fund

The Forward Fund is a micro-grant program to fund pilot projects by non-profit organizations, community groups, and small businesses across the City of Cambridge. The Fund's goals are to:

- Advance the CRA's mission to implement creative initiatives that promote social equity and a balanced economic system.
- Support innovative projects that craft resourceful projects to take advantage of local knowledge.
- Offer awards to a diverse set of entities whose proposals are supportive of economic vitality, livability, and sustainability in Cambridge.

The Fund supports specific physical improvement projects that better Cambridge's built environment for the benefit of all the City's residents, workers, and visitors. In the first year, capital grants could be awarded up to \$10,000

and required a 1:1 match with another source of funding while planning and design grants were given at a maximum of \$2,500.

The application was posted online in February. The Forward Fund Advisory Group was formed in April to review submissions and convened for a day of deliberating in mid-May. This group represented a variety of City of Cambridge departments. CRA distributed \$40,000 during the inaugural funding process to seven awardees including four capital grants and three planning and design grants.

Capital Projects

1. Port Stories Art Project Mosaic Mural *The Community Art Center*

The mosaic tile mural uses public art and creative arts events to connect past and present stories of the Port / Area IV neighborhood of Cambridge. Installation is planned for spring/

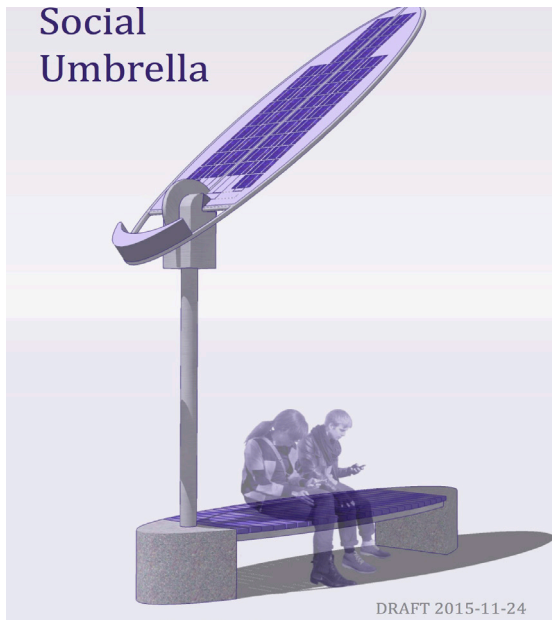
summer 2016 on the exterior of the Art Center on Windsor Street.

2. Revitalization and Care of a Historic Landmark *Margaret Fuller House*

Repaired the 200-year old Margaret Fuller House's foundation and front steps, fixed fences, installed a new basketball hoop, repaired signage and installed plantings in the front and back yards. Over the course of 2015, further structural issues were discovered forcing the food pantry to close, but with Forward Fund money as well as other donations, major repairs were made so the pantry could support continued operations.

3. Community Storefront - *EMW Bookstore*

The EMW storefront is the physical home for a variety of community programs. EMW calls itself "A community space of the 21st century on the frontier of creative placemaking, with innovative



LEFT / Rendering of Social Umbrella concept
 BELOW / Interior demolition at the EMW Bookstore space



programming and a dynamic community space at the intersection of art, technology, and social justice.” In 2015, EMW began major renovations to the interior and exterior as well as built new infrastructure for public art installations and established a new community library.

4. Six Little Free Libraries
Area IV Neighborhood Groups

This pending grant was intended to fund the installation of six “Little Free Libraries” which provide a small weather protected space for a free book exchange, publicly accessible to anyone.

Planning & Design Grants

1. Social Umbrella
Green Cambridge, Inc

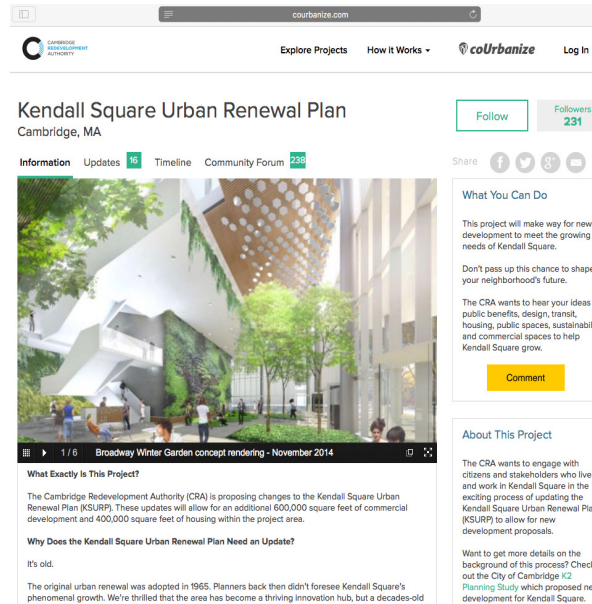
This project completed a design for The Social Umbrella, a concept for a circular public bench

shaded by an umbrella. The more people who sit on it, the more the umbrella opens. The Social Umbrella is designed to create spontaneous engagement between users because it requires several people to come together to fully open the umbrella.

2. Closing Three Gaps on the Grand Junction Greenway
Friends of the GJ Greenway / Livable Streets Alliance

Toole Design Group performed feasibility studies for three specific neighborhood crossings and connections which needed further analysis. The feasibility study and conceptual designs will be used by the City and the CRA to continue to plan and build the Grand Junction Greenway from Somerville to Boston.

3. Churchill Court Vestibule Community Planning
Just-a-Start Corporation
 Just-a-Start facilitated a community planning process to explore how a vacant ATM vestibule could be repurposed to meet a public need or provide an amenity for the low/moderate income families living in Churchill Court and for users of the adjacent park. 114 ideas were received for the space from more than 75 community members. Just-A-Start will begin implementing several ideas in spring 2016.



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LEFT / CRA'S late summer poster campaign in coordination with coUrbanize
 RIGHT / Screenshot of the coUrbanize website used throughout 2015 to expand public engagement beyond the typical evening meeting format

Opposite Page

LEFT / "CRA's PARK(ing) DAY" space and poster campaign launch day
 RIGHT / CRA Community Forum, March 2015, which gathered public input to inform the KSURP

Director continued his role on the KSA Board and also serves as co-chair of its Transportation Committee. He has helped to facilitate KSA groups advancing public art in Kendall Square and exploring the formation of a Kendall Square BID or Community Benefit District in order to create predictable financial support to major Kendall objectives.

While the CRA website and coUrbanize site are the primary online methods of disseminating information and gathering ideas, the CRA also uses Twitter to post real time news related to its activities. The CRA continues to explore digital engagement tools that can expand the reach of the CRA's dialogue with the Cambridge community.

The CRA seeks to maintain its connections with

the community, the City, its partners, and to learn and implement innovative models from other places. The CRA maintains connections to the larger real estate and planning communities in the region and continues to be a public agency member of the Urban Land Institute. CRA's Program Manager attended the ULI Real Estate School in June to gain a deeper understanding of real estate development processes and economics. The CRA Chair attended an open meeting law seminar sponsored by the Office of Attorney General.

STRATEGIC PRIORITIES FOR 2016

The CRA plans to pursue the following projects in 2016, with an emphasis on commitments made through the KSURP and MXD Zoning Amendment and feedback from the public.

- CRA KSURP Implementation Plan, Stakeholder Engagement Plan & updated CRA Strategic Plan
- KSURP/MXD Infill Development Concept Plan
 - KSURP/MXD Retail Plan including retail entrepreneurship
 - Subsidized innovation office space strategy
 - KSURP/MXD Open Space Plan and Point Park design
 - Kendall Square Transit Enhancement Program (KSTEP) development
- Forward Fund 2016
- Grand Junction construction completion
- Foundry Developer Selection and project implementation
- Ames Street Housing ongoing oversight
- EcoDistrict governance & energy study
- CRA Kendall online data & mapping tool development
- 3rd & Binney (Parcel 6) activation

To stay informed and be involved, please visit www.cambridgeredevelopment.org