

## **Board Packet of Supporting Materials**

### **Meeting of February 15, 2017**

i. Agenda

1. Draft Minutes of the Regular Meeting of the Board on January 11, 2017
2. Draft Minutes of the Joint Meeting of the CRA and Planning Board, January 17, 2017
3. Correspondence from Historical Commission regarding the Foundry, January 12, 2017
4. Letter to City Manager regarding the 2017 Forward Fund Program, February 1, 2017

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6. 2016 Annual Report
  7. Cambridge Trust Bank Signage Proposal
  8. Just-A-Start Proposal for Housing Improvement Loan
  9. Foundry Redevelopment Project Update
  10. Strategic Planning Budget Chart

*(Document numbering altered to reflect agenda item numbers)*

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## NOTICE OF MEETING

Pursuant to the Massachusetts Open Meeting Law, M.G.L. c. 30A, §§ 18-25, notice is hereby given of a meeting of the Cambridge Redevelopment Authority (CRA) to take place as follows:

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**Annual Meeting of CRA Board**  
**Wednesday, February 15, 2017 at 5:30 PM**  
Cambridge Police Department  
First Floor Community Room  
125 Sixth Street  
Cambridge, Massachusetts 02142

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## MEETING AGENDA

The following is a proposed agenda containing the items the Chair of the CRA reasonably anticipates will be discussed at the meeting:

### Call

### Public Comment

### Minutes

1. Motion: *To accept the minutes of the Regular Meeting of the Board on January 11, 2017 \**
2. Motion: *To accept the minutes of the Joint Meeting of the CRA and Planning Board on January 17, 2017 \**

### Communications

3. Correspondence from Charles Sullivan, Cambridge Historical Commission regarding Historic Landmark Study of Foundry January 12, 2017 \*
4. Letter to City Manager regarding the 2017 Forward Fund Program, February 1, 2017 \*

### Reports, Motions and Discussion Items

5. Election of Officers (Ms. Born)
6. Report: 2016 Annual Report of the Cambridge Redevelopment Authority (Mr. Evans) \*
7. Report: Conceptual Streetscape Design for Binney Street, Galileo Way and Broadway (Mr. Zogg) \*

8. Report: Just-A-Start Proposal for Housing Improvement Loan for Sprinkler Systems Installation in Affordable Housing Units, primarily in the Wellington-Harrington Project Area (Mr. Evans) \*

*Motion: To authorize the Executive Director and Treasurer to structure a pilot loan program for affordable housing rehabilitation, and further authorizing an initial loan to Just-A-Start for an amount not to exceed \$540,000.*

9. Update: Cambridge Trust Bank Signage Proposal (Mr. Zogg) \*

*Motion: To approve the schematic signage packet proposal for Cambridge Trust Bank 415 Main Street, Parcel Three, Kendall Square Urban Renewal Project*

10. Update: Foundry Redevelopment Project (Mr. Evans) \*

11. Report: Strategic Planning Update (Mr. Evans) \*

### Adjournment

(\*) Supporting material to be posted at: [www.cambridgeredevelopment.org/next-meeting/](http://www.cambridgeredevelopment.org/next-meeting/)

### Upcoming Meetings:

- Regular Meeting of the CRA Board – March 15, 2017
- Regular Meeting of the CRA Board – April 12, 2017

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The Cambridge Redevelopment Authority is a “local public body” for the purpose of the Open Meeting Law pursuant to M. G. L. c. 30A, § 18. M. G. L. c. 30A, § 20, provides, in relevant part:

*(b) Except in an emergency, in addition to any notice otherwise required by law, a public body shall post notice of every meeting at least 48 hours prior to such meeting, excluding Saturdays, Sundays and legal holidays. In an emergency, a public body shall post notice as soon as reasonably possible prior to such meeting. Notice shall be printed in a legible, easily understandable format and shall contain the date, time and place of such meeting and a listing of topics that the chair reasonably anticipates will be discussed at the meeting.*

*(c) For meetings of a local public body, notice shall be filed with the municipal clerk and posted in a manner conspicuously visible to the public at all hours in or on the municipal building in which the clerk's office is located.*



Regular Board Meeting  
Cambridge Redevelopment Authority

Wednesday, January 11, 2017, 5:30pm  
Robert Healy Public Safety Center / Cambridge Police Station / Community Room  
125 Sixth Street, Cambridge, MA

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FINAL Regular Board Meeting Minutes

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**Call**

Chair Kathy Born called the meeting at 5:38pm. She noted that although CRA Board meetings are usually held on the third Wednesday of each month, tonight's Board meeting is being held on the second Wednesday this month since the CRA Board will be meeting with the Planning Board on Tuesday, January 17. Other Board members present were Christopher Bator, Conrad Crawford and Barry Zevin. Staff members present were Executive Director Thomas Evans, Project Manager Jason Zogg, Program Manager Carlos Peralta, Office Manager Ellen Shore and intern Hanna Schutt.

**Public Comment**

There was no request for public comment.

A motion to close public comment carried unanimously.

**Minutes**

**1. Motion: To accept the minutes of the Regular Meeting of the Board on December 21, 2016**

Mr. Zevin gave Ms. Shore some corrections. Ms. Born asked that the word "caption" be replaced by the word "quotation."

A motion to accept the minutes and place them on file carried unanimously.

**2. Motion: To accept the minutes of the Executive Sessions of the Board on September 16, 2015, October 21, 2015, February 24, 2016, October 19, 2016, and December 21, 2016**

A motion to accept the minutes of the Executive Sessions and place them on file carried unanimously.

**Communications**

Mr. Evans handed out a notice from DPW regarding the Foundry. Soil contaminants have been found on the neighboring residential property when digging for a new foundation. CRA review of the remediation action plan noted that Alexandria had put in three feet of clean fill on top of the yard. An environmental investigation of the grass area adjacent to the Foundry Building is occurring. Mr. Evans emphasized that the machinery on site is not for the Foundry building itself. Mr. Evans will keep the Board and others informed.

A motion to place the communication on file carried unanimously.

**Reports, Motions and Discussion Items**

**3. Update: Proposed Amendment to the Cambridge Center Development Agreements**

*Motion: To approve the proposed amendment to the Cambridge Center Development Agreement to provide for additional development rights as allowed under the 10<sup>th</sup> amendment to the Kendall Square Urban Renewal Plan*

Mr. Evans said that work on this agreement has been going on for two years while working on the MXD zoning and the Kendall Square urban renewal plan (KSURP) amendment. The topic was part of five Executive Sessions to discuss terms of the existing agreement and the future proposal. Mr. Evans summarized the staff memo in the packet.

The agreement allows for additional development. It reserves some of the square footage in the KSURP for the Whitehead proposal (separately entitled through a zoning petition) and a small slice for the Broad Institute's plans to reuse some mechanical space, within the existing building envelope and below the highest occupied floor, as commercial space. This agreement merges the agreement for Parcel 2 with that for Parcels 3 & 4 so they now function as one from a purchase price and square footage allocation. The original Parcel 2 agreement was with a different developer. When they backed out, Boston Properties (BP) took over but separate agreements existed and both needed to be maintained. The development payment schedule is a confirmation of the existing purchase price noted in the current agreement. The existing Parcel 2 development agreement uses an accelerator of 200% once a certain threshold of office and/or commercial square footage is reached. This does not apply to residential, retail or industrial. The price point changes every June. The current cost is \$76 per square foot for office and R&D and \$38 per square foot for housing, retail and other uses. Square footage for middle income housing, small scale retail or innovation space is also exempt from the purchase price payment.

In response to Mr. Zevin, Mr. Evans said that the only industrial allocation is part of Biogen's existing manufacturing facility. He added that industrial uses are not being proposed in the Infill Development Concept Plan (IDCP). Hotels would fall into the same category. Ms. Born added that these would be considered major amendments to the IDCP and would need to go through a review process with further discussion.

A new element of the development agreement is the Kendall Square Transit Enhancement Plan (KSTEP). The six million dollar program funding would be split between the CRA and BP. The agreement also exempts transferred GFA and/or reused GFA on site so that payments are only tied to new infill GFA. For example, payment for the new Akamai building does not include GFA of the existing building that is being replaced or that are being transferred to One Cambridge Center.

An attachment to the development agreement (Exhibit C) replaces an older document. This Design Review and Document Approval Procedure (DRDAP) outlines the guidelines and process for design review. The DRDAP includes the interagency review process, which has been discussed with the Planning Board and the CRA Design Review Committee. A discussion of design guidelines was removed from this document as many of these are discussed in other places like the KSURP, the K2 Plan, and a major component of the IDCP. The requirement for submission of the financial feasibilities of the buildings was also removed as the development partner and financial climate has changed since the agreement was originally written.

Requirements for deposits are still part of development agreement but these are tied to the start of a project. The original block-by-block plan was replaced by the IDCP since it is a more unifying plan.

Since the motion presumes the approval of the IDCP being heard on January 17 with the Planning Board, Mr. Evans suggested changing the motion to allow for format changes. He would also like to change the date on page 4 of the development agreement, item iii, since the MOU has not been executed yet. It is in MassDOT, awaiting the Secretary of Transportation's return from a conference.

There also needs to be a reference to 6,000 square feet of existing 2015 GFA which Boston Properties did not use with the Ames Street residential project. The pricing will be dependent upon whether it lands in the north or south parcel.

Mr. Zevin commented on the “lawyer-ese English” used in the document. He noted that the formula on page 3 is hard to understand. Mr. Evans said that Exhibit B, Table 1 tabulates the math. Ms. Born noted that she’ll defer to the lawyers but is confused with the x, y, z, and i on Pages 3 and 5. There was a long discussion about this and footnoting. Mr. Evans stated that Jeff Mullan has approved the agreement.

Mr. Evans will talk to the lawyers about removing the standalone ‘x’ on page 3. Ms. Born commended the specificity included in the DRDAP. The document covers many situations. In response to Ms. Born, Mr. Evans explained that the Planning Board knows about the concepts of the DRDAP and Mr. Jeff Roberts talked about it in a December memo to the Planning Board. A lot of time was spent with CDD staff reviewing the diagram on the last page of the DRDAP. They haven’t voted on it but that would be part of the conditions to approve the special permit. CDD has another process with ISD. Ms. Born said that this solves the uncertainty discussed at the end of the last joint meeting. It also aspires to include members of the Planning Board. It is a very transparent and publicly accessible process.

Ms. Madeleine Timin, attorney for Boston Properties, joined the meeting. She believes that the ‘x’ on Page 3 can be removed and will confirm with CRA attorney Mr. Mullan.

Mr. Zevin questioned the advisory-only role of the Design Review Committee. Mr. Evans added that CDD said that the Planning Board doesn’t want decisions or formal recommendations to be made by only a subset of its members. It is presumed that the decisions of the Design Review Committee will have some weight. If there is no consensus, the designer would need to come up with another response. Mr. Evans confirmed that consultants could still be used after the construction documents are received, especially for a complex building.

*A motion was seconded to approve the proposed amendment to the Cambridge Center Development Agreement to provide for additional development rights as allowed under the 10<sup>th</sup> amendment to the Kendall Square Urban Renewal Plan, substantially in the form of the materials presented on January 11, 2017.*

A role call was taken.  
Mr. Zevin - yes  
Mr. Crawford- yes  
Ms. Born- yes  
Mr. Bator - yes  
Ms. Drury – absent

The motion carried.

#### **4. Update: Foundry Redevelopment Project**

Along with the memo that was handed out earlier, Mr. Evans summarized the status. The CRA Board reset the procurement process in its December meeting. The Cambridge Historic Commission met last week and is moving forward with the landmark designation process. Precise details and schedule are unknown at this time. Also last week, CRA staff met with City administration to relay the hopes to move quickly with some next-step scenarios. The CRA has entered into a contract with HMFH to take another look at the building with respect to development cost scenarios, which might reduce the usable square footage of the building but provide more flexible space for adaptation to multiple uses in the future. The idea is to keep the core and shell cost calculations separate from the programming and tenant fit-out calculations. There is also a contract with a structural engineer to better understand the technical elements of the building’s architecture to get the costs of needed core, shell or infrastructure work. Mr. Evans also wants to refine what the City and the community wants with respect to the programming in the building. The final step is then structuring a development strategy to meet those needs. The last procurement approach kept the strategy idea open. This actually helped the CRA learn a lot, so that time was not lost. A new procurement approach hasn’t been determined. The Foundry Advisory Committee (FAC) has an open seat that will be filled. The FAC will be part of the process. Staff is currently preparing a memo to the City Manager outlining a work timeline.

Ms. Born noted that Ms. Folakemi Alalade, a FAC member, is present. Mr. Ivan Levy remembered that the HMFH cost was \$22 million for a simple renovation of the building, using a specific agenda given. He felt that the initial process was not community driven and that just having FAC members is not enough. Ms. Alalade stated that the FAC are all community members who did get the community involved.

Mr. Evans emphasized the need to understand what assets are already available. Within the next couple of weeks, staff should be getting the City's Community Needs Assessment and the East Cambridge Planning Team survey results. The Demonstration plan was trying to do too much in one space. The next round needs to provide clarity in the programmatic focus, which was something CIC mentioned. However, since the goals could change over the life of the building, the mechanics of the CRA sublease to the tenant of the building might need to be restructured to not be a 50-year term.

Ms. Born emphasized the need for flexibility in the life of a building. Mr. Levy stressed that the building was promised for community oriented usage. Mr. Bator added that the CRA has always considered this as a community building but it has to be doable. There are intense differing views; it is a neighborhood building as well as a Cambridge-wide building. There was extensive community outreach and input. This new process should identify whether the economic feasibility and community needs can be matched.

Mr. Evans said a determination is needed of the initial capital outlay required to make the building viable. In the original Demonstration Plan, there was interest in getting private investments for the initial capital needs. This complicated the financial equation because it combined equity and debt structures with rental revenue. There is also the need to understand what subsidy, if any, is needed to keep the building functioning, given various programming uses. Mr. Bator noted that there are finite limits of what can be done unless the City is willing to commit a new line item for the Foundry.

Mr. Levy said that in June 2013, he held an art exhibit /open house in the Foundry building, called the Foundry Equation, to highlight a proposal that the building be used for the arts, community and nonprofits serving kids of Cambridge. He got 1200 (online + physical) signatures on a circulated petition which stated that with \$22 million in initial capital, there would be no debt and money to maintain the building with rents of \$25-\$30/per square foot in a filled building with 50,000 square feet. He added that both Alexandria and CIC agreed that this number was feasible. He suggested to look at community individuals as innovators who can come up with ideas as much as businesses. He added that the community has already come up with an idea that will work and have also "activated" a City Councilor to make changes. Ms. Alalade urged him to remember that the FAC are community members and to share his idea with the FAC. She also said that she has never seen the City Councilor at a meeting where the Foundry was discussed. Mr. Bator said that the CRA Board members are also Cambridge residents and part of the Cambridge community.

Mr. Sam Seidel noted that the process is now reset. Option A didn't work and that the City will allocate more money. Mr. Evans emphasized that he is not sure how much City money will be involved. He added that with more City money, public procurement and public bid jobs could be required which increase costs. Mr. Seidel added that the management structure might need to come from the CRA or a nonprofit stemming from the CRA instead of the private sector. Mr. Evans added that there is an option for a phased occupancy.

## **5. Report: Proposed 2017 Seasonal Food Truck RFP for Third and Binney**

Mr. Peralta stated that the 2017 Food Truck RFP will be posted tomorrow. Applications are due February 22. Mr. Peralta has already been in contact with many vendors and other network avenues to help distribute the RFP. The site will be available to vendors on April 3. The CRA strives to provide unique high-quality offerings in a clean sustainable area, add street life to the corner, enhance the retail and residential corridor of Third Street and create opportunities for entrepreneurs entering the retail or food industry. The goal is to complement the diverse food offerings of Kendall with distinctive affordable offerings and provide a great public amenity for the Kendall Square area.

In response to the lessons learned from last year's pilot program, there will be some changes to the program. There will be two entrée trucks instead of just one, to strengthen the program. Vendors will bid on

days and hours instead of a mandatory 11am – 2pm timeframe, opening the program to dessert vendors and breakfast vendors. Vendors are encouraged to track and share statistics to analyze visitor frequency. Invoices will go out twice during the season rather than monthly to reduce administrative overhead.

The entire program timeline is in a memo in the packet. Mr. Peralta explained that the vendors selected will be determined by the most hours offered. Trucks will be on site Monday through Friday. The restaurants did not offer any feedback – negative or positive - once last year's season started. Mr. Evans spoke with Za and EVOO, which didn't feel any effect from the food trucks' presence. Mr. Evans stated that a Kendall restaurant food truck would have first consideration if it applied. It was agreed that notifying the KSA does a good job of getting the word out to the restaurants.

Mr. Hawkinson commented that taking feedback from the local restaurants crippled last year's program making it unsuccessful. Even if they were to object, more feedback should be gathered from others who might not complain as loudly. He also suggested asking for uniform statistics for easier comparisons. He also noted that the highest bidder or the one with the most hours might not make the best choice if it means all dessert trucks, for example. He added that the program needs to be actively managed to be successful.

There was a discussion about ways to help advertise. It was suggested that the food truck location should have its own Twitter site so that it doesn't get intertwined with other CRA work. It was suggested to request that the trucks tweet their arrival when they get to the site. Certain food trucks have better followings. Mr. Zogg noted that certain food trucks are better at social media than others.

In response to Mr. Evans, the Board said that the food truck selections can be deferred to staff. They would like a report but specific approval is not required.

## **6. Report: Proposed CRA Deaccession Policy and Octahedron Sculpture**

*Motion: To adopt the proposed Deaccession Policy for Public Art owned by the Cambridge Redevelopment Authority*

*Motion: To authorize staff to initiate the Deaccession Process for the Octahedron Sculpture*

Using a Powerpoint presentation, Mr. Zogg explained the proposed policy. He said that Ms. Lilian Hsu, Director of Public Art for the Cambridge Arts Commission, advised the CRA to create a deaccession policy. This CRA policy is developed using language from the Cambridge Arts Commission, the Americans for the Arts, and the Visual Artists Rights Act of 1990 (VARA).

He explained that deaccessioning is a procedure for the withdrawal of artwork from public exhibition and is intended to maintain the value of the CRA's collection and guard against the arbitrary disposal of any of its pieces. Mr. Zogg then explained the conditions and steps for deaccessioning, and the recommended language for future art contracts.

Currently, the CRA owns the Octahedron, the Galaxy structure and a tile collage found in the CRA storage area before 80 Broadway was remodeled.

Mr. Zogg told the story of the Denver airport Blue Mustang deaccession story.

Mr. Zogg spoke about the Octahedron: its artist, original location, current location, creation date, removal date, materials, history and the CRA background. There are no records of the selection process or artist contracts. Mr. Zogg showed pictures of the structure. The context of the structure is gone and without it, the scale of the structure makes little sense. Recreating the structural support system is unfeasible. The gold leaf is worn. The gilded trap door was stolen which made the sculpture more susceptible to the elements, so a safety analysis of the internal fasteners would be required. Moving it is expensive in its current form, as it would need a wide-load flatbed trailer truck and a crane.



Although the CRA policy hasn't been technically adopted yet, the octahedron does meet many of the conditions stated. Although the original cost of the structure is unknown the concrete pad needed to hold up the octahedron at ground level would be costly. Significant changes in the use, character, or actual design of the site occurred when the plaza was redone so the artwork has lost its contextual meaning. The artwork is not on display because of the lack of a suitable site. When Boston Properties took ownership of the plaza, they requested the artwork be removed and the future owner of the current site does not want it. Mr. Zogg listed the other agencies he has contacted. Of those, Ms. Naomi Lipsky, President of the Massachusetts Society of Gilders was interested. She has been investigating moving it to a location in Pontiac, Illinois. The quoted price from a trucking agency is \$15,000 plus a \$2500 cost to rig it onto a trailer.

There was a discussion about transporting it by rail or water. Mr. Zevin suggested unfolding it and repurposing it as part of a shade structure on Parcel 6. There was a suggestion that it belonged in an office park atrium. There was a suggestion of Craigslist or some online auction site. Mr. Zogg did not have a quoted price for a concrete pad with a steel column.

The next steps are to continue the conversation with Ms. Naomi Lipsky, to contact the artist, to provide public notification per the policy, write up the decision, have the artist sign the document, and then execute the decision.

Although not stated in the policy, Mr. Evans asked if staff should get the artwork appraised. The Board feels that staff is already stretched so taking more time is not advisable. If a change to the policy is needed, the Board can amend the policy.

*The motion to adopt the proposed Deaccession Policy for Public Art owned by the Cambridge Redevelopment Authority carried unanimously.*

*The motion to accept the report and authorize the staff to initiate the Deaccession Process for the Octahedron Sculpture carried unanimously.*

## **7. Monthly Staff Report and Financial Update**

*Motion: To designate the Executive Director to function as the Records Access Officer for the Cambridge Redevelopment Authority*

Mr. Evans said that the Commonwealth changed the public records law in 2016 which became effective on January 1, 2017 with respect to digital access to public records and response times for record requests. The most immediate concern from counsel was the need for state agencies to designate a Records Access Officer to be in charge of responses to public record requests. For the time being, the person with the most institutional knowledge is the Executive Director. There is also the need to improve the organization of all the CRA's historic records by hiring an archivist in 2017.

*The motion to designate the Executive Director, Tom Evans, to function as the Records Access Officer for the Cambridge Redevelopment Authority carried unanimously.*

Some contracts have been executed for the Foundry design work, mapping the Kendall Square data, and surveying some properties. Since these are under the \$10,000 threshold, the Board is notified and the Chair signs the contract.

Staff has initiated the money market account at Cambridge Trust and has opened an OPEB fund with Morgan Stanley although no money has been transferred into this account to date. An accounting consultant has not yet been hired.

On the future calendar, the annual meeting is in February with the election of officers and presentation of the annual report. Concepts for the Binney Street design and the Cambridge Trust signage proposal are expected to be presented in February or March. Tenant improvements are already underway and Sebastian's has been reorganized.

Mr. Evans stated that the initial phase of the existing Strategic Plan has been accomplished. Assuming the approval of the Infill Development Concept Plan, the Strategic Plan should be updated to include other things that the CRA can do for the City of Cambridge. There was a discussion on the process for doing that. Mr. Bator does not want to constrain future options and opportunities to allow the CRA to remain flexible and imaginative.

The Forward Fund 2015 has finally closed and most of the 2016 projects are completing their work. The 2017 Fund is being launched this month. Galaxy Park now has wood benches, which look nice. There are Dig Safe markings related to MIT's work. The markings can be powered washed but it will be harder to remove it from the glass-aggregate paving. Boston Properties was very upset since Galaxy Park is private property.

Air-spading is being done on the 6th Street Walkway to investigate the location of the tree roots. Biogen also wants to run cogeneration infrastructure along their building but on CRA property. The CRA is working to coordinate these efforts. Alta has finished the first round of the traffic analysis and is now developing concepts to come before the CRA Board for review. Past concepts have focused on the intersections but concepts for the whole corridor are being incorporated.

The Budget vs. Actual report for the year shows amounts that will change as several 2016 invoices are still expected and the last payroll in 2016 is not included. The actual income was more than predicted due to investments that did better than estimated. Most of the expenses were below expectations except for some computer equipment purchases related to the unexpected CRA server transition. Much of the professional budget wasn't spent as some planned work did not occur. The actual property management expense was lower than budgeted since there was less snow and CRA management of the Grand Junction Park (GJ) was delayed by two months while the contractor was completing their work. The largest investment was the construction of the GJ. There were also significant resources spent on the MXD review and Foundry work.

The bank accounts holding matured CD have been closed and the funds have been shifted to the investment account at Morgan Stanley, to the operating account at Cambridge Trust or to the payroll account at Boston Private. Per government accounting, reports on finances need to show today's market price of all assets, which includes unrealized gains/losses and accrued interest. CDs and bonds could have a value today that is different from their value at the time of maturity. The CRA intends to hold all CDs and bonds to maturity. Conversations with the Treasurer and Assistant Treasurer will be scheduled regarding a strategic investment plan for the expected revenue if the Infill Development Concept Plan is approved and the project gets built. In response to Ms. Born, Mr. Evans explained that the price of the development agreement gets set when the schematic design is approved.

Ms. Born reminded staff and Board members to send their Commonwealth online ethics certificate to Ms. Shore.

### **Adjournment**

The motion to adjourn the regular Board meeting at 8:05 p.m. carried unanimously.

Joint Meeting of the  
Cambridge Redevelopment Authority Board and the  
City of Cambridge Planning Board

Tuesday, January 17, 2017, 8:00pm  
City Hall Annex, Second Floor Conference Room  
344 Broadway  
Cambridge, Massachusetts

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Draft Minutes

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Ted Cohen, Chairperson of the Planning Board (PB), called the meeting at 8:08 p.m. He explained that this was a continuation of the hearing PB #315 on December 20 for property located at Kendall Center, at various street addresses including 145 Broadway, 250 Binney Street and 255 Main Street for which the applicant Boston Properties Limited Partnership (BP) is seeking special permits pursuant to Section 14.32.2, approval of Infill Development Concept Plan (IDCP) in the Mixed Use Development (MXD) District: Kendall Center, and to Section 14.73 Inter-Agency Design Review for a proposal to Increase the Aggregate Gross Floor Area (GFA) in the district from 3,330,000 square feet to 4,273,000 square feet by constructing two new commercial buildings and two new residential buildings, demolishing two existing commercial buildings, and converting the use of floor area in some existing buildings in a manner that affects whether or not it is included in the calculation of GFA.

Under the terms of the MXD district and the recent amendment to the zoning, there is a requirement to have one joint meeting of the CRA and Planning Boards, which is occurring tonight. Each Board will open and close its own hearings and each Board will take its own votes. In addition to the IDCP hearing there will also be a review of the schematic design of 145 Broadway.

Besides Mr. Cohen, other members of the PB present were Steven Cohen, Louis Bacci, Hugh Russell and Mary Flynn. Jeff Roberts, Iram Farooq, and Susanne Rasmussen from the City staff were also in attendance.

Ms. Kathleen Born, CRA Chair, called the CRA meeting and introduced the other CRA Board members, Barry Zevin and Conrad Crawford. Although Margaret Drury and Christopher Bator were absent, Ms. Born noted that three of five members constitute a quorum for the CRA Board. The CRA staff present was Tom Evan, Jason Zogg, Carlos Peralta and Ellen Shore.

James Rafferty, attorney for BP, introduced himself, Michael Cantalupa and Michael Tilford from BP. He stated that similar to a PUD where the PB would issue a special permit, the master plan of this project is the Infill Development Concept Plan (IDCP). The second part of the special permit involves findings under Article 19 which are typically associated with a project review special permit. This project has had a considerable amount of CRA review. Before it was an application, it was the subject of a zoning petition that was informed by a high level of collaboration. That led to the adoption of the zoning by the City Council that allows the application to be brought forward tonight.

Both Boards have seen the IDCP. For reasons of quorum, the joint meeting of the Boards in September did not satisfy the technical requirements for a joint meeting. Mr. Rafferty emphasized that information given at that time should not be ignored. The presentations in September are part of the record. On December 20, there was an extensive presentation of the IDCP to the PB. Tonight will be an update since then. BP is hoping that at the end of that discussion, a determination can be made with respect to the IDCP. The design review of 145 Broadway would follow that.

Since December 20, BP has worked with City staff from Community Development (CDD), Traffic, Parking and Transportation (TPT) and Public Works (PW), as well as CRA staff, to resolve the issues. Letters from these groups outline the work that has been done including the numerous mitigation elements, as well as resolutions that need further study. He pointed out that this is a multi-phased project. The issue regarding the usage of the rooftop garage can be resolved during the design review of that phase. During phase 1, a resolution to the Sixth Street connector and its bike path, pedestrian, and tree health issue will be informed by the City arborist and the CRA which owns the path. Mr. Rafferty urged the PB to look at the IDCP like a PUD and recognize that there are significant public benefits to the IDCP.

In response to Mr. T. Cohen, Mr. Tilford explained that KSTEP was conceived as part of the MEPA process. It is a \$6 million payment that is governed by a Memorandum of Understanding (MOU), executed by multiple parties. Its intention is to alleviate both long and short term transportation congestion but also to invest into the future. The distribution is governed by the MOU. Two-thirds is earmarked for future to-be-determined improvements and one third is dedicated to shorter term improvements.

Mr. Evans of the CRA added that KSTEP grew out of MEPA discussions as mitigation in order for the State to approve the amendment to the Kendall Square Urban Renewal Plan. It was developed to handle transit improvements that were yet to be identified as BP and the CRA needed more discussions with the MBTA. It also grew out of the Kendall Square Mobility Task Force assembled by the governor's administration, initially led by the State, to look at transit capacity of Kendall Square. Since that time, the State has run out of money so the Task Force is under the City. The CRA and BP are also members. The Task Force will come forth with recommendations sometime in the spring of this year to be approved by the CRA, the City and the State. This is a mechanism to create a process to define a funding pathway. Hopefully the \$6 million is incentive for others to participate. As stated in the MOU, the CRA Board makes the final disbursement of funds with approval from the City Manager. The KSTEP is part of the IDCP mitigation package. Part of the CRA-BP development agreement states that financing would be shared. There are mitigations that go beyond the KSTEP program. The State focused on improvements made to the Red Line and transit capacity in the area as part of the first commercial building phase. The MOU states the timeline for the definition of the short term improvements. This is referenced in the TPT memo for the special permit.

In response to Mr. T. Cohen, Mr. Rafferty said that the amount of affordable housing, middle income housing and home-ownership units in the IDCP complies with the approved zoning ordinance for the district. This is not a negotiated issue. The stated requirement is for twenty percent affordable housing plus another five percent middle income. Twenty percent of the residential will be dedicated to home ownership and five percent of the home ownership is dedicated to affordable and middle income housing.

In response to Mr. Russell, Mr. Cantalupa of BP added that the project is organized so that the percent of affordable and middle income will go into each of the two phases of the housing on the garage. The first phase of housing is consciously sized to contain all the home ownership housing. Since the two pieces of open space on the garage, currently called North and South Park, will come in the next phase, there is no high level design submitted yet. The Sixth Street connector is the open space portion of Phase 1.

### **Public Comment**

Ms. Heather Hoffman reminded the Boards of the letter from ECPT that urges as much open space as possible be created and the need for a recreation area. The letter suggested using the area between the two towers in a way similar to that done on the top of the Carlton Garage of the Charles River Park. She emphasized that the IDCP needs to stand on its own regarding open space and no reference to Volpe should be made as a substitute. With respect to redoing Binney Street, she urged the Board to keep the mature flowering crabapple trees. Replacing them with saplings will be unacceptable. She added that the current drawings do not show any floral arrangements like those currently on Broadway.

There were no other comments offered by the public.

## **Planning Board Reviews Findings**

Mr. T. Cohen referenced the January 11<sup>th</sup> CDD memo. Under Section 12.35.3, for approval of a PUD Final Development, the PB needs to find that it conforms with general PUD development controls and district development controls (requirements of Article 14.000), that it conforms with adopted policy plans or development guidelines for that portion of the City (Kendall Square Design Guidelines), and that it provides benefits to the city which outweigh its adverse effects (quality of site design, traffic flow and safety, adequacy of utilities and other public works, impact on existing public facilities, and potential fiscal impact).

Mr. Rafferty's memo to the PB outlined the potential benefits to the City. The PB members agreed that there are sufficient benefits to outweigh negative aspects of the project.

With regards to the project review special permit, Section 19.25, the project should have no substantial adverse impact on city traffic within the study area upon review of the traffic impact indicators analyzed in the Transportation Impact Study and mitigation efforts proposed. Two memos were received from TPT which reviewed all the traffic impacts and recommended mitigations were agreed to by Boston Properties, as stated by Mr. Rafferty. The project needs to be consistent with the urban design objectives of the City as set forth in Section 19.30. Mr. T. Cohen noted that plans have been reviewed in detail in the past but are still under discussion with CDD staff (acknowledged by Ms. Farooq) but that BP will adhere to those guidelines (acknowledged by Ms. Rasmussen).

Finally, the general special permit criteria, Section 10.43, states that special permits will be granted if zoning requirements are met, unless found not to be in the public interest due to one of the criteria enumerated in Section 10.43. The PB has gone through the requirements, understands the criteria, and feels that they will be met.

Regarding special conditions for a conceptual development plan, a master plan, or in this case the IDCP, there are general categories of conditions. As for the overall development condition, BP has given presentations of the overall development as a whole, including the extents of the development parcel, aggregate Gross Floor Area (GFA), mix of uses, and amount of open space.

The component development condition approves the arrangement of individual building sites (including open space and parking) within the development parcel, with the authorized uses, GFA, height, setbacks, and open space on each. The design review of 145 Broadway will occur tonight and the other buildings will go through a similar process. There would be joint CDD and CRA staff design reviews and ultimately a joint CRA Board and PB hearing for each phase.

Mr. Jeff Roberts explained that the approval is similar to PUD approvals but has an additional element. The approval of the schematic design would occur with a joint CRA Board and PB meeting. However, the CRA has a more iterative design review process with a CRA Design Committee composed of some CRA Board members, CRA staff, and consultants. It was recommended that representatives of the Planning Board join that group. This would occur before the individual building comes before the full Boards for final schematic approval. This would be incorporated into the Special Permit decision.

Ms. Born noted that the CRA has held one design review meeting with CDD staff for the 145 Broadway. The meetings are less formal and open to the public. Mr. Rafferty suggested that the wording leave flexibility in the process with regards to requiring a joint Board meeting. There was a long discussion about this.

Mr. T. Cohen stated that the site plan authorizes basic site design parameters of the project as set forth in the Final Development Plan. These include circulation, access and egress for pedestrians, bicycles, and vehicles, as well as loading and access for other service functions, for each site and the development as a whole.

Mr. Roberts noted the points in the CDD memo that summarized the key elements of the decisions. It's standard to incorporate the mitigation recommendations from Traffic and Parking. Similarly, with

infrastructure, there was a memo from Public Works a month ago, outlining the different standards to be met as part of the building permit review for each phase of the project. He recommended coordination with the Economic Development Division prior to the initiation of marketing and tenanting for the active use spaces. This would allow opportunities to talk about the types of retailers looking for space and programs available to avoid potential pitfalls to leasing retail space. Although the phasing is laid out in the IDCP, some flexibility should be allowed in phases 2 and 3 if more housing could be offered earlier. He suggested adding language so that minor modifications to the IDCP wouldn't require an amendment. Other points are addressed at the end of the memo. Wind mitigation for the corner of 145 Broadway does require further review either at the staff level and/or Board level as it could be a visible physical structure. The recommendation for the Sixth Street connector is a review by the City arborist and City engineer to protect the trees. This is currently in progress. The garage rooftop could have other alternative options with greater public benefits so it is recommended to include this as part of the phase 2 design review. Any modifications involving the covenant open spaces on Binney Street would require review by the PB and it is possible that the City Council might need to be involved. Tree removal along the service drives is another issue that requires further study. Design guidelines need further detail and refinement. He added that before the special permit is filed, the materials should be consolidated into a final IDCP document for consistency. Similarly, all 145 Broadway materials should be consolidated into a final document to help make future reviews easier. As stated by Mr. Rafferty in the beginning of the meeting, BP has agreed with all the recommendations in the memo.

Mr. T. Cohen stated the motion.

The motion to adopt the findings subject to all of the conditions set forth in the CDD memo, subject to the conditions in the TPT memo, subject to the KSTEP wording, subject to the ongoing design guidelines, subject to the finalization of the procedures for review of future building designs, subject to the conditions of the DPW memo was seconded and carried unanimously.

This approves the special permit for the IDCP.

Ms. Born stated that the CRA will also vote on a motion.

*The motion to approve the Infill Development Concept Plan as submitted on August 9, 2016 and revised on November 10, 2016, conditioned on the Schematic Design review of future development phases, future approval of an Innovation Space Operational Plan, and ongoing coordination of transportation, open space and public realm improvements as described in the January 14, 2017 CRA Staff Memorandum.*

*The motion was seconded and carried unanimously.*

The meeting continued with a hearing on the schematic design of the proposed building at 145 Broadway. Mr. Cantalupa began by thanking both Boards. As noted in the press, this building is being built specifically for Akamai Technologies. Pickard Chilton is the architect for the building. Mr. John Pickard said that a lot of collaboration with Cambridge Planning, the CRA and Boston Properties was done to create this building. He said that one goal for the building is to support the characteristics of Cambridge and Kendall Square. It needs to be more than just a building. The second goal is to craft a special workplace for Akamai.

Mr. Tony Markese, of Pickard Chilton, used a combination of models and renderings in a presentation. He said that the building works on an urban scale by contributing to the master plan and works for the tenant by taking advantage of natural light, views, and collaborative spaces. The model shown was updated to reflect past discussions.

Mr. Markese first spoke about the massing, fenestration and articulation of the tower. He noted the horizontal and vertical components of the façade of the tower that are knitted together. He brought out other models to show the idea in greater detail. A two-tone silver metal palate is being proposed to give richness and texture. Another component proposed is a state-of-the-art glass with a warm silver color that can balance solar heat gain, reflectivity, views in, and the views out. A warm metal color with texture that

can reflect light is proposed for the soffits. He showed pictures of existing buildings that evoke a similar character.

He then spoke about the planning of the base of building. He noted the position of the building with respect to the surrounding streets, service road, and Broadway Park. He noted the active use on three sides and the lobby, and seating area. The fire control room was moved further within the building, the bike access and parking elevators were moved closer to the core, and the main entrance was moved below a main cantilever space for arrival and sheltering. Akamai plans to use the outdoor seating and lobby in dynamic collaborative ways. He showed examples of potential textured terracotta materials for the base and the first two layers of the tower. The first floor has a higher ceiling and the glass at the base will be clearer to open the lobby space. He also showed a picture of the canopy defining the entrance.

Mr. Alan Ward, from Sasaki, spoke about the landscape. Earlier presentations showed redesigning Broadway Park with its paving extending across the service road to the building at 145 Broadway. Bollards will be needed to protect the columns. There are benches near the lobby entry. The paving also extends to the south and west sides of the building within the property line. There are seating areas on the south side. There are four groups of short-term bike parking. The redesign of the east-west connector on the north side will include raising the grade, incorporating a seat wall due to an infiltration structure, trees and plenty of colorful plantings. The London Plane trees will be retained on Galileo which will be protected during construction. The trees on Broadway are not healthy and will be replaced.

In response to Mr. Zevin, Mr. Markese gave more detail of the façade make-up and the glazing. He assured Mr. Zevin that he has not heard of snow and ice accumulating on a building in Chicago with a similar design. Mr. Zevin liked the revised lobby entrance. He voiced a concern regarding security as the garage elevators are much less visible than they were previously and asked if the long wall could be partly transparent. Mr. Cantalupa said that this will be Akamai's elevator. Only the centralized garages have public access. Mr. Zevin stated that although there was a request to pave all the way to the West Service Drive, this is not a good idea because it is dangerous. It should end where the park ends. He added that the Cambridge standard sidewalk is not performing well and it should be revised. He also noted that the diagram of the bike path doesn't recognize the east-west interruptions and all points of departure need to be recognized.

Mr. Crawford spoke about sustainable plantings and stressed the need to consider the future climate and avoid plants that aren't doing well in the area. He noted that the pedestrian circulation between the Grand Junction Park and activity across the street at 145 Broadway should be considered when landscaping the west side of the property.

In response to Ms. Born, Mr. Markese said that there is also a fourth type of glass with a muted frosted look that will define that crown. He also explained the subtle shades of the metal that add to the depth of the façade. He confirmed that the geometry of the interlocking pieces was derived at the Design Review meeting. The mechanical component on the penthouse will be screened with a vocabulary that fits the façade of the rest of the building but there will be louvers.

Mr. Steve Cohen was reassured to see other buildings with similar elements to those being proposed for 145 Broadway.

In response to Mr. Bacci's concern regarding the reflectivity of the south-facing surfaces, Mr. Markese stated that the reflectivity would be less than that shown in the renderings. Most of the time, one will be able to see inside the building. Mr. Bacci requested that more plantings and color be put along the Galileo Way side of the building and that these share the space with all the bicycle parking.

Mr. Russell stated that if the area has multiple retail entrances, more seating could be added. Mr. Cantalupa said that Akamai needs to decide if they will have an alternative active use for the area. Mr. Russell noted that concrete could be bleak and although bike racks are welcomed, they are not necessarily pleasant to see. He suggested adding things of interest on that side of the building. Mr. Russell agreed with Mr. Zevin's

comments on the paving at the West Service Road, in that an indication is needed if a path is no longer pedestrian friendly. He welcomed the unique response to the building design.

Ms. Flynn also commended the design. Responding to her, Mr. Cantalupa said that Akamai hasn't decided on a plan for its lobby so connecting it to the active use entrance coming out to the patio is unknown at this time. Mr. Markese answered her question about the durability of the façade material by saying that the subtle color of the materials hold up extremely well over time.

Mr. Markese said that there will not be illumination on the roof. Pickard Chilton is looking at up-lighting the soffit pieces and strategies that accentuate the projected jenga pieces. The mechanical enclosures will not have internal lighting that would make them look occupied.

In response to Mr. T. Cohen, Mr. Tilford said that three wind study scenarios are currently being tested to decrease the wind on the corner on Galileo. The wind is lateral, not downward. There is no plan to mitigate this with something attached to the building. One recommendation by the engineers is a semi-porous structure on the sidewalk to decrease the speed by 1-2 mph. More information will be forthcoming on the size. Mr. Cantalupa explained that this can be solved with trees or art. Mr. Cohen noted that bollards are ugly.

Ms. Rasmussen restated that continued review of the project is needed with respect to maintaining entrances on Broadway and the wind mitigation issue with the potential of bringing proposed solutions back to the Planning Board. There should also be a mock-up on site to review the materials and wall assemblies. Other than these, she recommended that the project move forward.

With respect to traffic and parking, Mr. Roberts spoke on behalf of Mr. Barr, and said that the issues in the TPT memo were comprehensive. TPT will ensure that the final layout conforms to the standard with respect to access, egress, loading, and bicycle parking.

Mr. Roberts explained that the Planning Board is being asked to approve the design concept, with continued review at the staff level, for this phase of the project. Future phases of the project will come forward for separate design reviews. He clarified that this design is attached to the special permit review.

Mr. Cohen opened the meeting for public comment.

Ms. Heather Hoffman noted her concern of the glass building glowing like a lantern which she emphasized is undesirable. She is strongly against a big Akamai sign, especially at the top of the building. Although the MXD district has its own regulations, she would rather it be more like Article 7. She hopes that all signage will enhance the streetscape rather than detract from it. She suggested being whimsical, artistic, and interesting with respect to bicycle parking.

Mr. Markese added that in addition to the creamy terracotta color, there will be an accent shade of terracotta near the 145 sign.

The public comment portion of the meeting was closed.

Ms. Born noted an issue, which was alluded to in the CRA staff memo, that any outdoor space on the top of the building's projections will be counted against the base floor area. Mr. Rafferty said that terraces above the third floor are counted as part of the base floor area. Therefore the outdoor space above the projection facing Galileo counts for GFA.

Mr. Evans explained that residential balconies were highly desirable in the MXD district. An exemption for residential balconies was written into the zoning petition so that their space wouldn't take space away from living units. A similar exemption for a commercial outdoor terrace or balcony was unfortunately overlooked and not written into the zoning. For various reasons, it is not probable that the exemption provided in Article 22 for functional green roofs could be used without amendments. Mr. Evans said that the area could be planted. There was a discussion of outdoor terraces under the current zoning.



Mr. Steven Cohen said that the Planning Board should get the opportunity to review the continued design of the active uses, especially on the ground floor. Mr. Roberts explained that staff will use the Planning Board's comments as guidance in the evolution of the design. The procedure to bring substantive changes before both Boards was discussed. Ms. Born made the distinction of refinement versus deviations with examples from the 88 Ames Street project. Ms. Farooq said that the design review process for this area is more robust and public than the typical design review process. The Planning Board members have the opportunity to engage to the degree that they desire. Substantive elements that were mentioned could be incorporated into approving the special permit, such as lighting (especially on the roof top) and the area adjacent to the sidewalk on the ground floor. Ms. Flynn added that the wind solutions should be seen again.

Ms. Born suggested that the wind and balcony issues could be handled in the design review process that has been set out in the CRA memo as they are additive rather than substantial changes. Ms. Farooq said that the Planning Board usually discusses what happens on public spaces. Ms. Flynn agreed that while the wind mitigation might not affect the building, it will affect the street level. Mr. Russell said that the staff brings issues back to the PB. Mr. Steve Cohen agreed and emphasized the need for decisions on the first floor uses to come back to the PB.

Mr. Roberts said that there are no specific findings that need to be made. An approval of the design is needed which is subject to continued staff review to ensure that the design remains consistent with the plan approved earlier in the evening by the PB, the Citywide guidelines, and the Kendall Square guidelines. It is understood that this is still a work in progress. Therefore, it is not a decision being issued but a design that has been reviewed and approved by the Board which makes note of the points raised in discussion. There was a consensus among the PB members to see the designs of the exterior uses of the first floor and the wind mitigation strategy.

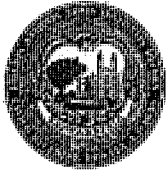
That was put into a motion and seconded. It was unanimously approved.,

The CRA had a parallel vote.

*The motion made was to approve the Schematic Design of 145 Broadway as submitted on August 9, 2016 and revised on November 22, 2016, and further revised in the presentation materials from January 17, 2017, conditioned on the ongoing review in accordance with the Design Review and Document Approval Procedure with specific review focus on the Sixth Street walkway, façade materials selection, landscaping plans, and Innovation Space design, as described in the January 14, 2017 CRA Staff Memorandum.*

The motion was seconded and carried unanimously by three CRA Board members present. Mr. Bator and Ms. Drury were absent.

The meeting adjourned at 10:56 p.m.



## CAMBRIDGE HISTORICAL COMMISSION

831 Massachusetts Avenue, 2<sup>nd</sup> Fl., Cambridge, Massachusetts 02139

Telephone: 617 349 4683 Fax: 617 349 3116 TTY: 617 349 6112

E-mail: [histcomm@cambridgema.gov](mailto:histcomm@cambridgema.gov) URL: <http://www.cambridgema.gov/Historic>

William B. King, *Chair*, Bruce A. Irving, *Vice Chair*, Charles M. Sullivan, *Executive Director*

William G. Barry, Jr., Shary Page Berg, Robert G. Crocker, Chandra Harrington,

Jo M. Solet, *Members*; Joseph V. Ferrara, Kyle Sheffield, Susannah Barton Tobin, *Alternates*

January 12, 2017.

Mr. Louis DePasquale, City Manager  
Cambridge City Hall  
795 Massachusetts Avenue  
Cambridge, MA 02139

re: L-122: 101 Rogers Street, (Foundry Building)

Dear Louie,

On January 5, 2017, the Cambridge Historical Commission voted to initiate a landmark designation study for the Foundry Building at 101 Rogers Street, under Chapter 2.78, Article III of the City Code. During the twelve-month study period, which extends through January 5, 2018, the property will be treated as though it were already a designated landmark. During this time, any publicly-visible exterior alterations must receive a Certificate of Appropriateness, Nonapplicability, or Hardship from the Commission before a building permit may be issued.

As a practical matter, the Commission's action was precipitated by talk of demolition of the building. The study will have no effect whatsoever on programming or planning for the Foundry Building. Nothing is frozen; applications to alter the building may be made at any time. Once there's a consensus on a new use for the building, the CHC will be interested in supporting whatever appropriate changes are necessary to allow the building to fulfill its potential.

The Commission will prepare a recommendation on a permanent designation to the Council within a year. If designated by vote of the City Council, landmark status would allow the Commission to permanently protect the historic character of the building and its setting. The designation would not regulate use or interior alterations.

I'm available anytime to talk about CHC jurisdiction and about the implications of any particular course of action.

Sincerely,

Charles M. Sullivan  
Executive Director

cc: ✓ Tom Evans, Cambridge Redevelopment Authority  
Ranjit Singanayagam, Inspectional Services Commissioner  
Donna Lopez, City Clerk, please file

February 1, 2017

Louis A. DePasquale, City Manager  
Cambridge City Hall  
795 Massachusetts Ave  
Cambridge, MA 02139

**RE: Cambridge Redevelopment Authority's 2017 Forward Fund**

I would like to inform you about the Cambridge Redevelopment Authority's (CRA) 2017 Forward Fund program. The Forward Fund, which is in its third year of funding projects was initiated by the CRA Board in 2014 as a program that is intended to reinvest development funds generated in the Kendall Square Urban Renewal Area to fund and support physical improvement projects that better Cambridge's built environment for the benefit of the city's residents and small businesses.

In the fund's pilot year the CRA distributed \$60,000 in funding to awardees. This year the CRA anticipates funding up to \$125,000 in awards. Grants awards will range from \$5,000 to \$25,000. Eligibility is open to all Cambridge-based nonprofit 501(c)(3) organizations, Cambridge-based community organizations or individuals with a non-profit fiscal sponsor, or Cambridge-based independent small businesses. Applicants from neighborhood groups, human services organizations, inventors, artist, educators, entrepreneurs, and civic organizations are all welcome to apply. Additional information regarding this year's Forward Fund as well as previously funded projects can be found at: [www.CambridgeRedevelopment.org/forward-fund-2017](http://www.CambridgeRedevelopment.org/forward-fund-2017)

The theme for the 2017 program will be **Connections**. It is the CRA's expectation that the grant applicants approach the theme by promoting "inclusive, collaborative, and a resourceful process" that creates, maintains, or enhances **Connections** within Cambridge. The Forward Fund program seeks to fund two types of projects:

- **Civic Experimentation:** Awards will be offered to applicants piloting innovative physical improvement projects that encourage, enable, or execute a physical innovation, avant-garde placemaking, or tactical urbanism in public and civic space, whether public or privately owned.
- **Community Infrastructure:** Awards will be offered to applicants seeking to fund a physical improvement project that serves a civic facility that provides public services and facilitates community connections or meets neighborhood needs regardless of innovativeness.

Grant applications are due on March 21, 2017. Recommendations to the CRA for the Forward Fund grant awards are made by a Selection Committee comprised of City staff from a wide range of departments including Arts Council, Cambridge Housing Authority, Community Development Department, Department of Public Works, Human Services and the Inspectional Services Department. The CRA will make decisions regarding awards in April of this year. Please feel free to contact myself or Carlos Peralta, the Forward Fund Project Manager ([cperalta@cambridgeredevelopment.org](mailto:cperalta@cambridgeredevelopment.org)), if you, or your staff, have any questions regarding this program.

Sincerely,



Thomas L. Evans  
Executive Director

*Attachment: 2017 Forward Fund Informational Postcard*

# CRA FORWARD FUND



## PURPOSE AND GOALS

- Advance the CRA's mission to implement creative initiatives that promote social equity and a balanced economic system.
- Support innovative proposals that craft resourceful projects that take advantage of local knowledge in order to maximize potential benefits.

## AVAILABLE FUNDING

The CRA will distribute up to \$125,000 in 2017.  
Funding Level (\$5,000 - \$25,000)

## 2017 FORWARD FUND GRANT THEME

The theme of the program is to support projects that create, maintain, or enhance **Connections** within Cambridge.

Grant applicants should approach this theme by promoting inclusive, collaborative, and a resourceful process:

- **Inclusive:** Projects should meaningfully engage key stakeholders and provide a venue for engagement. Applicants should be thoughtful identifying those needed to create the intended change and include those directly affected by the problem.
- **Collaborative:** Applicants are encouraged to undertake a joint effort with partners willing to share ownership and decision-making in the project and the program its project may facilitate.
- **Resourceful:** Projects should use existing resources and assets creatively to make the most of what the community already has and build upon them.

[www.cambridgeredevelopment.org/forwardfund-2017/](http://www.cambridgeredevelopment.org/forwardfund-2017/)

## TWO TYPES OF GRANTS

### • CIVIC EXPERIMENTATION CAPITAL GRANTS

Awards will be offered to applicants piloting innovative physical improvement projects that encourage, enable, or execute a physical innovation, avant-garde placemaking, or tactical urbanism in a public and civic space, whether publically or privately owned.

### • COMMUNITY INFRASTRUCTURE CAPITAL GRANTS

Awards will be offered to applicants seeking to fund a physical improvement project that serves a civic facility that provides public services and facilitates community connections or meets neighborhood needs. This may include a building or an infrastructure project for a non-profit or a Cambridge-based independent small business with a neighborhood function that touches a significant amount of the population.

## WHO SHOULD APPLY

Eligibility is open to Cambridge-based nonprofit 501(c)(3) organizations, Cambridge-based community organizations that have an agreement with a fiscal sponsor, or Cambridge-based independent small businesses. Applicants from neighborhood groups, human services organizations, independent businesses, inventors, artists, educators, entrepreneurs, civic organizations, previous awardees, and more are all welcomed to apply.

## APPLICATION AND AWARDEE PROCEDURE

All submissions will be digital using the online application process. Applications can be worked on and saved and then returned to later, if necessary, before submitting the final version. The process from submittal of the online application until funds are awarded are:

- Submit online application form and attachments
- Forward Fund Selection Committee assesses proposals
- Finalists meet with CRA Staff
- Applicants and awardees are notified
- CRA Board approves recommended slate of awards
- Awardees seek to obtain permits necessary for project implementation and submit finalized budget proposals
- Provisional 50% awards are granted to awardees who have successfully obtained the necessary permits and documentation of matching funds and/or services
- Final 50% of the funds are granted after completion of the project
- Outcome reporting by awardees within two months of completion date to Program Manager

## QUESTIONS

Apply by **March 21, 2017**

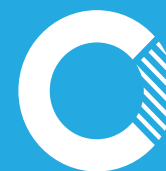
<http://www.cambridgeredevelopment.org/forwardfund-2017/>

### Contact:

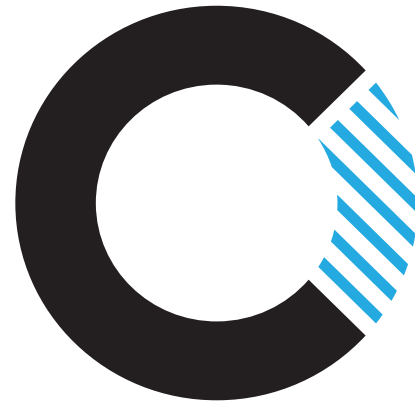
Carlos Peralta, Program Manager  
Email: [ForwardFund@CambridgeRedevelopment.org](mailto:ForwardFund@CambridgeRedevelopment.org)  
Telephone: 617-492-6800 x14



**SIXTIETH  
ANNUAL REPORT  
DRAFT**



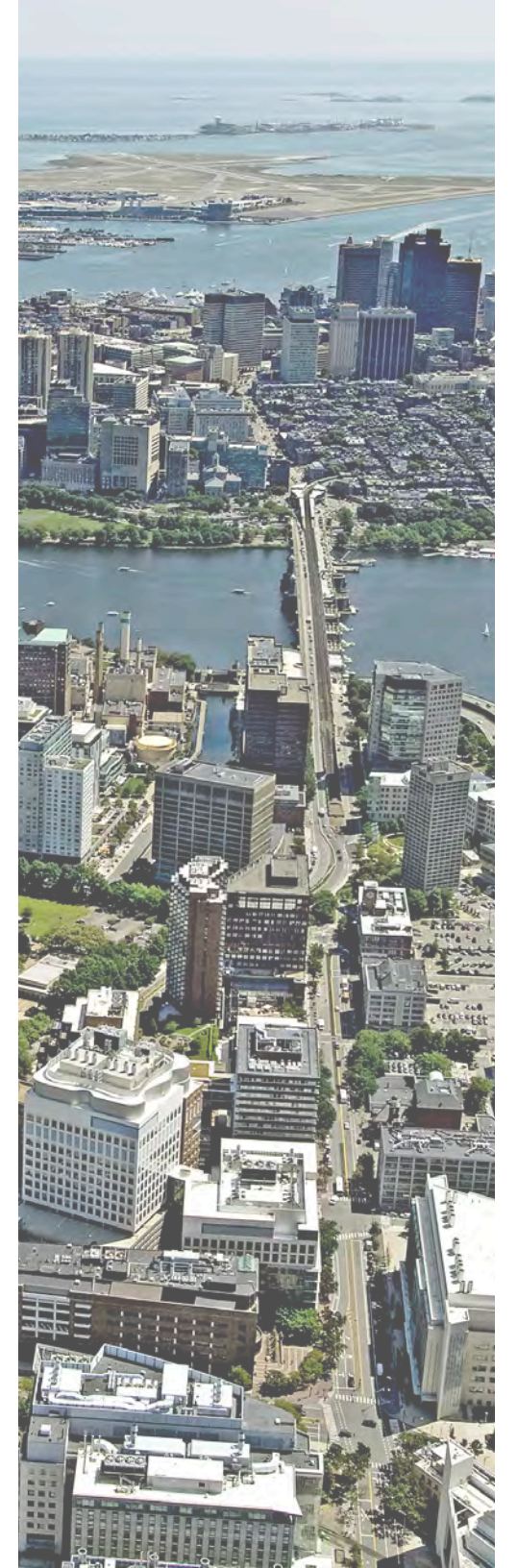
**CAMBRIDGE  
REDEVELOPMENT  
AUTHORITY**



# CAMBRIDGE REDEVELOPMENT AUTHORITY

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Published: February 10, 2017

## 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

Kathleen L. Born, Chair  
D. Margaret Drury, Vice Chair  
Christopher F. Bator, Treasurer  
Conrad Crawford, Assistant Treasurer  
Barry Zevin, Assistant Secretary

Thomas L. Evans, Executive Director

## Cambridge City Council 2016

E. Denise Simmons, Mayor  
Marc C. McGovern, Vice Mayor  
David P. Maher  
Dennis J. Carlone  
Leland Cheung  
Jan Devereux  
Craig A. Kelley  
Nadeem A. Mazen  
Timothy J. Toomey, Jr.

Rich Rossi, City Manager through 9/16  
Louis DePasquale, City Manager  
Lisa C. Peterson, Deputy City Manager  
Iram Farooq, Assistant City Manager for  
Community Development



*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 a public real estate entity with a unique set of development tools, working in close partnership with the City of Cambridge and other organizations.*



**This Page**  
Construction begins on 88 Ames Street

**Opposite Page**  
TOP / 88 Ames Street groundbreaking  
CENTER / Grand Junction Park ribbon cutting  
BOTTOM / Galaxy Park ribbon cutting



## Introduction

2016 was a year of ribbon-cuttings and ground-breakings for the Cambridge Redevelopment Authority (CRA), following the planning and design efforts of the previous years. The CRA facilitated major civic space improvements in three of the four corners of the Kendall Square Urban Renewal Plan (KSURP) area. The second year of the Forward Fund delivered smaller-scale public improvement projects across the city. The MXD District reached several milestones toward becoming a fully mixed-use district with the start of 88 Ames Street and the advancement of new infill development on Parcel Two.

The CRA accomplished a number of innovations and first-time projects in 2016. The CRA negotiated an agreement between multiple departments of the State and the City to provide funding for transit improvements with revenue leveraging from private development. The CRA

has taken the lead to design a cycletrack facility flanking the KSURP that will include the first protected intersections in Cambridge. The CRA piloted the first year of food truck operations on its parcel at Third and Binney Streets (Parcel Six), and utilized the license fees to fund place-making investments in the temporary civic space. The CRA, in partnership with the Kendall Square Association, helped launch the first round of wayfinding kiosk installations throughout the area.

Although the Foundry did not move forward as planned, the CRA's procurement process for selecting a development entity provided valuable lessons for the next phase of implementation.

In negotiating amendments to the Cambridge Center Development Agreement, the CRA has

established a funding mechanism for broader public interest investments throughout Cambridge. In 2017, the CRA will launch a series of public discussions to update its Strategic Plan in collaboration with the new City administration.

The CRA has continued to scale up its internal capacity, increasing staff, improving technical and financial systems, developing new community partnerships, and expanding public outreach channels. As projects advance, the CRA has taken lessons learned and worked to improve its approach to new projects, retool ongoing planning efforts and refine internal systems to better implement its mission.

## 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.





## Activities & Projects

At the beginning of 2016, the CRA set out strategic priorities to focus staff resources and Board efforts on key areas.

A broad area of focus was a continuation of implementation efforts within the KSURP, in furtherance of the 10th Plan Amendment and the MXD Zoning Petition. The CRA produced its first Implementation Plan for the KSURP, which lists initiatives led by the CRA and projects led by other parties within the project area. The planned initiatives in the Implementation Plan were informed by the outreach efforts undertaken in 2015.

The central focus for 2016 was the Infill Development Concept Plan (IDCP) required by the KSURP amendment. The CRA executed a public engagement strategy to ensure members of the community were aware of the project and

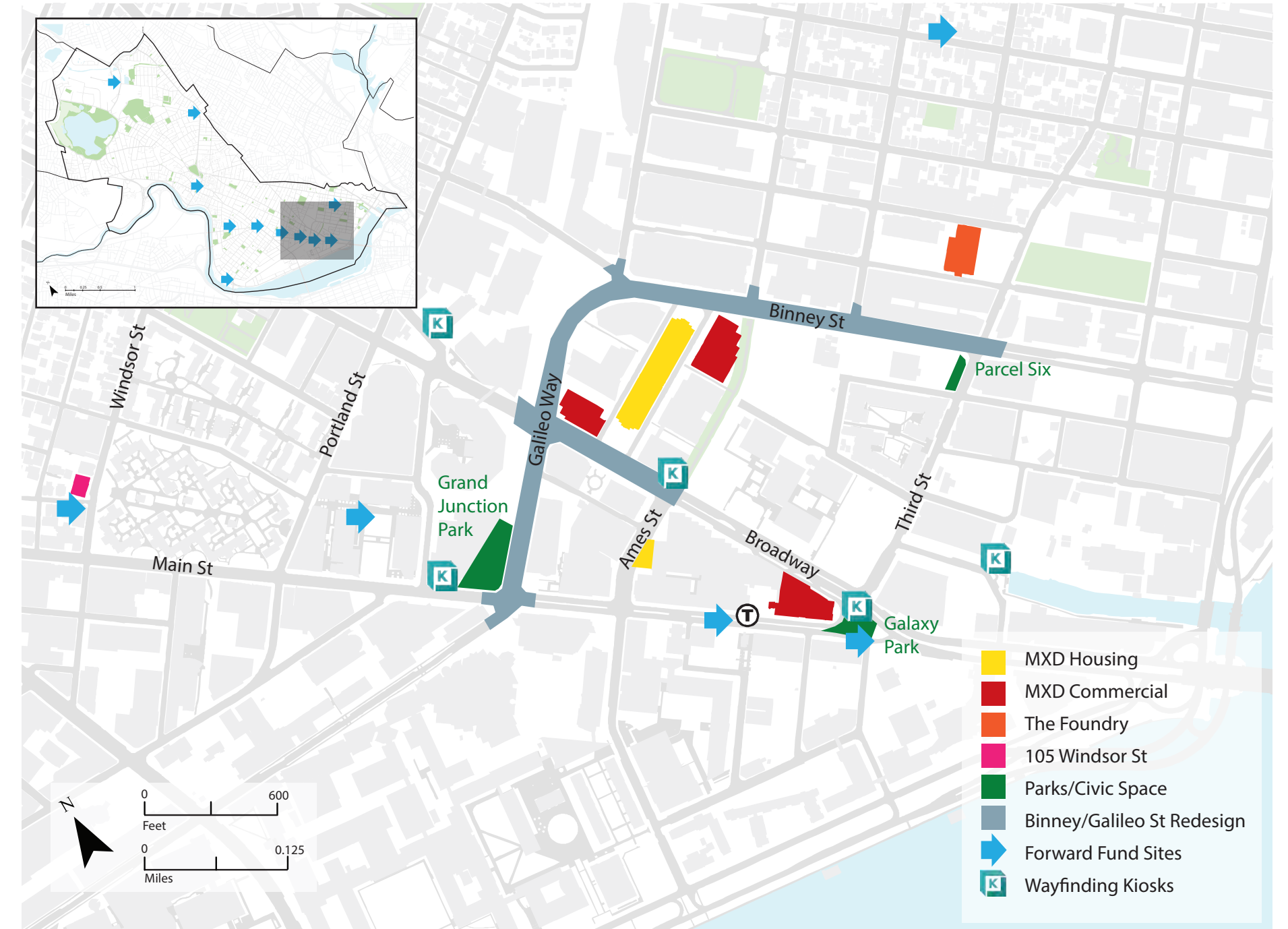
able to provide input to the plan. The Kendall Square planning effort included a significant study of multi-modal transportation issues. These planning efforts resulted in the Kendall Square Transit Enhancement Plan (KSTEP), as well as the Galileo Way streetscape design effort, which links to the Grand Junction Multi-Use Path completed by the CRA in 2016.

The CRA's construction projects in 2016 focused on public realm improvements. In the spring, the CRA implemented improvements to Parcel Six at the corner of Third and Binney Streets, in conjunction with mobile food vending and public arts programming. The CRA's Grand Junction Park was completed in the summer, and planning continued for the extension of the path north of Broadway. In December, Boston Properties completed a full reconstruction of Galaxy Park (formerly known as Point Park),

facilitated by the CRA under the maintenance agreement.

The CRA plans to revisit the Strategic Plan in 2017. The Strategic Plan will be a focus of the CRA's future work, along with an update of the Kendall Square Implementation Plan.

CRA staff began technical building assessments to test the feasibility of the redeveloping 105 Windsor Street into community-serving office space.



**This Page**  
 LEFT / MXD Infill Development Concept Plan cover  
 RIGHT / Aerial image of proposed MXD buildings

**Opposite Page**  
 Rendering of 145 Broadway



### Kendall Square Development/Planning

2016 saw the initiation of construction of the first multi-family residential project in the MXD District of the KSURP at 88 Ames Street. This development will deliver 280 units of housing, including 36 affordable housing units, in 2018. The formal ground breaking took place in April 2016, however enabling site work had begun over the winter. By year end, the garage demolition was completed and the foundation structure of the building was well underway.

After the City Council approved the 10th Amendment of the KSURP and the MXD zoning petition at the end of 2015, the CRA received State approval of the 10th Amendment in 2016. Elements of this plan required additional review through the Massachusetts Environmental Policy Act (MEPA), particularly the Kendall Square Transit Enhancement Program (KSTEP) by the CRA, discussed below.

At the start of the year, the CRA began working closely with Boston Properties toward the creating of the IDCP, which outlines the scope and general design of future development in the KSURP. Boston Properties submitted their initial IDCP proposal in August 2016. The review of the IDCP has required close coordination between the CRA and Community Development Department (CDD) staff, as well as the facilitation of joint meetings with the Planning Board. Near the end of 2016, revisions were submitted and the plan came before the Planning and CRA Boards for consideration in January 2017.

The IDCP proposes two new commercial buildings to replace smaller commercial structures on the north block of the KSURP, as well as a pair of residential towers bookending the Blue Garage. The proposal also transforms most of 255 Main Street into a central Innovation

Space building. The multi-phase project under consideration includes:

- Phase One: 145 Broadway - office/retail
- Phase Two: Residential South  
250 Binney - office/lab
- Phase Three: Residential North

The project would also result in significant investments in the streetscape along the north block to provide separated bicycle facilities, as well as transformations of existing open spaces.





**Grand Junction Park**

In early June, the CRA completed construction of the Grand Junction Park and the first section of the Grand Junction multi-use path. The Park is located at the corner of Main and Galileo, an intersection with a significant amount of foot traffic. The new park features a 14-foot wide shared use path, 35 new trees, rose gardens, comfortable seating areas with Adirondack chairs and tables along a meandering porous pavement walking path that has a birds eye view of the intersection. It also has new bike racks, a drinking fountain with a water bottle filler and dog bowl, a new fence along the length of the property and an arrangement of granite block benches in a lawn area. Some of the unique design features include granite boulders engraved with the name "Grand Junction," and an outline of the old Harvard Street that historically cut through the middle of the property using pieces of reused red granite



engraved with the name of the street. Six larger sized trees were saved and transplanted prior to the parking garage demolition that was part of the early 88 Ames Street residential construction. MIT provided \$500,000 of the nearly \$800,000 total construction budget through MIT's Kendall Square PUD-5 zoning petition in 2013, and the Department of Public Works (DPW) provided the construction management expertise.

In spring 2016, CRA Staff devoted substantial time to overseeing the completion of the complex construction process, especially detailed finish work and various hardscape and landscaping details. This park is the largest CRA construction project on CRA owned land in many years, and represents a significant accomplishment for the new CRA Board and Staff. In less than 12 months (not including the winter construction break)



the CRA hired a landscape architect, created construction drawings, executed a public bid for construction, worked with a utility to do upgrades, constructed and opened the park. CRA's improvements add a little beauty, joy and discovery to this small forgotten corner of Kendall Square that was once a railroad spur.

At the completion of the project, CRA Staff put together a comprehensive assessment of lessons learned that reflects on what improvements could be made in future projects. It covers everything from internal processes, survey, bidding, utilities, plantings/hardscape, design, maintenance, etc. This is part of CRA's philosophy of continuous improvement.



**The Foundry**

In February, the CRA, in coordination with City staff and the Foundry Advisory Committee (FAC), issued an RFP to five pre-qualified development teams for a public/private development of the Foundry with \$8 million of public investment. The RFP yielded only one final development proposal, from Foundry Development Partners (FDP), a team comprised of Cambridge Innovation Center and Graffito SP. Their proposal was predicated on a concept in which major spaces on the ground and lower levels were shared between public and private uses and the upper floors were dedicated to private innovation space. The CRA Board voted to initiate lease negotiations with FDP, but many community members expressed disappointment in the lack of major dedicated public spaces. After hearing concerns from the City Council, the CRA decided to terminate the procurement and explore new redevelopment options.

Overall, the process provided many lessons to the CRA about the feasibility of the private-public partnership as conceived in the Demonstration Plan. The level of public funds appears insufficient to meet the CRA's and the public's expectations for community uses. Given state procurement laws, additional funds could not be provided without reissuing the RFP. Reflecting on the process, the CRA is considering different redevelopment approaches with the potential for additional public funding and a more articulated community program.

The CRA has built a strong partnership with the City through the project to date. Additionally, the CRA established a very productive relationship with the FAC, which will be central to advising the City and the CRA as the project moves forward.

**This Page**  
*Inside the Foundry*

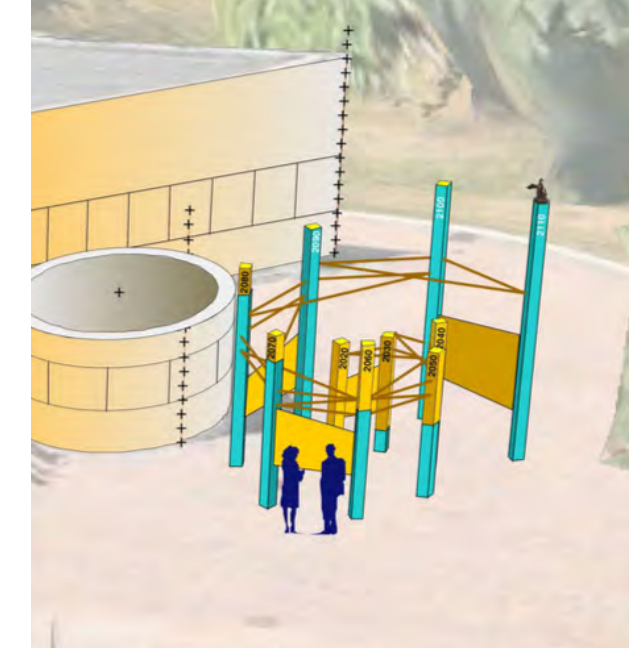
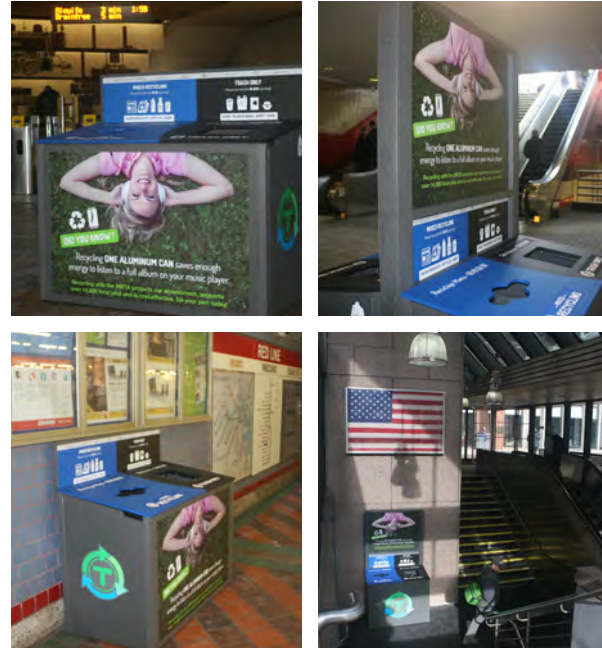
**Opposite Page**  
LEFT / *Bikers on Grand Junction Path*  
CENTER / *New spinners in Grand Junction park*  
RIGHT / *New chairs in Grand Junction park*

**This Page**

LEFT / MassRecycle Single Stream Recycling Kiosks (clockwise starting top left) at Porter Station, Harvard Station, Kendall Station, and Central Station  
RIGHT / Flycycle high density bike parking rack at Technology Square

**Opposite Page**

LEFT / Cambridge Community Center building  
CENTER / Homeport Gateway Kiosk model  
RIGHT / Jerry's Pond Public Information Kiosk concept model



**Forward Fund**

The Forward Fund is a grant program to support specific physical improvement projects that better Cambridge's built environment for the benefit of all the city's residents, workers, and visitors. 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 proposals that craft resourceful projects to take advantage of local knowledge in order to maximize potential benefits.

In the second year of the program, the CRA distributed \$58,000 in Forward Fund grants to eight awardees. Four capital grants and four planning & design grants were awarded.

Capital Grants

**1. MBTA Single Stream Recycling Kiosks**  
*MassRecycle*

These kiosks will help keep recyclables out of the waste stream, curb the presence of litter inside and outside of the MBTA stations, and help the MBTA and MassRecycle generate revenue to expand this sustainable practice throughout the MBTA system. Installations in Davis, Porter, Harvard, Central, and Kendall MBTA stations were completed in December 2016.

**2. High Density Bike Parking Kendall Eco District**  
*Linnean Solutions / Flycycle*

In an effort to provide sufficient infrastructure to support the growing number of bicyclists in Kendall Square, Flycycle is piloting a new, innovative, high-density bicycling parking design. The design prototype has been installed in Galaxy Park and Tech Square.

**3. East End House Kitchen Renovation**  
*East End House*

Outdated equipment has limited the East End House's ability to prepare healthy meals for their programs' participants. This renovation enables the East End House to expose youth to a broader, healthier menu. Students will be able to participate in hands-on cooking projects, and parents, as well as seniors, will benefit from nutrition education and community meals.

**4. Magazine Beach Public Boat Dock**  
*Cambridgeport Neighborhood Association*

This grant will fund the creation of an ADA-accessible canoe/kayak launch at the end of the Cottage Farm Plant parking lot at Magazine Beach. The project is part of the improvements in the Department of Conservation and Recreation's larger Capital Plan for Magazine Beach.

Planning & Design Grants

**1. Cambridge Community Center Building Modernization**  
*Cambridge Community Center*

Cambridge Community Center (CCC) facilitated the design efforts for Phase 2 of their building modernization plan for the 19th century old building. The grant allowed the CCC to focus on creating an energy efficient building with replacement windows and doors, insulation and air sealing, and a new high efficiency heating system.

**2. HomePort Gateway Kiosk**  
*Community Art Center*

Community Art Center completed a design for the HomePort Gateway Kiosk, a sculptural and functional installation that will welcome people into the Port neighborhood, share information and gather data. The kiosk will beautify a

currently neglected piece of City property and will help bring recognition to the community. The Gateway Kiosk will "invite newcomers to know the Port neighborhood and will increase pride and civic engagement in longtime residents."

**3. Russell Pathway Jerry's Pond Public Information Kiosk**  
*Jerry's Point Action Committee*

This initiative proposed to create a kiosk with graphics, photos, illustrations and text to reconnect the public to the historic, contemporary, and future possibilities of the natural and human narrative of Jerry's Pond. The grant enabled the project team to host a series of public design workshops and conversations in which the community helped create conceptual designs and panel layouts for the kiosk.

**4. Community Sign Engagement**  
*The Port Café*

This project completed a design for an LED light projector and cart that will function as an advertisement for The Port Café. The project, when completed, is designed to "increase the number of people who can benefit from meeting one another to build a 21st century community and create impromptu, visually appealing invitations to gather together to bridge divides of class and race."

**This Page**  
Ben & Jerry's food truck at Parcel Six civic space

**Opposite Page**  
LEFT / Renovated Galaxy Park from day to night  
RIGHT / Galaxy Park from above



### Parcel Six

In 2014, the CRA entered into an agreement with Newport Construction, which allowed the parcel to be used for the staging of equipment and materials for the two-year rebuilding of Main Street. The agreement was mutually beneficial, providing close-by construction staging in exchange for initial site enhancements that would lay the groundwork for the creation of a temporary civic space now at 3rd & Binney.

Most improvements to Parcel Six were completed by Newport in June 2016. Granite curbing from the Main Street project was repurposed for use onsite to construct an area for new perennial plantings and tall ornamental grasses.

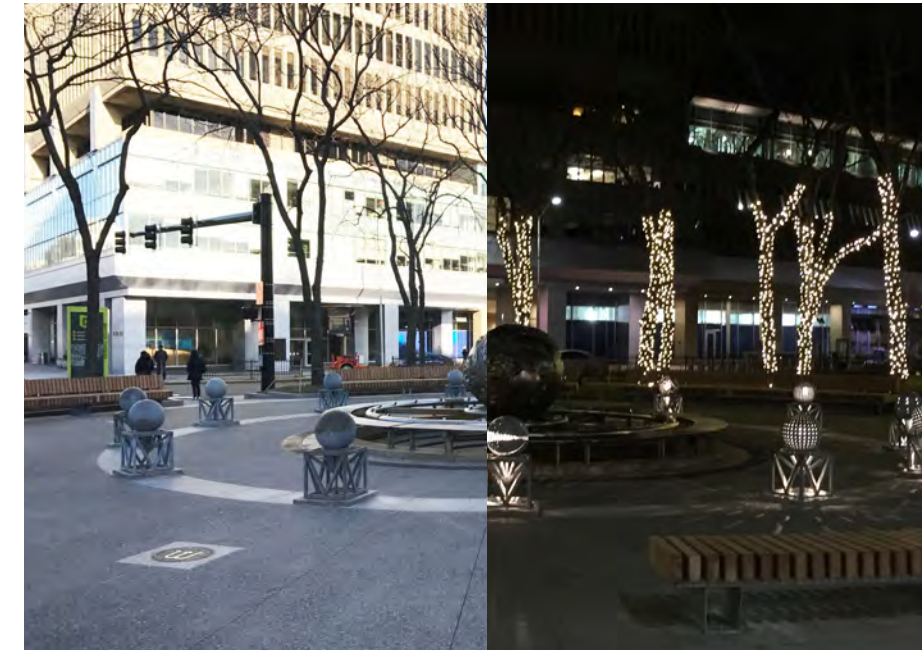
Daily food trucks provided the most noted amenity to the site. After years of examining different ways to activate the site, the CRA

created an RFP for food vending services. After a listening tour of existing brick and mortar restaurants, Staff selected six trucks to vend on site throughout the summer. Food Trucks offered dining and dessert options and were permitted to operate from 7:00 a.m. – 9:00 p.m.

The CRA's partnerships with various City departments and organizations helped furnish and animate the space. DPW contributed granite blocks of different shapes and sizes, which the CRA reused to create unique seating areas, supplemented with a set of colorful Adirondack chairs. A Kendall Reads Little Free Library, designed by the KSA, and a Hubway bikeshare station were added, making the site a destination for visitors to grab a book or even a bike. CRA staff also partnered with the Cambridge Arts Council to offer the space as an opportunity for the Public Youth Arts Council

(PAYC) and other local artists to temporarily display their artwork or host an art-related event. During the winter, CRA Staff decorated the fence with solar-powered lights.

The emerging interest in the civic space and the Food Truck program will warrant the CRA to continue ongoing improvements to Parcel Six, including the vending program. It is the goal of the CRA to continue to make 3rd & Binney a fun, playful, comfortable and inviting space for all visitors that adds additional value and vitality to this corner of Kendall Square.



### Galaxy Park

Galaxy Park, previously named Point Park, is comprised of two unusually shaped parcels owned by Boston Properties and the CRA. The physical condition of the park had been deteriorating for a number of years. After DPW completed the two-year Main Street reconstruction project, the CRA and Boston Properties embarked on a re-design and reconstruction of Galaxy Park in late summer and early fall. As part of a long-term maintenance agreement, Boston Properties is responsible for the restoration of the park when its materials come to the end of their useful life. The former red brick hardscape was replaced with a longer-lasting, exposed aggregate concrete with embedded blue glass in a new radial scoring pattern, highlighted by concentric circular granite bands. The old metal benches were replaced with a custom curved wooden bench along the outside radius of the park. The thick

yew bushes were replaced with a lower but more dynamic planting scheme, and new trees were added along with updated electrical conduit and lighting.

These improvements, which were celebrated in a ribbon cutting ceremony on December 9, will ensure that Galaxy Park continues to be a literal crossroads, a gateway into Cambridge, a bustling meeting place of Kendall Square with a visual connection to Boston. In the summer, CRA staff applied for a National Endowment for the Arts (NEA) grant for \$200,000 of repairs and upgrades to the namesake artwork of Galaxy Park. Grant awardees will be announced in spring 2017.



**This Page**  
Alta Planning and Design offsite example of a protected intersection

**Opposite Page**  
LEFT / KSQ sign in Marriot Plaza  
CENTER / KSA Little Free Library in Parcel Six  
RIGHT / Wayfinding Kiosk at Technology Square



## Transportation

In 2016, the CRA began a major project to redesign Binney Street, Galileo Galilei Way and a portion of Broadway in collaboration with DPW, the Traffic, Parking & Transportation department (TPT) and CDD. Over the past ten years, many of the streets in and around the KSURP have been rebuilt, usually reducing travel lanes and expanding pedestrian and bicycle lanes. The roadway projects have been implemented by various parties (City, CRA/MassDOT, MIT, Alexandria Real Estate) and completed with various funding sources (CRA, federal earmarks, City Chapter 91, private developer capital) at different times with different designs. The CRA has taken the lead to create a unified design for the Binney and Broadway corridors and their intersections. As new development proposals move forward, a pre-approved design will provide a streamlined implementation process and a consistent streetscape.

The design incorporates a continuous separated bike lane (cycle track), connecting the 10-year-old protected cycling infrastructure on Vassar Street to the new cycle track on Binney between 1st and 3rd, and redesigning the intersections along the way. Working with City Departments, property owners, and community groups, the design team will present alternatives and bring one plan to 25% design drawings in 2017.

2016 saw the culmination of two years of efforts by the CRA to establish the KSTEP program in collaboration with MassDOT, MBTA, Cambridge TPT and CDD and Boston Properties. The KSTEP is a benefit fund operated by the CRA with the purpose of linking new development to the identification and funding of specific transit investments. Implemented over the next 15 years, these investments will preserve, enhance and expand transit access and mobility in the

Kendall Square area. The KSTEP was part of a package of public benefits highlighted in the 2015 EIR for the KSURP, in association with the proposed new development by Boston Properties. Boston Properties and the CRA agreed to split the initial \$6 million dollar payment into the KSTEP. The charter document outlines methods for the City and CRA to consider ways to expand the program in the future.

In 2017, CRA will convene a working group to help determine how funds are best spent on public transit priorities, especially those that come out of the City's Kendall Square Mobility Task Force. The KSTEP is a first-of-its-kind formula-based, district transit linkage fund by a public agency in the Boston Metro area, and may serve as a model for similar MBTA funding programs.



## Wayfinding & Placemaking

Several wayfinding and placemaking initiatives were realized in 2016 across Kendall Square. A wayfinding and placemaking study of Kendall Square was commissioned by the Kendall Square Association (KSA) in 2015. Among some of the recommendations were the creation of signature identifying landmarks and the creation of a district-wide wayfinding kiosk program.

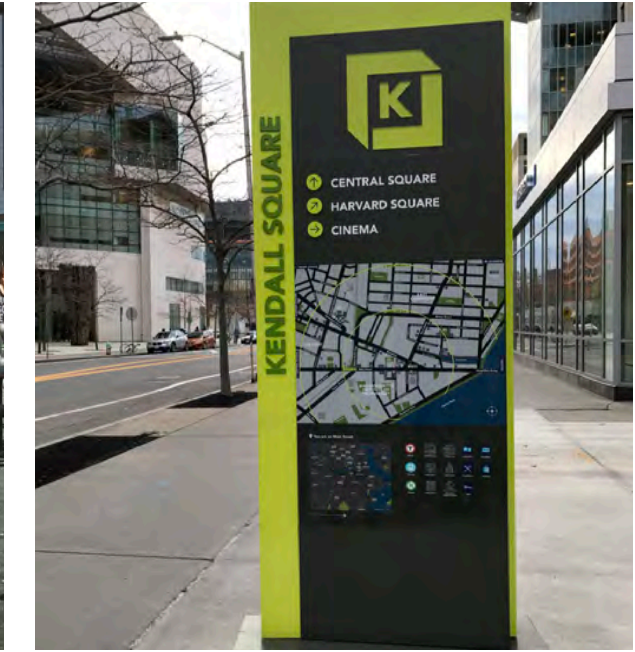
In early winter 2016, Boston Properties developed a giant "KSQ" sculpture for the Kendall Plaza, which has rapidly become an frequently photographed landmark in the most highly trafficked public space in Kendall Square.

During the first half of 2016, CRA staff worked closely through the KSA with property owners and designers to create the final design of the wayfinding kiosk and facilitated the purchase and installation of new wayfinding kiosks at



Galaxy Park and the 6th Street Walkway. The KSA also developed a Little Free Libraries program. Installed during the summer, each Little Free Library offers a free book exchange in a brightly colored KSA-branded weatherproof book stand. One was installed at the CRA's 3rd & Binney temporary civic space.

The CRA also approved updated ground level signage for the Marriott on both the Broadway and the Plaza entryways. This signage highlights the KSA's new Kendall Square identifier and more clearly labels the public walkway to Broadway.



## EcoDistrict

The CRA continued to play a key role in the formation of an EcoDistrict with a broad set of stakeholders across Kendall Square. The EcoDistrict completed a major district energy study. Its design competition for high density urban bicycle parking resulted in the creation of a new Kendall company, Flycycle, which installed some of the first new bike racks at CRA's Galaxy Park in December. Staff was given a full stipend by EcoDistricts to attend the EcoDistrict National Summit in September and the EcoDistrict District Energy & Water Academy in November.



## Outreach & Learning

Outreach and ongoing dialogue with the community is a central operating principle for the CRA. The CRA held twelve public Board meetings in 2016 and advertised those to the public on multiple channels including a growing Constant Contact list of 950 email addresses.

While the website is the primary and most comprehensive online method of disseminating information, the CRA also has periodically used Twitter to post real time news related to its activities. In 2016, the CRA greatly expanded its social media presence with Instagram and Facebook, and with the adoption of new universal social media management software, can now create larger amounts of engaging content and schedule it to be posted at a given time.

The CRA continued to utilize the coUrbanize online engagement platform to provide a forum to discuss, find information, and receive updates on the proposed MXD IDCP. The CRA in collaboration with Boston Properties hosted an Open House in July on the IDCP and the proposed new 145 Broadway building. The event had stations of experts around a large room with 3D models, posters, and information on topic areas such as open space, housing, urban design, and more.

The CRA participated in the annual City-wide PARK(ing) Day event with its own space on 3rd Street near the CRA's 3rd & Binney temporary civic space, giving staff an opportunity to interact with the general public on the street in a non-traditional format. This year, the event was used to engage passersby in the proposed MXD development project using a wooden 3D model.

In October, the CRA organized a Kendall Square Hubweek event. Hubweek is a large annual event in Boston and Cambridge that describes itself as "a festival for the future that celebrates innovation at the intersections of art, science, and technology through curated conversations, summits, film festivals, open studios, tours, and more." The CRA organized a panel discussion and walking tour exploring how to express innovation in urban planning, design and architecture. Several dozen people attended the event.

In the fall of 2016, the CRA worked with Soofa to pilot a new electronic community bulletin board at the edge of the Kendall Plaza. The board now shows live transit information as well as periodic updates and CRA announcements.



In addition to special events and online outreach, the CRA continued to broaden its civic engagement through attendance at and presentations to many civic organizations and advisory committees.

One CRA Board member was appointed as a member of the Envision Cambridge Master Plan's Alewife Working Group, and another was appointed to the City's Volpe Working Group. The CRA extends the impact of its mission through staff involvement in Kendall-based groups working in the public interest. The CRA Executive Director continued his role on the Kendall KSA Board and as co-chair of its Transportation Committee. He also continued representing the CRA in the Kendall Square Mobility Task Force, formed to take a holistic view of Kendall's transportation issues and assembling long-term recommendations for



LEFT / CRA employees talk with community members at CRA station on Park(ing) day  
RIGHT / Soofa Sign at Kendall Station

future investments. The recommendations to be finalized in 2017 will provide a framework for the transit investment priorities of the KSTEP program.

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 with its public agency memberships at the Cambridge Chamber of Commerce, the Urban Land Institute (ULI), and the East Cambridge and Central Square Business Associations.

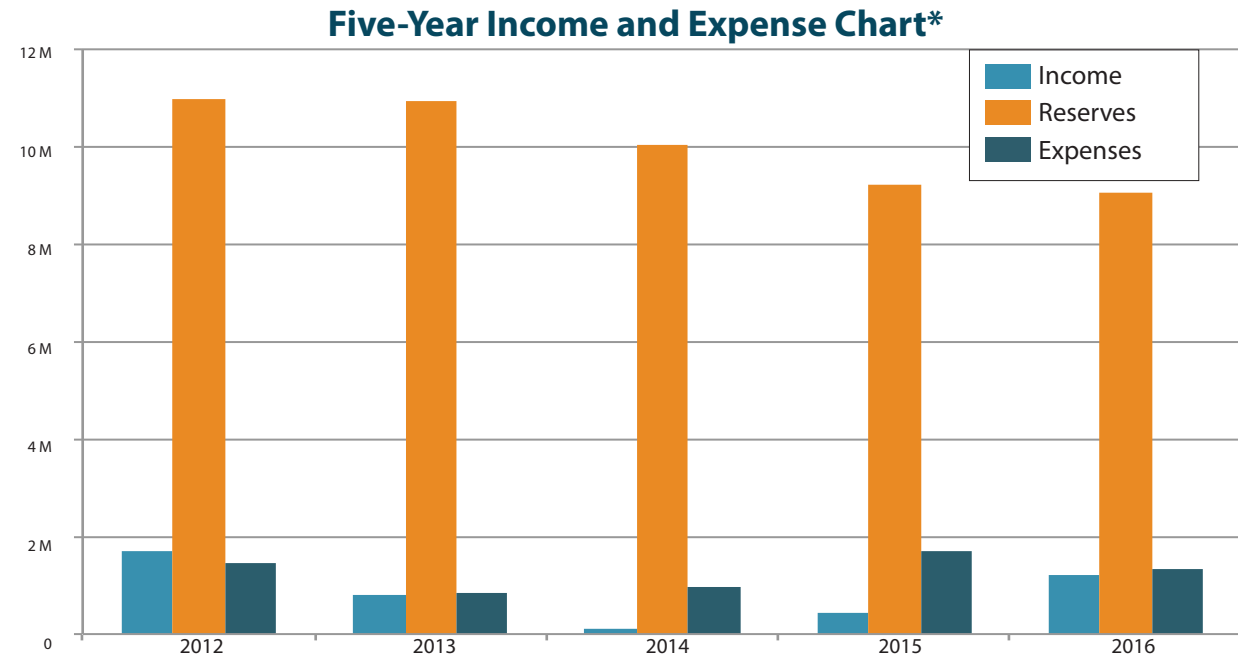
CRA staff was invited to participate in several local urban transportation design peer exchange sessions by the National Association of City Transportation Officials (NACTO) including

local design sessions and the annual NACTO Designing Cities National Conference in September. CRA is using NACTO's design guidelines in the Galileo/Binney/Broadway Streetscape Redesign project.

## Finances

Fiscal year 2016 had a more balanced financial picture than several recent years due to a stronger income level. The last portion of the MIT reimbursement grant for the Grand Junction Park was received in the beginning of the year. The sale of development rights to Boston Property for the retail square footage at 88 Ames Street was received in June. A smaller percentage of the CRA's income came from food truck rental fees and was used to operate the temporary civic space at 3rd & Binney Streets throughout the summer and early fall.

Following the Board's approval in 2015, the CRA continued to transfer funds from a low interest-bearing savings account and five 2016-maturing CDs into the Morgan Stanley investment account. As a result, the CRA has seen a three-fold increase in the rate of return on investments from that in 2015.



The major 2016 expenses were personnel salary and benefits, legal expenses for the IDCP and the Foundry, office rental and records storage expenses, and capital costs for the completion of the Grand Junction Park. At the urging of the auditors, the CRA included reporting on investment liabilities such as unrealized long/short term gains/losses and accrued interest, as well as reporting liabilities of earned leave for current personnel.

In a repeat of last year, the 2015 CRA audit by Roselli, Clark, & Associates was not received until the end of 2016, because its completion depended on the 2015 audit for the Cambridge Retirement System (CRS) which was late again. Rather than continuing to hold up the 2015 CRA, numbers from the 2014 CRS audit were used. Future CRA audits will use the previous years CRS audit numbers to provide a timelier CRA audit.

The State legislature amended MGL Chapter 32B, Section 20 through the MMB, Municipal Modernization Bill, which allows redevelopment authorities to legally create Other Post Employment Benefits (OPEB) trust funds. At the December Board meeting, a vote was taken to adopt this law and create an irrevocable trust account with Morgan Stanley to address the CRA's substantial long-term liability to pay healthcare coverage for ten retirees and their dependents. The investment strategy for this fund is allowed to be more aggressive than with other investments.

Due to personal reasons, the CRA's contracting accountant gave notice in early fall. The position is difficult to fill, as very specific, high-level expertise is needed in governmental financing, as well as familiarity with the 'nuts-and-bolts' of Quickbooks accounting software.

## 2016 Operating Expenses and Budget\*

	Budget	Actual
<b>INCOME</b>		
Sale of Dev. Rights	\$832,857	\$832,857
Grants	\$152,468	\$152,468
Investment Income	\$95,000	\$134,881
Reimbursements	\$2,000	\$48,561
Ecodistrict Fiscal Agent	\$55,000	\$21,000
Rentals	\$12,900	\$13,565
Unrealized Gains/Losses	\$0	(\$3,869)

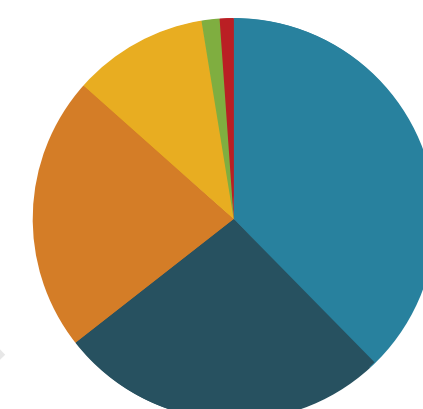
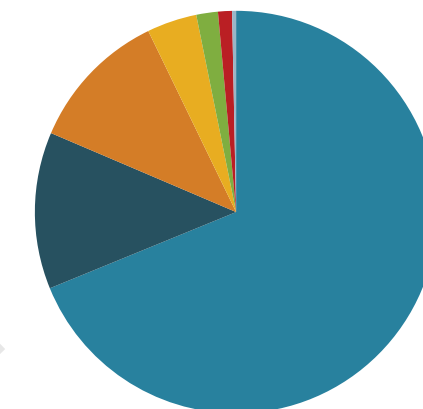
**Total Income** **\$1,150,225** **\$1,202,463**

	Budget	Actual
<b>EXPENSES</b>		
Personnel	\$514,700	\$505,979
Professional Services	\$555,000	\$360,324
Redevelopment Investments	\$310,000	\$297,515
Office Administration	\$150,800	\$146,081
Property Management	\$74,000	\$19,456
Outreach and Prof. Dev.	\$25,900	\$15,006

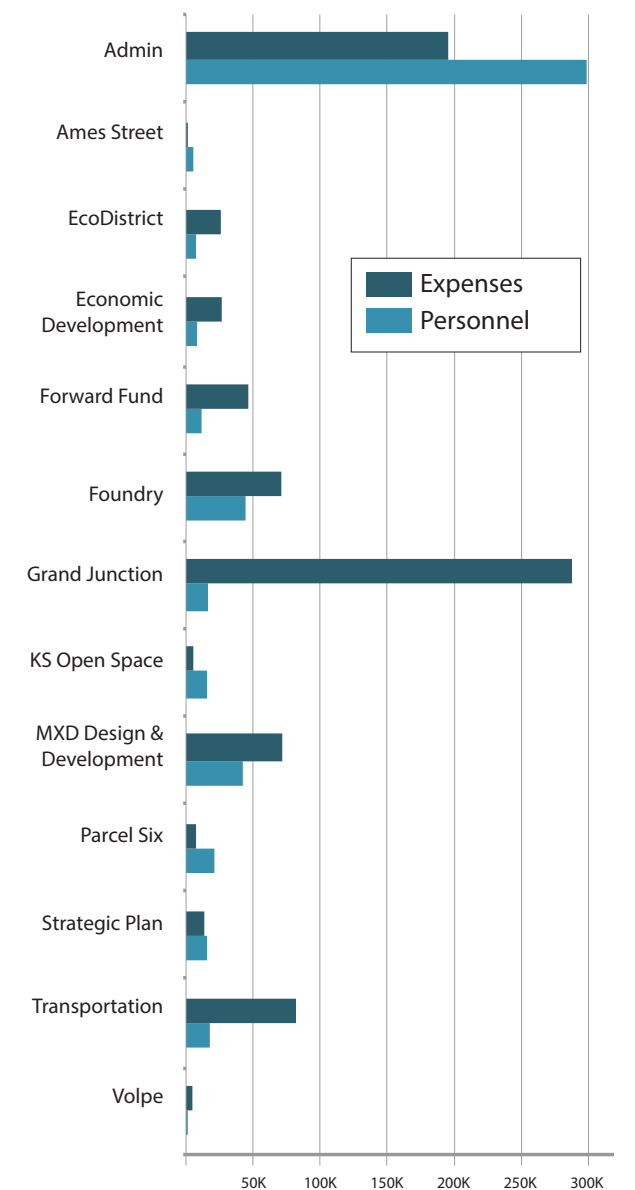
**Total Expenses** **\$1,630,400** **\$1,344,361\***

**CASH RESERVES, STOCKS, CDs, BONDS** **\$9,062,673**

**NET INCOME** **(\$480,175)** **(\$141,898)**



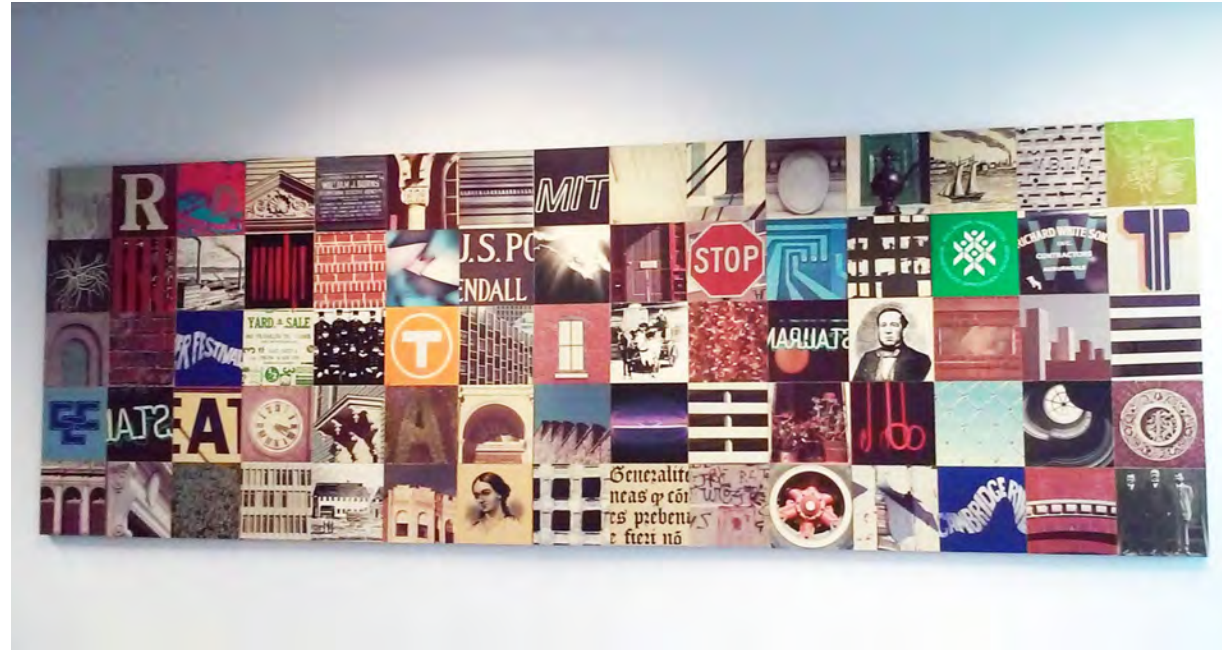
### PROJECT ANALYSIS



\* Updated financials as of 1/30/2017



New collage which is mounted on the wall of the CRA office



## Internal Operations

To assist with the CRA workload, Carlos Peralta, a former Boston Redevelopment Authority employee was hired in May to fill the need for another Program Manager. Two graduate student interns have also help with proforma calculations, social media, and other outreach endeavors. Assistant Treasurer Conrad Crawford was reappointed to a new 5-year term in May 2016.

The office appearance was enhanced with pictures, a new expandable conference table, and a coffee station. The current IT contractor recommended a switch to another firm, Techtonic, and additional equipment and firewalls were installed to handle the increase in complexity of remote access, backup, multiple syncing, and simultaneous file access due to the increasing staff size. The CRA secured a new storage facility at Planet Storage in the

beginning of the year since MIT took over the building at Metropolitan Storage.

Three RFPs were filled in 2016. With the completion of the Grand Junction Park project and the creation of a temporary civic space at 3rd & Binney in the summer, park maintenance and landscaping were required. Brightview Landscape Services, a major landscaper in Kendall Square, was awarded the contract. The CRA entered into a contract with Alta Planning + Design for the Binney Street streetscape project. Finally, the CRA has also entered into a contract with Daedalus Projects, Inc. to provide preliminary construction cost estimation services on a number of small projects for the CRA as well as some peer review on the Foundry proposal. The CRA also contracted with Cambridge Snow Management, a Cambridge company, for snow removal on its properties, including the Foundry.

## 2017 Priorities

With the completion of the 10th Amendment and MXD Zoning in 2015, and the Kendall Center Infill Development Concept Plan and Development Agreement in early 2017, the CRA heads into a new phase of implementation work within the KSURP. Additionally, the CRA is looking to expand its investments into other neighborhoods of the City. CRA staff has set forth an initial set of priorities for the upcoming year. At the same time, the CRA will use 2017 as an opportunity to revisit its Strategic Plan in coordination with the City and the Cambridge community, potentially adapting its work plan for the year.

To stay informed and be involved please visit [www.cambridgeredevelopment.org](http://www.cambridgeredevelopment.org)




- Streetscape Design for Binney St/Galileo Way/Broadway
- Expanded Forward Fund program
- Develop Innovation Space Operation Plan for 255 Main St.
- Complete design and transfer of Binney Street Park
- Design review to facilitate construction of 145 Broadway
- Retail and art programming at Parcel Six
- Facilitate new Foundry redevelopment strategy
- Initiate Kendall Square Transit Enhancement Program
- Improvements to Officer Loughry (Sixth Street) Greenway
- Begin community planning for 105 Windsor Street





# Cambridge Trust Company

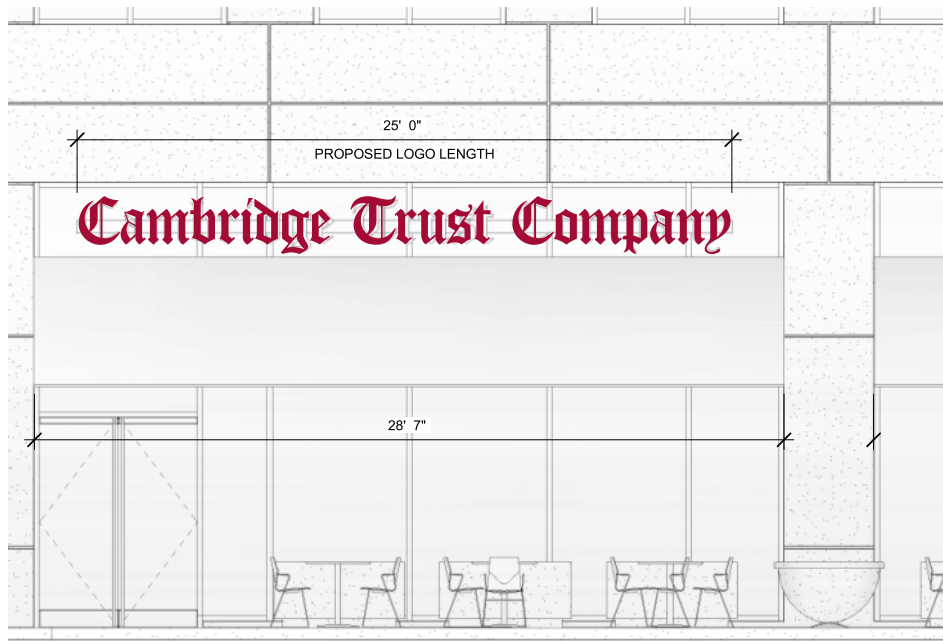
415 Main Street

 <p><b>BACK BAY SIGN</b> 65 Industrial Way Wilmington, MA tel.978.203.0570 • fax.978.203.0573 www.backbaysign.com</p>	<p>This document, and information contained herein are exclusive property of back bay sign company; communication, reproduction, or other uses are prohibited except with written authorization given in connection with company business. It is the customers responsibility to proofread all drawings for spelling, grammar, and layout. Common law copyright is claimed as of the date completed. © Back Bay Sign, LLC., 65 Industrial Way., Wilmington, MA 01887.</p>	<table border="1"> <thead> <tr> <th>Rev#</th> <th>Revision Notes</th> <th>DATE</th> <th>BY</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Initial sketch.</td> <td>8/17/16</td> <td>MB</td> </tr> <tr> <td>2</td> <td>Window Graphics</td> <td>2/3/17</td> <td>MB</td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table> <p>Customer Approval <input checked="" type="checkbox"/> _____ Date _____</p>	Rev#	Revision Notes	DATE	BY	1	Initial sketch.	8/17/16	MB	2	Window Graphics	2/3/17	MB													<p><b>Customer:</b> Cambridge Trust <b>Contact Name:</b> Rob Siegrist <b>Contact Tel:</b> 617.441.1443 <b>Site Address:</b> 415 Main St. Cambridge, MA</p>	<p><b>Job#:</b> 1225133 <b>Project Mgr:</b> MA <b>Account Rep:</b> MA <b>Date:</b> 8/17/2016 <b>Page:</b> 1 of 10</p>
Rev#	Revision Notes	DATE	BY																									
1	Initial sketch.	8/17/16	MB																									
2	Window Graphics	2/3/17	MB																									

# HALO ILLUMINATED CHANNEL LETTERS - Ames St



QTY: 2



CTC AMES STREET FRONTAGE

## COLOR DETAILS



PMS 201 C

Letters = 55.5 Sq Ft

68 Sq Ft with Alum Backer

### PROPOSED SIGN

68 SQ.FT. ELEVATION SCALE: 1" = 3'-0"

3" deep aluminum aluminum reverse-channel letters. 1/4" aluminum backer plates spaced 2" from back of letters. Halo illumination provided by white LED lighting modules inside the letter cans which have diffused acrylic backers. Electrical by others.

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**Contact Name:** Rob Siegrist  
**Contact Tel:** 617.441.1443  
**Site Address:** 415 Main St.  
 Cambridge, MA

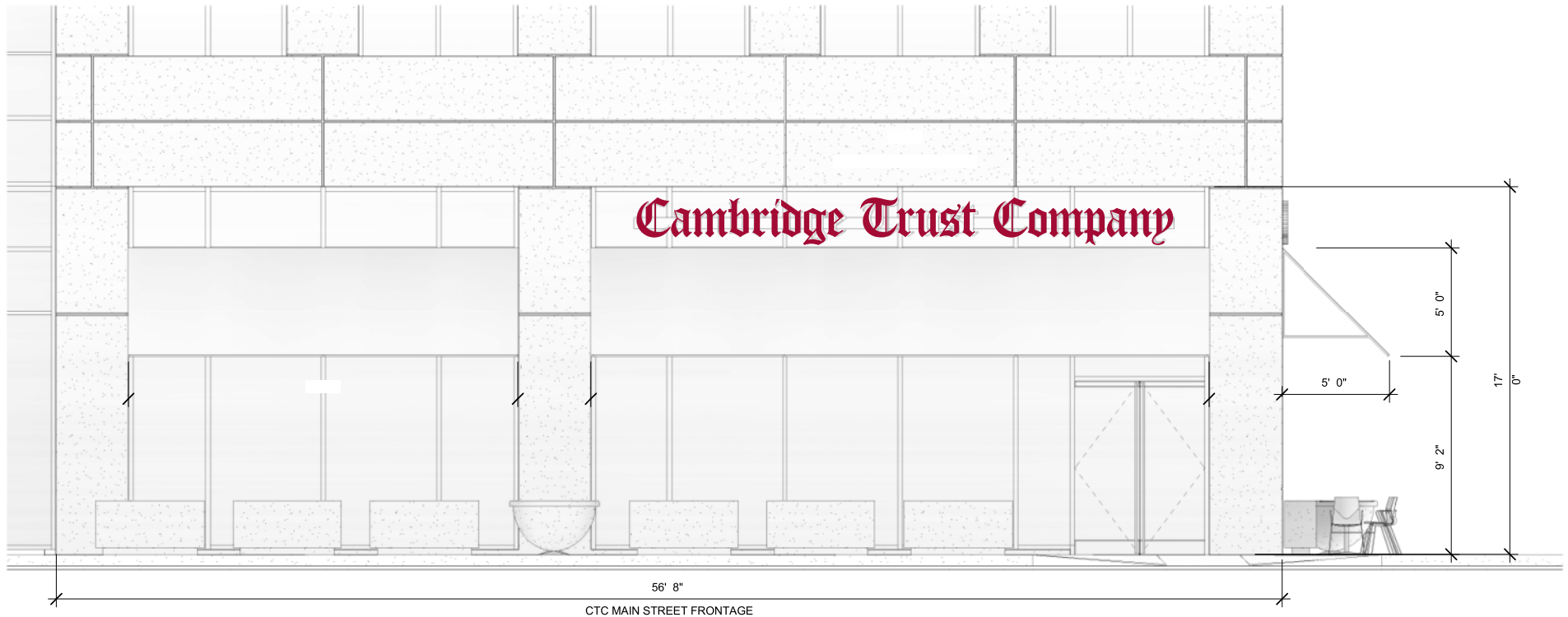
**Job#:** 1225133  
**Project Mgr:** MA  
**Account Rep:** MA  
**Date:** 8/17/2016  
**Page:** 2 of 10

Customer Approval  Date \_\_\_\_\_

# HALO ILLUMINATED CHANNEL LETTERS - Main St



QTY: 1



**COLOR DETAILS**

 PMS 201 C

---

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Letters = 55.5 Sq Ft  
 68 Sq Ft with Alum Backer

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PROPOSED SIGN 68 SQ.FT. ELEVATION SCALE: 1" = 3'-0"

3" deep aluminum aluminum reverse-channel letters. 1/4" aluminum backer plates spaced 2" from back of letters. Halo illumination provided by white LED lighting modules inside the letter cans which have diffused acrylic backers. Electrical by others.

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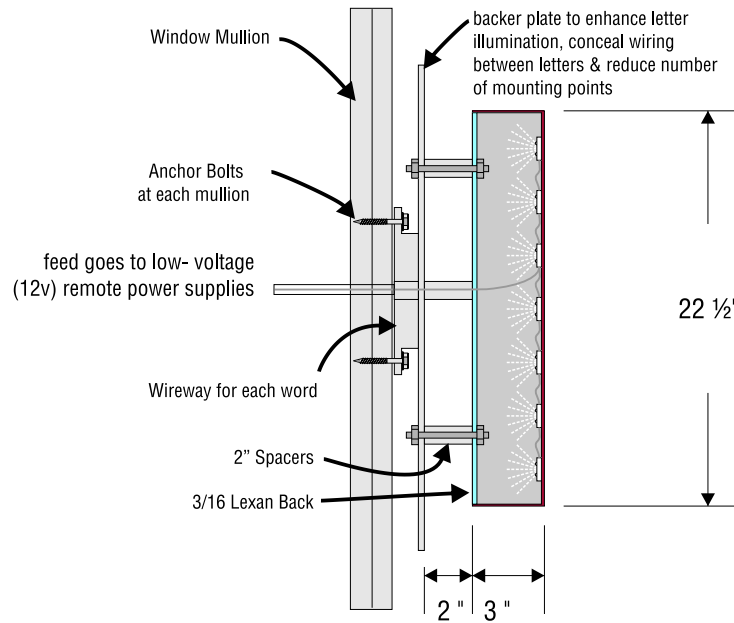
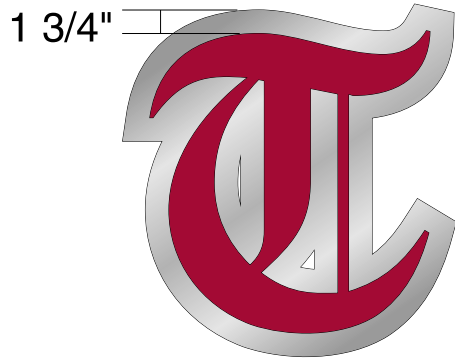
Customer Approval  \_\_\_\_\_ Date \_\_\_\_\_

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 Cambridge, MA

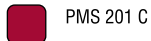
**Job#:** 1225133  
**Project Mgr:** MA  
**Account Rep:** MA  
**Date:** 8/17/2016  
**Page:** 3 of 10

# HALO ILLUMINATED CHANNEL LETTERS

Detail QTY:2



## COLOR DETAILS



PMS 201 C

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Customer Approval  \_\_\_\_\_ Date \_\_\_\_\_

PROPOSED SIGN 68 SQ.FT. ELEVATION SCALE: 1" = 3'-0"

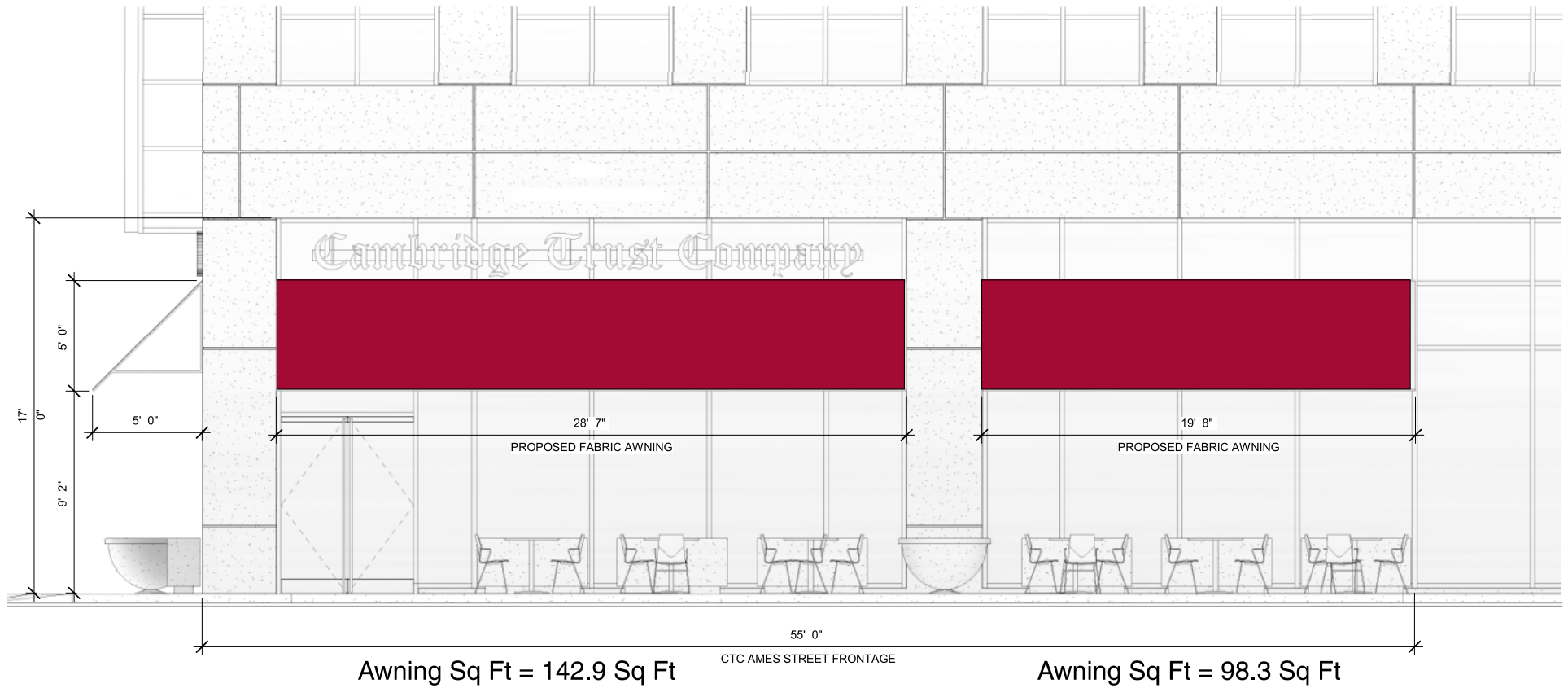
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**Contact Tel:** 617.441.1443  
**Site Address:** 415 Main St.  
 Cambridge, MA

**Job#:** 1225133  
**Project Mgr:** MA  
**Account Rep:** MA  
**Date:** 8/17/2016  
**Page:** 4 of 10

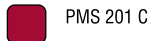
# AWNINGS

Ames Street



**Total Awning Sq Ft = 241.2 Sq Ft**

### COLOR DETAILS



PMS 201 C

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Customer Approval <input checked="" type="checkbox"/>		Date _____	

PROPOSED SIGN      241.2 SQ.FT.      ELEVATION SCALE: 1" = 3'-0"

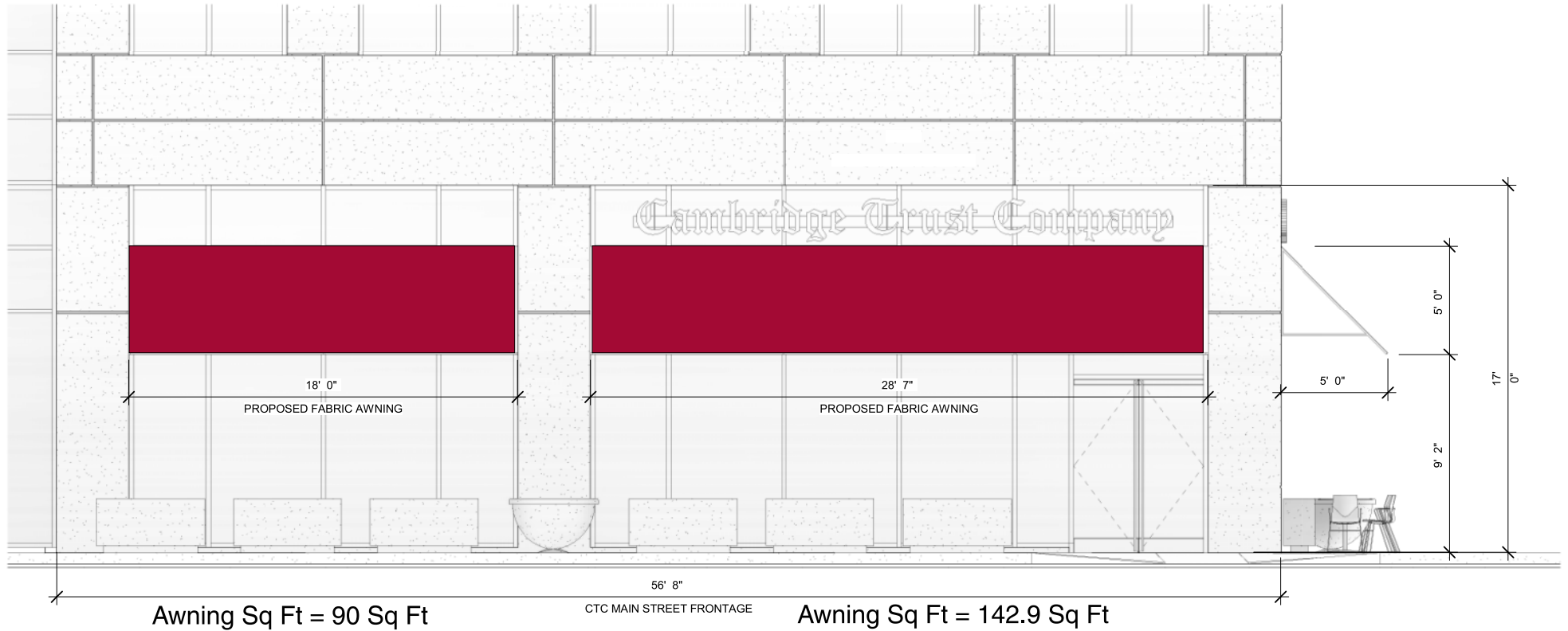
(2) - 5'H x 5'Deep, 1" aluminum Square tube framed canvas awnings. One color matching PMS 201 C. No Graphics.

**Customer:** Cambridge Trust  
**Contact Name:** Rob Siegrist  
**Contact Tel:** 617.441.1443  
**Site Address:** 415 Main St.  
 Cambridge, MA

**Job#:** 1225133  
**Project Mgr:** MA  
**Account Rep:** MA  
**Date:** 8/17/2016  
**Page:** 5 of 10

# AWNINGS

Main Street



Total Awning Sq Ft = 232.9 Sq Ft

PROPOSED SIGN 232.9 SQ.FT. ELEVATION SCALE: 1" = 3'-0"

(2) - 5'H x 5'Deep, 1" aluminum Square tube framed canvas awnings. One color matching PMS 201 C. No Graphics.

## COLOR DETAILS

PMS 201 C

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**Site Address:** 415 Main St.  
 Cambridge, MA

**Job#:** 1225133  
**Project Mgr:** MA  
**Account Rep:** MA  
**Date:** 8/17/2016  
**Page:** 6 of 10



# WINDOW GRAPHICS





QTY 19 TBD

PROPOSED GRAPHICS SCALE: 1" = 1'-0"

Adhesive vinyl window banding and text applied to interior surface of windows.  
Banding to start 4" above base of glass.

**Note:**  
**Window Width TBD**

COLOR DETAILS	
	3M Translucent Cardinal Red Pantone PMS 201 C
	3M HP Matte White

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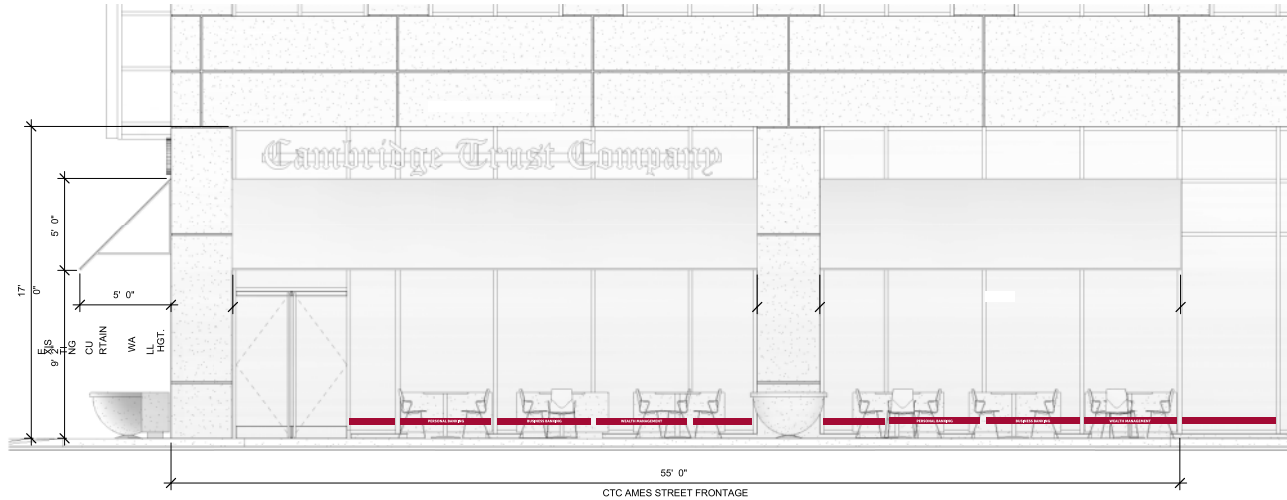
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**Page:** 7 of 10

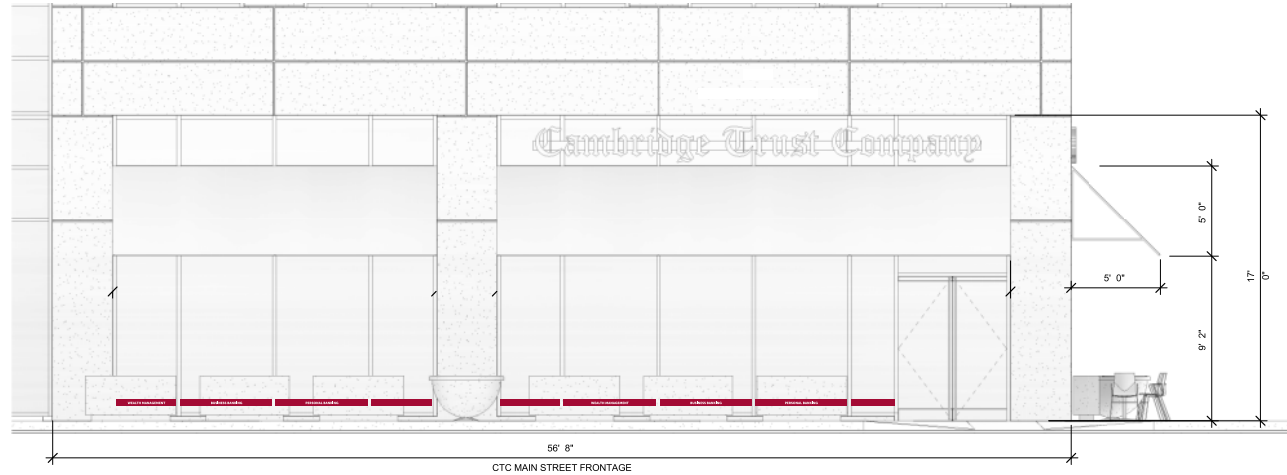
# WINDOW GRAPHICS

Ames Street



# WINDOW GRAPHICS

Main Street



## COLOR DETAILS

- 3M Translucent Cardinal Red  
Pantone PMS 201 C
- 3M HP Matte White

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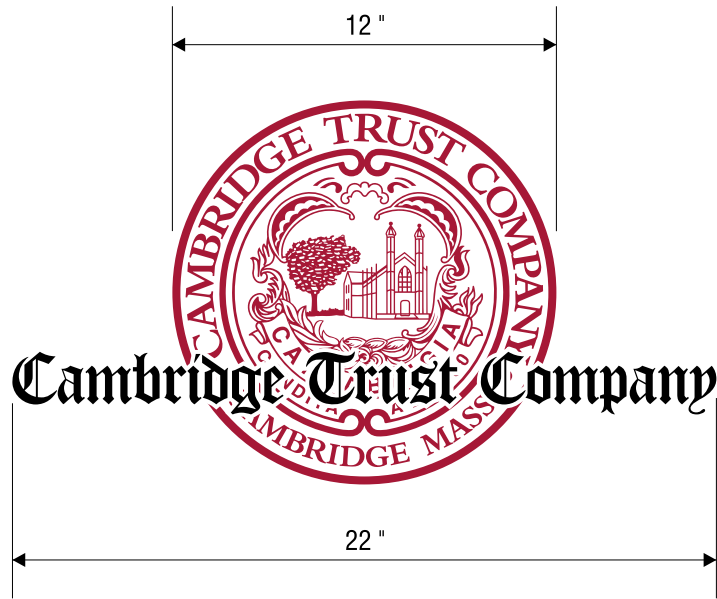
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Customer Approval  \_\_\_\_\_ Date \_\_\_\_\_

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**Contact Tel:** 617.441.1443  
**Site Address:** 415 Main St.  
 Cambridge, MA

**Job#:** 1225133  
**Project Mgr:** MA  
**Account Rep:** MA  
**Date:** 8/17/2016  
**Page:** 8 of 10

**Note:**  
**Window Widths TBD**



1" **LOBBY HOURS**  
 2 1/4"  
 1" **9:00 AM - 4:00 PM**  
 5/8"  
 1" **Monday - Friday**

**DOOR HOURS**  
Ames Street



**DOOR HOURS**  
Main Street



**COLOR DETAILS**

- 3M Cardinal Red
- 3M White

**PROPOSED GRAPHICS**

DRAWING SCALE: 1" = 3'-0"

Red seal logo and white text applied to interior surface of main entrance.  
**Quantity: (2) doors, same graphics on each**

**Note:**  
**Window Widths TBD**

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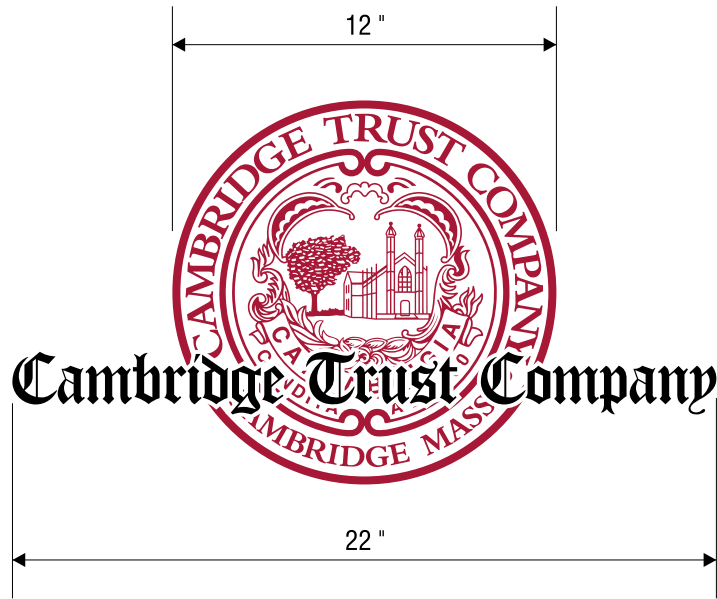
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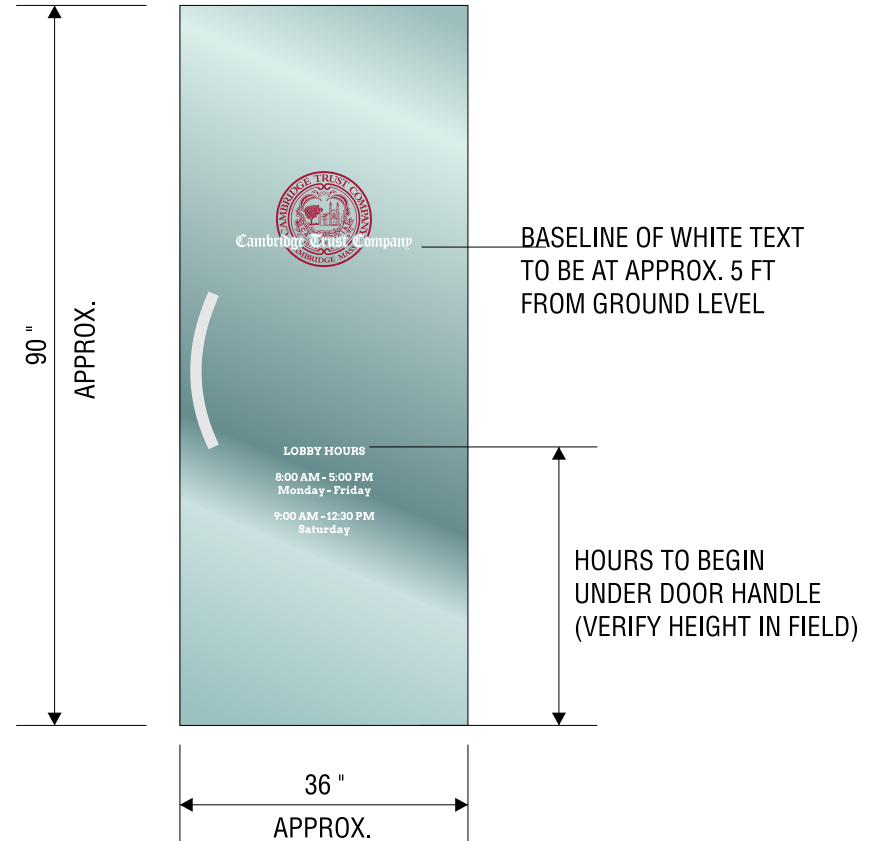
**Job#:** 1225133  
**Project Mgr:** MA  
**Account Rep:** MA  
**Date:** 8/17/2016  
**Page:** 9 of 10

**Customer Approval** \_\_\_\_\_ **Date** \_\_\_\_\_



60  
From Grade"

**DOOR HOURS**  
Rear/Secondary



1" **LOBBY HOURS**  
2 1/4"  
1" **9:00 AM - 4:00 PM**  
5/8"  
1" **Monday - Friday**

**COLOR DETAILS**

- 3M Cardinal Red
- 3M White

**PROPOSED GRAPHICS**

DRAWING SCALE: 1" = 3'-0"

Red seal logo and white text applied to interior surface of Rear entrance.  
**Quantity: (1) door**

**Note:**  
**Window Widths TBD**

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Cambridge, MA

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**Project Mgr:** MA  
**Account Rep:** MA  
**Date:** 8/17/2016  
**Page:** 10 of 10

**Customer Approval** \_\_\_\_\_ **Date** \_\_\_\_\_



1035 Cambridge St. Suite 12, Cambridge, MA 02141

# Memo

**To:** Thomas Evans  
**From:** Bill Gordon  
**cc:** Robert Macarthur  
**Date:** 1/23/17  
**Re:** Fire Suppression System Grant/Loan for JAS Affordable Housing Consolidated Project

---

Tom,

As I am sure you recall we meet just prior to the holidays to discuss the recent fire that impacted the Wellington Harrington Neighborhood (WHN) and JAS properties that are located there. One of the outcomes of that meeting was discussing ways the Cambridge Redevelopment Authority (CRA) might be able to assist JAS in rebuilding the properties that were damaged and that are part of the JAS Consolidation Project. At the time you informed Deborah and me that the CRA in the coming year will receive funds through MXD Development Revenue that would in part likely be dedicated to affordable housing efforts in the WHN.

Based on the above we identified sprinkler systems as a high priority area of need. This was not anticipated prior to the fire and not included in our project budget. We feel it is a good match with how the CRA might like to allocate a portion of MXD Development Revenue. Our request is for \$540,000 (nine buildings/46 units)

I have attached a brief project description of the JAS Consolidation project which is partially located in the WHN. It involves the consolidation of four separate projects into one and a refinancing of these project which will include approximately \$17M of renovations to 112 units of housing. This is a 2017 project and has a Tax Exempt Volume Cap allocation and 4% LIHTC's as its major source of financing along with the assumption of existing City and State debt.

Our original scope of work did not include sprinkler systems, but now, despite not being required by code we feel sprinkler systems need to be added where it makes sense. We have attached a spreadsheet that lists all the properties in the project, those that are in the WHN and that are a “high priority” for a sprinkler system. We have included two properties that are not in the WHN, but are buildings that need to be sprinkled. If CRA does not want to fund these two buildings we can remove them from our request. Buildings are placed in the “high priority” category based on material (wood), building style, ease of agrees in emergencies and density in terms of how close they are to other buildings.

After reviewing the attached project descriptions and spreadsheet please let me know what other information you need. If needed we will be happy to meet with you and/or present to your board. Finally, we are submitting a One Stop to MassHousing in three weeks. It would be helpful to get input (even if it is not a commitment) on the likelihood of receiving funds from the CRA prior to our submission.

Thank you.

Bill Gordon

## JAS Consolidation 1 – Brief Description

Just A Start Corporation is undertaking an initiative to consolidate a number of properties owned by JAS or by LLC affiliates, to refinance and rehabilitate them as one project utilizing 4% Low Income Housing Tax Credits and Tax Exempt Bond Financing. The intent of the consolidation is to create an economy of scale for efficient financing of necessary rehab work and to unify and simplify the management of debt, affordability restrictions and tenant selection policies and practices of the portfolio. The project includes 10 properties with 20 buildings and a total of 115 units (see the attached property descriptions).

### **Financing :**

The project will be primarily financed with 4% LIHTC and Tax Exempt Bond financing. We are working with Mass Housing on the Bond Financing and will be soliciting investment proposals from LIHTC Investors in the Spring of 2017. We are also seeking financial support in the form of Soft Debt from the Cambridge Affordable Housing Trust and Massachusetts Department of Housing and Community Development (DHCD). The project has an estimated total development cost of \$44 Million of which \$18.6 Million will be for construction cost including \$12.6 Million for rehab of 19 of the 20 buildings. The 20th building is the former St Pat's Church which was converted to 16 units of housing in the early 1990's. St Pat's Church was heavily impacted by the East Cambridge fire that occurred on December 3<sup>rd</sup>. The building will either need to be gutted and completely rebuilt or torn down and a new building built in its place. At this time we are projecting that a new building will be built and have allocated \$6 Million toward its construction.

### **Development Team:**

Developer:	Just-A-Start Corporation
Architect:	Winslow Architects Inc.
General Contractor:	Curtis Construction
Attorney:	Klein Hornig
Management Company:	Maloney Properties

**Anticipated Closing and Construction Start: Year End 2017**

## Description Of Properties



List of Properties

1. Webster / Bristol
2. 72 Elm Street
3. 54-56 Berkshire St
4. 409 - 415 Cardinal Medeiros
5. 206 - 210 Otis Street
6. 55 - 59 Norfolk Street
7. Trembridge, 106 Tremont Street
8. Putnam, 260 - 264 Putnam Ave
9. St. Patricks, 26 - 50 York Street
10. Churchill Court, 2505 - 2529 Mass Ave



City of Cambridge

text



0 0.1 0.2 0.4 0.6 0.8 Miles

Just A Start Consolidation

Schedule of Properties

FIRE SUPPRESSION SPRINKLER MATRIX														
	Name	location	# Units	# Bldgs	# fl's	Wellington - Herrington		Other Area		Sprinkled	Retail	Type	Date Built	Date Rehab
						High Priority	Low Priority	High Priority	Low Priority					
<b>JAS Wholly Owned</b>														
1	Webster/ Bristol	69 - 81 Webster, 51-53 Bristol	14	3										
	Bldg 1	51-53 Bristol & 69-73 Web	9		3	1						3 story multi-family	1930	1996
	Bldg 2	75-77 Webster	2		3		1						1997	
	Bldg 3	79 -81 Webster	3		2	1						duplex style buildings	1930	1997
2	Elm Street	72 Elm Street	6	1	3			1				double 3-decker	1930	1998
3	Berkshire	54-56 Berkshire	6	1	3	1						double 3-decker	1915	1997
4	Cardinal Medeiros	409-415 Cardinal Medeiros	6	1	3	1						double 3-decker	1930	1997
5	Otis Street	206-220 Otis Street	8	1	2				1			converted warehouse	1880&1960	1998
6	Norfolk Street	55 & 59 Norfolk Street	8	2	4					1	1 - 485sf	4 story multi-family	1900	2001
7	Trembridge	106 Tremont / 1175 Cambridge	8	1	3					1	1 - 3,000sf	3 story multi-family	2002	
<b>JAS Affiliated Entities</b>														
8	Putnam	260 & 264 Putnam Avenue,	12	2									1994	
	Bldg 1	260 Putnam	4		3				1			triple decker	1930	1993
	Bldg 2	264 Putnam	8		3			1				3 story multi-family	1993	
9	St Pats	26-50 York Street	32	4										
	Bldg 1	26 York	6		3	1						double 3-decker	1930	1991
	Bldg 2	30 York	6		3	1						double 3-decker	1930	1991
	Bldg 3	40 York	4		3	1						3-decker	1930	1991
	Bldg 4	50 York	16		3							Converted Church	1930	1991
10	Churchhill Court		12	4										
	Bldg 1	2505-2509 Mass Ave	2		3				1		150sf	townhouse	1998	
	Bldg 2	2511-2517 Mass Ave	4		3					1		townhouse	1998	
	Bldg 3	2519-2525 Mass Ave	4		3					1		townhouse	1998	
	Bldg 3	2527-2529 Mass Ave	2		3				1			townhouse	1998	
<b>TOTALS</b>			<b>112</b>	<b>20</b>		<b>7</b>	<b>1</b>	<b>2</b>	<b>4</b>	<b>4</b>				
						7		2	@ \$60K / bldg =	\$	540,000			

**JAS 401 - WEBSTER BRISTOL APARTMENTS (14 units)**

**#1**

67-73 Webster Avenue | 51-53 Bristol Street (one building - 9 units)

75-77 Webster Avenue | 81-83 Webster Avenue (two buildings - 5 units)

Cambridge, MA 02141



**75-77 Webster Avenue (2 units)**



**81 Webster Avenue (3 units)**

**Size and Configuration:**

# of Buildings: **3**

# of Units: **9/3/2-** (14 total)

# of Stories: **2 & 3**

**Affordability Secured by:**

Cambridge Affordable Housing Agreement  
Mortgage with CAHT and City of Cambridge

**Financial Support**

East Cambridge Savings Bank / Massachusetts Housing Stabilization Fund /  
Cambridge Affordable Housing Trust  
Massachusetts Housing Stabilization Fund - HSF/Rehabilitation Initiative

**Construction Type**

Wood frame  
Rubber roof  
Wood siding

**Construction / Renovation date**

75-77 Webster new in 1997 / 81 Webster new in 1930, 100% Renovation in 1997  
Webster-Bristol new in 1930 /50% Renovation in 1996

Purchased and moderately rehabbed by Just A Start in 1996, the Webster-Bristol building includes nine smaller scale units served by three stairway entries. The Webster Ave. Apartments include 2 buildings adjacent to Webster-Bristol, a three unit building totally rehabbed in 1997, and 75-77 Webster, a new building with two 4-bedroom units. All units are affordability restricted. There are seven grade level parking spaces located behind the three structures.



**67-73 Webster & 51-53 Bristol (9 Units)**

**Owner:** Just A Start Corporation

**Unit Distribution:**

One bedroom - **5**  
Two bedrooms - **6**  
Three Bedrooms - **1**  
Four Bedrooms - **2**

**Rent Restriction:**

4 units must be 60% of median or CHA subsidized  
9 units must be 80%  
1 unit can be 100%

**Mechanical systems**

Unit gas fired boilers W/ zone controlled fin tube  
distribution  
Unit gas fired water heaters

**72 ELM STREET (6 units)**

72 Elm Street  
Cambridge, MA 02139



Located in the heart of Area 4 midway between Kendall and Central Square, this typical triple-decker dating back to the 1930s was enrolled in a City Rental Rehab program. After the owner failed to fulfill payment obligations Just A Start was able to purchase the property secure the affordability and complete the needed renovations.

**Size and Configuration:**

# of Buildings: **1**

# of Units: **6**

# of Stories: **3**

**Unit Distribution:**

Three Bedrooms - **2**

Four Bedrooms - **4**

**Owner:** Just-A-Start Corporation

**Affordability Secured by:**

Cambridge Affordable Housing Agreement

Mortgage to Cmlth of Massachusetts

Mortgage to City of Cambridge

**Rent Restriction:**

1 Low HOME unit 50% AMI

4 High HOME units 60% AMI

1 unit up to 80% AMI

**Financial Support**

Cambridge Trust Company

HOME funds from City of Cambridge and State of Massachusetts through DHCD

**Construction Type**

Wood frame

Rubber roof

Wood / vinyl siding

**Mechanical systems (new in 1998)**

Central gas fired boilers with zone controlled fin tube distribution and individual unit gas fired hot water heaters

**Construction / Renovation date**

New in 1930 / 25% Renovation including de-leading in 1998

**54 BERKSHIRE APARTMENTS (6 units)**

54-56 Berkshire Street  
Cambridge, MA 02141



Purchased on favorable terms from a Just A Start supporter and long time Cambridge resident who was relocating to a nursing home. This East Cambridge multi family is located adjacent to Donnelly Field, just steps from an elementary / middle school, public library, community center and public swimming pool. The property was substantially rehabbed and reconfigured in 1998.

**Size and Configuration:**

# of Buildings: 1  
# of Units: 6  
# of Stories: 3

**Unit Distribution:**

Two Bedrooms - 2  
Three Bedrooms - 4

**Owner: Just-A-Start Corporation****Affordability Secured by:**

Cambridge Affordable Housing Agreement  
Mortgage to Cambridge Affordable Housing Trust  
Mortgage to City of Cambridge

**Rent Restriction:**

3 units below 60%AMI  
3 units below 80% AMI  
(??3 Low HOME??)

**Financial Support**

Cambridge Trust Company  
Harvard Help Loan  
Cambridge Affordable Housing Trust  
Massachusetts Housing Stabilization Fund - HSF/Rehabilitation Initiative

**Construction Type**

Wood frame  
Rubber roof  
C/A siding

**Mechanical systems**

Central gas fired boilers w/ zone valve  
controller fin tube distribution  
Unit gas fired water heaters

**Construction / Renovation date**

1915 / 50% renovation in 1997

**CARDINAL MEDEIROS (6 units)**  
409-415 Cardinal Medeiros Avenue  
Cambridge, MA 02141

**#4**



Located in East Cambridge, 409-415 Cardinal Medeiros Avenue is a three-story wood frame building that houses six rental units. It was acquired by Just-A-Start Corporation in 1997 after a fire.

**Size and Configuration:**

# of Buildings: 1  
# of Units: 6  
# of Stories: 3

**Unit Distribution:**

Two Bedrooms - 6

**Owner:** Just-A-Start Corporation

**Affordability Secured by:**

Cambridge Affordable Housing Agreement  
Mortgage to City of Cambridge

**Rent Restriction:**

6 units < 80% AMI

**Financial Support**

Cambridge Savings Bank  
Cambridge Neighborhood Apartment Housing Services  
Cambridge Affordable Housing Trust  
Massachusetts Housing Stabilization Fund - HSF/Rehabilitation Initiative

**Construction Type**

Wood frame  
Rubber roof  
Wood & vinyl siding

**Mechanical systems**

Unit gas fired boilers W/ zone controlled fin tube distribution  
Unit gas fired hot water heaters

**Construction / Renovation date**

1930 / 100% Renovation in 1997

**OTIS APARTMENTS (8 units)**

206-210 Otis Street

Cambridge, MA 02141



Located in East Cambridge, this development consists of a combined two-story brick building built around 1880 and a one-story block warehouse built in the 1960s originally used as a sausage factory in the 1880s and a fuel oil kerosene distributor in the 1930s. Prior to being abandoned in 1995 it was occupied by a distributor of soda products. In 1998 Just-A-Start Corporation converted the site into 8-townhouse style 100% affordable rental units. With the help of the Cambridge Historic Commission the exterior was restored as a landmark of the meat packing industry prevalent in East Cambridge in the 1800s.

**Size and Configuration:**# of Buildings: **2 connected**# of Units: **8**# of Stories: **2****Unit Distribution:**One Bedroom - **2**Two Bedrooms - **3**Three Bedrooms - **2**Four Bedrooms - **1****Owner:** Just-A-Start Corporation**Affordability Secured by:**

Cambridge Affordable Housing Agreement

Mortgage to State (HOME)

Mortgage to City (HOME &amp; CAHT)

**Rent Restriction:**

4 Project based Section 8 units

4 Low HOME Units

2 High HOME Units

**Financial Support**

East Cambridge Savings Bank

Cambridge Affordable Housing Trust

HUD:

- Project Based Sec-8 by Cambridge Housing Authority
- HOME – City of Cambridge
- HOME – Cmlth of Massachusetts through DHCD
- CDBG funding by Cambridge Historic Commission

**Construction Type**

Renovated factory building

Masonry exterior walls

Timber interior

Rubber roof

**Mechanical systems**

Unit gas fired boilers

W/ fin tube distribution &amp; individual

unit gas fired hot water heaters

**Construction / Renovation date**

1880 &amp; 1960 / 100% Renovation in 1998

**NORFOLK STREET (8 units)**

55 & 59 Norfolk Street  
Cambridge, MA 02139



A 1900 brick four story 8-unit rental apartment building located in the Area 4 Neighborhood just a few blocks from Central Square. Adjacent is a single storey retail building. This building was bought in 1998 by Just-A-Start Corporation from its then landlord who had threatened to evict the residents and had kept the building in poor conditions. The residents organized and took the landlord to court. Realizing the indefensibility of his position, the landlord sold the building to Just-A-Start. The building was substantially gutted. Renovations included the installation of a new heating system. Seven of the residents were relocated during the renovations and were moved back once the renovations were completed. One original tenant bought a unit elsewhere.

**Size and Configuration:**

# of Buildings: 2 (1 commercial)

# of Units: 8

# of Stories: 4

**Unit Distribution:**

Two Bedrooms - 3

Three Bedrooms - 5

**Owner: Just-A-Start Corporation****Affordability Secured by:**

Cambridge Affordable Housing Agreement

Mortgage to State (HOME)

Mortgage to City (HOME & CAHT)

**Rent Restriction:**

4 Project Based Section 8s

2 Low HOME units

6 High HOME units

**Financial Support**

Cambridge Savings Bank

Cambridge Affordable Housing Trust

HUD:

- Project Based Sec-8 by Cambridge Housing Authority
- HOME – City of Cambridge
- HOME – Cmlth of Massachusetts through DHCD
- CDBG funding by Cambridge Historic Commission

Area 4 Grant

**Construction Type**

Masonry exterior walls

Wood frame interior

Rubber roof

**Mechanical systems**

Unit gas fired boilers

Unit gas fired water heated

**Construction / Renovation date**

1900 / 75% Renovation in 2001



**JAS 409 - TREMBRIDGE (8 units)**

106 Tremont Street  
Cambridge, MA 02139



Located on a major commercial corridor just blocks from Inman Square, this property was developed on the site of a single story retail building. The newly constructed building in 2002 includes 1 commercial condominium on the ground floor which serves as home to the Just A Start Youth Build Program and 1 residential condominium of 8 units.

**Size and Configuration:**

# of Buildings: 1  
# of Units: 8  
# of Stories: 3

**Unit Distribution:**

Two bedrooms - 4  
Three Bedrooms - 4

**Owner:** Just-A-Start Corporation

**Affordability Secured by:**

Cambridge Affordable Housing Agreement  
Mortgage to Cmlth of Massachusetts  
Mortgage to City of Cambridge  
Cambridge Housing Auth. HAP Contract

**Rent Restriction:**

8 Project Based Section 8  
4 Low HOME units  
4 High HOME units

**Financial Support**

City of Cambridge HOME/ Cmlth of Massachusetts DHCD HOME / Cambridge Affordable Housing Trust / East Cambridge Savings Bank / Harvard University through Local Initiatives Support Corp / Massachusetts Institute of Technology /  
[YOUTH BUILD TRAINING SPACE- Funded by: Charles Bank Homes (Bridge Loan Trust)]

**Construction Type**

Wood frame  
Wood siding  
Rubber roof

**Mechanical systems**

Apartments - unit gas fired boilers W/ zone controlled fin tube distribution  
Office - roof top gas fired air handlers W/ A/C forced air duct work

**Construction / Renovation date**

2002

**PUTNAM PLACE** (12 units)  
260 & 264 Putnam Avenue



Located in the Riverside area of Cambridge, this project includes a 4 unit triple-decker fully rehabbed in 1995, and a new 8-unit building completed that year. Putnam Place was Just A Start's second LIHTC project (100% affordable), and was placed in service in 1996. It includes 11 surface parking spaces.

**Size and Configuration:**

# of Buildings: 2

# of Units: 260 Putnam 4

264 Putnam 8

# of Stories: 260 Putnam 3

264 Putnam 3

**Unit Distribution:**

Two bedrooms - 7

Three Bedrooms - 5

**Owner:** Putnam Place Limited Partnership

**Limited Partner:** National Equity Fund

**General Partner:** Putnam/JAS, Inc.

**Affordability Secured by:**

Cambridge Affordable Housing Agreement

Mortgage to Commonwealth of Mass.

Mortgage to City of Cambridge

Tax Credit Regulatory Agreement/

Restrictive Covenant

**Rent Restriction:**

Section 8 = 8 Units

LIHTC = 100% at 60%AMI

**Financial Support**

Citizens Bank

HUD CDBG funding thru City of Cambridge

**Construction Type**

Wood frame

Rubber roof

Wood siding

**Mechanical systems**

Unit gas fired boilers W/ zone controlled fin tube distribution

Unit gas fired water heaters

#264 new in 1995

#260 older

**Construction / Renovation date**

#264 new in 1995 / #260 1930 75% renovation in 1993

**413 - St. Patrick's Place (32 units)**

26/30/40/50 York Street



Purchased from the Boston Archdiocese and converted to housing in 1992, this Church and three adjacent triple deckers comprised the first LIHTC Development of JAS. The Property has recently been refinanced and successfully transitioned from the syndication limited partner to JAS after completing its 15 year compliance period. Surface parking for 11 cars supplements 12 garage spaces located under the former church.

**Size and Configuration:**

# of Buildings: 4

# of Units: 32

# of Stories: 3

**Unit Distribution:**

One bedroom- 5

Two bedrooms- 11

Three Bedrooms- 13

Four Bedrooms- 3

**Owner:** St. Patrick's Place Limited Partnership**Limited Partner:** Just A Start**General Partner:** Patrick's/JAS, Inc.**Affordability Secured by:**

Cambridge Affordable Housing Agreement

Mortgage to City of Cambridge

Tax Credit Regulatory Agreement/

Restrictive Covenant

**Rent Restriction:****Section 8 PBA #'s** 0**Mobile Vouchers** 21**LIHTC #'s** 30**Unrestricted** 2**Financial Support**

East Cambridge Savings Bank / City of Cambridge CAHT

**Construction Type**

# 50 York Renovated church building

Masonry Exterior walls

Timber frame interior

Stucco siding

Slate roof

# 26, 30, 40 York

Wood frame

Rubber roof

Wood siding

**Mechanical systems**

30, 40, 50 Central gas fired boilers

Central gas fired water heaters new 1991

# 26 older central systems

**Construction / Renovation date**

1930 / 100% renovation in 1991

**CHURCHILL COURT LIMITED PARTNERSHIP** (12 Units)  
**2505-2529 Massachusetts Avenue**

**#10**



Churchill Court was the third LIHTC development by JAS, placed in service in 1999. Located on a main thoroughfare in north Cambridge, it includes 12 residential units for families (all affordable) and one commercial space (ATM lobby). Completed in 1999, its four visually striking buildings surround a courtyard area with 10 surface parking spaces.

**Size and Configuration:**

# of Buildings: 4  
# of Units: 12  
# of Stories: 3

**Unit Distribution:**

One bedroom - 2  
Two bedrooms - 3  
Three Bedrooms - 7

**Owner:** Churchill Court Limited Partnership

**Limited Partner:** Just A Start

**General Partner:** Churchill/JAS, Inc.

**Affordability Secured by:**

Cambridge Affordable Housing Agreement  
Mortgage to Commonwealth of Mass.  
Mortgage to City (HOME & CAHT)  
Tax Credit Regulatory Agreement/  
Restrictive Covenant  
Cambridge Housing Auth. HAP Contract

**Rent Restriction:**

Section 8 - 7 units  
HOME - 11 units (6 High & 5 Low)  
LIHTC - 1 unit

**Financial Support**

HUD Project Based Sec 8/Cambridge Housing Authority  
Cambridge Savings Bank / HOME thru Mass Dept. of Housing and Community Development  
and thru City of Cambridge

**Construction Type**

Wood frame  
Rubber/asphalt roof  
Wood siding

**Mechanical systems**

Unit gas fired boilers with zone controlled  
fin tube distribution  
Indirect fired hot water heaters

**Construction / Renovation date**

New Construction completed in 1999

February 9, 2017

To: CRA Board  
From: Tom Evans, Executive Director  
RE: Foundry Redevelopment Update

I wanted to provide you with an update on the CRA staff efforts underway to form a new strategy toward redeveloping the Foundry. We are actively working the with City Manager on a range of options for review by the administration and the Foundry Advisory Committee (FAC), in preparation to an update to the City Council in response to Council Order O-6, from January 23, 2017.

We have begun work on a new design study of the building and its structural systems. We are seeking to develop some design alternatives that increase the flexibility of the buildings reuse, with the possibility of sacrificing floor area for larger volumes that could evolve over time. We have also contracted with a structural engineer to provide enhanced understanding of the core building needs. We expect this to provide us with a refreshed capital cost estimate, especially for the basic core and shell needs of the building.

Based on this technical information we will construct an internal financial model, based on the previous work by HR&A Advisors, to test out the feasibility of various design and programmatic scenarios. These alternatives will explore both capital investment plans and operational business models for the building. All the planning options anticipate creating more dedicated community space than had been proposed by the RFQ and RFP responses.

The CRA staff believes it is worth investigating new development structures for collaboration between the City, the CRA, and the private and non-profit sectors in realizing the vision for the Foundry's redevelopment. Specifically we are exploring new redevelopment formats whereby the City and CRA take on more direct investment and development roles and seek private partners to operate within and facilitate programs for the Foundry. In the weeks ahead, the CRA staff will be working to refine different redevelopment approaches based on the discussion above.

**February 13, 2017**

**To:** CRA Board  
**From:** Tom Evans, Executive Director  
**RE:** Annual Meeting Strategic Planning Discussion

I am transmitting to the Board a set of documents to inform our discussion at the 2017 Annual Meeting regarding an update to the CRA Strategic Plan. As you know, the CRA Board is approaching the five-year anniversary of its “reactivation” in 2012. Within its first year, the Board initiated a strategic planning process, which concluded with the publication of a Strategic Plan in July 2014. Given the anticipated financial resources from the MXD Infill Development projects within the Kendall Square Urban Renewal Plan area, it seemed time to reflect on the existing Strategic Plan and to consider what strategic investments the CRA might make in Cambridge over the next five years. I anticipate that we will be facilitating ongoing conversations with the City and community stakeholders to identify new projects for the CRA to take on in the years to come. At the same time the Board should balance these potential opportunities with budgetary forecasting to establish a sustainable future for the CRA.

I have attached a few exhibits to this memo for the Board’s reference. The first is a summary of the key foundation statements within the Strategic Plan; the Mission, five-year vision, and the operating principles established in that document. The second is the full Chapter 3 of the Strategic Plan, which outlined external activities of the CRA. The third is a working draft spreadsheet of forecasted revenue and baseline expenditures of the CRA for the next five-years.

The full Strategic Plan document is available on our website:  
[www.cambridgeredevelopment.org/strategic-plan/](http://www.cambridgeredevelopment.org/strategic-plan/)

## **Strategic Plan Foundation Statements (2014):**

### **CAMBRIDGE REDEVELOPMENT AUTHORITY MISSION**

The Cambridge Redevelopment Authority 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 a public real estate entity with a unique set of redevelopment tools, working in close partnership with the City of Cambridge and other organizations.

### **VISION**

*In five years . . . Through strategic community investments and real estate projects, the Cambridge Redevelopment Authority (CRA) will be creating landmark places that represent enduring urban design, with vibrant civic spaces and sustainable approaches to infrastructure and the built environment. Its projects will contribute to the community fabric of the city. Using its unique ability to merge the public interest with private sector resources, the CRA will implement projects that cannot be achieved by others. The CRA will have made significant contributions to the quality of the life for residents, employees, business owners, and visitors.*

*The CRA staff will work in close partnership with the Cambridge Community Development Department (CDD) and other City staff, and will manage a mixed workload that includes property management, real estate transactions, project management, community investment programs, design review, and longer-range strategic initiatives for key redevelopment areas. The CRA will be a relatively small yet efficient, independent operation, with a well-regarded Board that is responsive to community concerns and ensures that its decisions are transparent and sound.*

*A unique strength of the CRA will be its ability to act nimbly to negotiate and develop real estate to achieve public goals. Projects will include district scale projects involving infrastructure, mixed-use development, and mixed-income housing as well as small-scale investments related to the mission. As a redevelopment authority, the CRA will be financially independent and stable, able to steward public and private funding sources and maintain a longer-term vision that has continuity through political cycles.*

### **OPERATING PRINCIPLES**

Through the strategic planning process, the CRA established the following principles to guide its work.

1. **Act:** Complement the City's planning role by focusing on implementation using redevelopment tools imaginatively.
2. **Operate with transparency:** Be visible and foster face-to-face relationships and a forum for discussing ideas.
3. **Maximize the public benefit:** Serve a broad public purpose with ethically sound practices in partnership with the City and others.
4. **Operate with fiscal responsibility:** Use our independent resources wisely to accomplish our mission.
5. **Set an example:** Through our actions, advance thinking on issues with long-term consequences and within a larger context; be innovative while maintaining an awareness of history.

### 3. EXTERNAL ACTIVITIES & PROJECTS



*Kendall Square has become a lively commercial center that attracts biotech, digital information and other companies, complemented by hotels, restaurants, parks, and more recently, housing.*

Over the course of the last year, much of the CRA's attention has been absorbed with organizing files, taking stock of history, and ensuring that the financial house is in order. The purpose of the Strategic Plan, however, is to move beyond the past and present and chart the course for future activities.

The strategic framework asks the question: *how does our work advance our mission?* A central component of the mission is to “work in the public interest to facilitate new and revitalized infrastructure and development.” In order to address this question, the CRA cast a wide net, talking to many stakeholders to define and to identify its possible role, activities, and projects.

The selection of specific projects is an ongoing process. A preliminary evaluation of initiatives is provided below along with key objectives for external activities and projects.

#### STRATEGIC PRIORITIES

The Board initially reviewed over twenty suggestions for projects, weighing the relative merit of each according to its value toward serving the public interest, its alignment with the CRA mission, and its financial implications. This review helped define the CRA mission and strategic role. These actions were categorized in two ways (Figure 5):

- Geographically with activities centered in Kendall Square, in other parts of the city, and city-wide
- Role in the development process, with initiatives representing planning and policy, programs, real estate transactions, and district and property management.

The following discussion presents the current evaluation of a full range of activities. The CRA will continue to play a role in the Kendall Square Urban Renewal Plan. Several key projects have been identified as new initiatives, while another set are



**REAL ESTATE TRANSACTIONS**

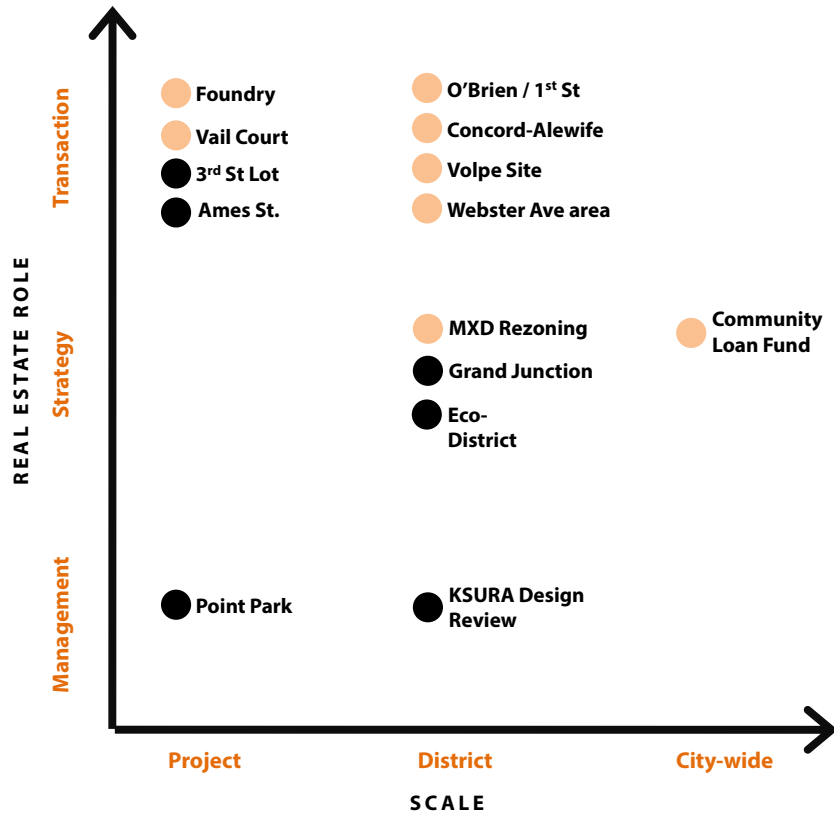
Acquisition/Disposition  
Remediation/Site Prep  
Infrastructure  
Project Development

**STRATEGY**

Policies and Planning  
Team Initiatives

**MANAGEMENT**

Property Management  
Regulatory Oversight



● Current projects / initiatives  
● Examples of projects / initiatives

Figure 5. During the strategic planning process, a number of projects have been suggested as possible initiatives for a CRA role.

projects for further consideration. Another group of activities were deemed to be in the interest of the CRA, but not necessarily appropriate for the CRA to lead in that they are inherently planning in nature. Finally, a few projects were set aside as longer range or not likely to have a CRA role at this time.

**Ongoing CRA Role in the KSURP**

The CRA has a long history of involvement in development review and management in the Kendall Square Urban Renewal Plan area and this role will continue. Key activities at the current time are the following:

1. **Design review:** continue to review signage, new buildings, and modifications of buildings.
2. **MXD Rezoning:** participate in discussions with the City and the multiple property owners in the Kendall Square Urban Renewal Plan area to determine the best way to carry out recommendations in the K2 Plan.
3. **Ames Street Residential:** participate in the design review process for the Ames Street project.
4. **Point Park:** Coordinate with the City and Boston Properties to reconfigure Point Park ownership and geometry to facilitate streetscape improvement in the area.
5. **Eco-District:** participate in this initiative, which is a coalition of interests led by the City.

### New Project Initiatives

A number of projects have been suggested repeatedly as possible candidates in which the CRA could play a role in facilitating the implementation of City plans. Ten projects were posted on the CoUrbanize website and were the basis for the community workshop discussions on March 26, 2014. With community input as well as discussions with the City, the following projects represent significant new initiatives for 2014:

6. **Grand Junction Path:** The CRA owns 1.75 acres of open space along this proposed two-mile multi-use linear path, which will connect East Cambridge, Kendall Square, and Cambridgeport, as proposed in the 2001 East Cambridge Planning Study and a 2006 Feasibility Study. The City, MIT, and MassDOT and the community are also involved in this project.
7. **Third Street Lot:** The CRA owns this 6,000 square foot lot on the corner of 3rd Street and Binney Street. Recently the site has been used for construction staging site but could accommodate an interim retail/commercial or other use.
8. **Foundry:** This 76,000 square foot City-owned building is currently vacant and in need of renovation. The City is currently discussing the program and development process, and is in active discussion with the CRA regarding a potential role for the CRA in this project.

### Community Grant/Loan Fund

One initiative that has come to the top of the Board's priority list is the Community Loan Fund, which would be a way of reinvesting some of the development proceeds from Kendall Square into the community. The CRA staff is currently developing a pilot program to provide community grant / loan fund resources for physical development projects.

In order to be successful, rules for eligible projects must be developed to identify clearly the requirements for and definition of the public purpose required as the basis for any loan or grant.



*A decision about the interim use of the Third Street Lot is one of the priority actions for the CRA (google streetview).*

As a part of this effort, clear evaluation criteria must be in place for a transparent process. In addition, a set of protocols and appropriate staffing is needed to evaluate projects and process these monetary funds.

The research on comparable programs in other locations suggests that possible categories include:

- **Capacity Grants:** One time funds for capital project planning, feasibility study and/or design (up to \$2,500)
- **Small Capital Grants:** Providing smaller scale grants for improvements (up to \$20,000)
- **Low Interest Loans:** Financing for larger scale projects leveraging other funding sources for capital projects (up to \$200,000).

Potential projects are community gardens, park improvements, streetscape installations in retail corridors, public art, interpretive installations, commercial façade and entry improvements.

### Projects for Further Consideration

The Board will continue to evaluate the following projects according to their alignment with the CRA mission, financial implications, staff capacity, coordination with the City, and input from the community.



*Fairgate Farm in Stamford, CT is a community resource in the urban neighborhood (VitaStamford.com)*

- **1st and 2nd Street Corridor:** This corridor contains some disparate and underutilized properties in a key zone between the historic East Cambridge neighborhood, Cambridgeside Galleria, courthouse redevelopment, Lechmere station, and Kendall Square activities.
- **Concord/Alewife Quadrangle:** This 94-acre district between the railroad and Concord Avenue has over 1.5 million square feet of industrial, research, office, schools, and new housing developments. The focus of a 2005-2006 City planning study and rezoning, the area lacks a good roadway network and access across the tracks to the Alewife Station.
- **Fresh Pond Shopping Center:** This auto-oriented retail center was developed in 1978; the 16-acre site currently has an Activity Use Limitation from MassDEP due to former industrial uses.
- **O'Brien Corridor:** State Route 28 is a six-lane arterial highway fronted by some vacant and underutilized sites. The adjacent Green Line extension and community path and a proposed roadway redesign will bring change to this area.
- **Vail Court:** This 24-unit residential property is vacant and in poor condition with boarded up windows on the ground floor. The 0.65-acre site is close to the heart of Central Square.

- **Volpe National Transportation Systems Center:** The U.S. Department of Transportation conducts state-of-the-art research on this 14-acre site. The existing buildings (340,000 square feet) need reinvestment, and the recent K2C2 plan recommended additional residential, office, and open space development on the site.
- **Webster Avenue:** Industrial uses in this area are incompatible with adjacent housing and businesses, and some properties need remediation. This edge of Cambridge is adjacent to the future Green Line Station and proposed development in Somerville.

#### *Other Interests and Initiatives*

During the review of the Strategic Plan, several new project were raised, such as the Cherry Street lot and the North Cambridge community garden. The CRA will continue to evaluate new project ideas as they are proposed by the City and community members.

A number of critical issues are facing the city and Kendall Square in particular. Given the CRA's portfolio and commitment to social equity and a balanced economic system, the following topics will continue to be of interest to the CRA.

- Moderate income housing
- Transportation strategy
- Workforce development
- Public space and park programming
- Public art

These topics are matters of policy and long-range planning in the city, which are not the primary roles of the CRA. While the CRA will participate in conversations and integrate these elements as part of their work, it does not expect to lead in any of these initiatives.

Finally, a number of other projects and activities that were raised in the process have been set aside for the time being:

- Kendall Fund Administration
- W.R. Grace brownfields at Jerry's Pond
- Concord Alewife Triangle
- Department of Public Works facility relocation

## Project Proposal



Figure 6. This diagram of a decision tree for future project selection will be expanded to include specific and measurable criteria.

This designation reflects a combination of the current status of these projects and the current capacity of the CRA staff.

### STRATEGIC OBJECTIVES

Over the course of the next year, the CRA will focus on the following action steps necessary to advance its core work. These are aligned below with the CRA Operating Principles. These objectives are intended to be measurable outcomes that can be evaluated on an annual basis.

#### *Maximize the Public Benefit*

- **Evaluate projects and programs against mission:** Based on the preliminary decision tree, specific measures for evaluating projects proposals need to be established (Figure 6).
- **Establish protocols for the community loan fund:** This work will involve a set of rules and regulations governing project definition, public purpose, and evaluation criteria, as well as additional staff capacity necessary to evaluate projects and manage loan and grant funds.

#### *Operate with Fiscal Responsibility*

- **Evaluate projects and programs against resources:** A project budget should be developed for each new initiative as part of the Board approval process. This budget would estimate staff time, cost of consultants, and any other costs, and the relationship to the annual budget.
- **Identify new revenue sources through development and/or loans:** While the CRA is fortunate to have some financial resources at hand, these will quickly be expended unless consideration is given to project impacts on budget and the need for new sources. As an example, the Ames Street project will generate a new revenue stream over the next eleven years.

#### *Act*

- **Update and reevaluate priorities for long and short term projects and programs:** The process for ongoing evaluation of the CRA's priority projects is discussed further in Chapter 6, Outreach and Learning.



*The City Council has identified the Foundry in East Cambridge as an opportunity for innovative programs. The City and CRA will work in partnership to develop a program and strategies for governance and adaptive reuse.*

- **Participate in City policy decisions that affect CRA activities:** The CRA is an active partner of the City and will continue to participate and collaborate on a number of initiatives including the proposed MXD rezoning in Kendall Square.
- **Update the community on the status of projects and activities through multiple platforms:** The CRA will use the website, social media, and the public meetings to keep residents and other stakeholders informed.

*Set an Example*

*Operate with Transparency*

- **Assign Board members as ambassadors for different initiatives:** In the city of Cambridge, there are any number of important meetings and initiatives sponsored by private, institutional, non-profit, and public sectors. The CRA staff endeavors to keep abreast of these activities, but the Board has an important role in terms of being visible and present in these community conversations. As a volunteer Board, it's appropriate to deploy Board members strategically as their time allows to participate in key events.
- **Lead in innovative practices:** Cambridge is often on the forefront of innovative practices, emanating from the institutions, the city, the non-profit and the private sectors. In all of its work, the CRA should strive to set a positive example in demonstration projects and other endeavors that advance the approach to redevelopment.
- **Track changes in city and development trends:** The CRA staff and Board will keep abreast of trends in the city through their strong network of connections, and will continue to research advances in the field.

Future Budget Projections + Project Planning: SUMMARY WORKSHEET - CRA

	A	J	K	L	M	N	O	P	Q	R	S
1	<b>SUMMARY</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>		<b>* Notes / Assumptions / Variables</b>
2	<b>Operating Revenue:</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>		- 145 Broadway Permitted Spring '17
3	Proceeds from sale of dev. rights										- 250 Broadway + South Res. Permitted by 2020/21
4	- Ames Street		\$833,000		\$431,180	\$431,180	\$431,180	\$431,180	\$431,180		- 50/50 KSTEP participation
5	- Parcel 2			\$23,268,312			\$12,160,000	\$17,480,000			- Forward Fund continues over the next 10 years
6	- Parcel 3 (Whitehead & Broad)										- Staffing level increases with program expansion
7	Rental Income	\$8,900	\$11,000	\$12,000	\$12,000	\$12,000	\$12,000	TBD	TBD		- Increase Foundry participation in capital cost
8	Grants	\$347,532	\$152,468	\$100,000							- CRA moves office to Foundry - office rent reduced
9	<b>Total Operating Revenue</b>	<b>\$356,432</b>	<b>\$996,468</b>	<b>\$23,380,312</b>	<b>\$443,180</b>	<b>\$443,180</b>	<b>\$12,603,180</b>	<b>\$17,911,180</b>	<b>\$431,180</b>		- CRA purchases income producing real estate assets
10	<b>Non-Operating Revenue</b>										- CRA implements investment strategy to cover 40% OPX
11	Interest/Dividend Income	\$83,000	\$138,000	\$146,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000		- CRA develops new economic dev. / workforce programs
12	Other	\$58,000	\$72,000	\$3,000,000							
13	<b>Total Non Operating Revenue</b>	<b>\$141,000</b>	<b>\$210,000</b>	<b>\$3,146,000</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$500,000</b>		
14	<b>TOTAL ALL SOURCES OF REVENUE</b>	<b>\$497,432</b>	<b>\$1,206,468</b>	<b>\$26,526,312</b>	<b>\$943,180</b>	<b>\$943,180</b>	<b>\$13,103,180</b>	<b>\$18,411,180</b>	<b>\$931,180</b>		
15											
16	<b>Operating Expenses:</b>										<b>Draft budget forecast for strategic planning purposes only</b>
17	Personnel	\$484,000	\$506,000	\$684,000	\$700,000	\$700,000	\$700,000	\$700,000	\$700,000		
18	Office/Administrative	\$186,000	\$161,000	\$185,000	\$190,000	\$190,000	\$100,000	\$100,000	\$100,000		
19	Professional Services	\$430,000	\$360,000	\$634,000	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000		
20	Property Management	\$42,000	\$25,000	\$83,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000		
21	<b>Total Operating Expenses</b>	<b>\$1,142,000</b>	<b>\$1,052,000</b>	<b>\$1,586,000</b>	<b>\$1,340,000</b>	<b>\$1,340,000</b>	<b>\$1,250,000</b>	<b>\$1,250,000</b>	<b>\$1,250,000</b>		
22	<b>Project/Program Expenses</b>										
23	Foundry				TBD						
24	Forward Fund Program	\$40,000	\$60,000	\$125,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000		
25	Parks (GJ / Galaxy)	\$545,000	\$254,000	\$120,000							
26	Transit Fund (KSTEP)			\$6,000,000							
27	WH Fire Recovery			TBD							
28	105 Windsor Investment				TBD						
29	Real Estate Acquisitions / Redev.					TBD					
30	Public Art / Open Space (1%)					TBD					
31	Economic Development Programs					TBD					
32	Other Programs/Projects TBD					TBD					
33	<b>Total Project/Program Expenses</b>	<b>\$585,000</b>	<b>\$314,000</b>	<b>\$6,245,000</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$150,000</b>		
34	<b>TOTAL ALL EXPENSES</b>	<b>\$1,727,000</b>	<b>\$1,366,000</b>	<b>\$7,831,000</b>	<b>\$1,490,000</b>	<b>\$1,490,000</b>	<b>\$1,400,000</b>	<b>\$1,400,000</b>	<b>\$1,400,000</b>		
35	<b>ALL REVENUES LESS ALL EXPENSES</b>	<b>(\$1,229,568)</b>	<b>(\$159,532)</b>	<b>\$18,695,312</b>	<b>(\$546,820)</b>	<b>(\$546,820)</b>	<b>\$11,703,180</b>	<b>\$17,011,180</b>	<b>(\$468,820)</b>		
36	<b>Beginning of Year Reserves</b>	<b>\$9,414,323</b>	<b>\$8,184,755</b>	<b>\$8,025,223</b>	<b>\$26,720,535</b>	<b>\$26,173,715</b>	<b>\$25,626,895</b>	<b>\$37,330,075</b>	<b>\$54,341,255</b>		