

Board Packet of Supporting Materials

Meeting of January 20, 2016

i. Agenda

1. Minutes of the Regular Meeting of the Board on December 16, 2015
2. Memorandum from Stantec regarding Site Soil Remediation for the Grand Junction Shared Use Pathway Project

4. Monthly Staff Report to the Board
5. Fourth Quarter 2015 Financial Report

7. Forward Fund Website and Application Form

9. Parcel Six Preliminary Design Concept

(Document numbering altered to reflect agenda item numbers)

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:

Regular Board Meeting
Wednesday January 20, 2016 at 5:30 PM
Cambridge Police Department
First Floor Community Room
125 Sixth Street
Cambridge, Massachusetts 02142

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 December 16, 2015 *

Communications

2. January 14, 2016 Memorandum from Stantec Regarding Site Activities on the Grand Junction Project at Galileo Galilei Way *

Reports, Motions and Discussion Items:

3. 2014 Annual Audit (Mr. Clark)
4. Report: Monthly Staff Report to the Board (Mr. Evans) *
5. Report: Quarterly Financial Update (Mr. Evans) *
6. Presentation: Signage Proposal for MIT Coop Food Court at 235 Main Street / Three Cambridge Center (Boston Properties)
7. Update: Forward Fund Program (Mr. Zogg) *
8. Update: Foundry Redevelopment (Ms. Madden)

9. Discussion: Parcel Six Interim Design and Program (Mr. Zogg) *

10. Discussion: KSURP Implementation and Community Engagement Planning (Mr. Evans)

Other Business

At 8:30 PM, the Board will convene in executive session for the purpose of discussing the terms of the proposed sub-lease of the Foundry Building at 101 Rogers St. to a future development entity to be selected. Conducting the discussion in open meeting may have a detrimental effect on the negotiating position of the CRA with a future development entity.

If the Board has concluded all of the business set forth on the regular agenda by the starting time of the executive session, the Board will not reconvene in open session thereafter.

Adjournment

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

Upcoming Meetings:

- CRA Annual Meeting – February 24, 2016 - 5:30 PM

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 Meeting
Cambridge Redevelopment Authority

Wednesday, December 16, 2015, 5:30pm
Robert Healy Safety Center, Cambridge Police Station
125 Sixth Street
Community Room

DRAFT MEETING MINUTES

Call

CRA Chair Kathleen Born called the regular monthly meeting to order at 5:37 PM. Other Board members present were Vice Chair Ms. Margaret Drury, Assistant Secretary Mr. Barry Zevin, Treasurer Mr. Christopher Bator, and Assistant Treasurer Mr. Conrad Crawford. Ms. Born also introduced CRA staff members – Mr. Tom Evans, Ms. Ellen Shore, Mr. Jason Zogg and Ms. Kathryn Madden. Ms. Born also introduced Mr. Chuck Redmon, and City Councilor Mr. Dennis Carlone.

The CRA Office Manager and one other in attendance are recording the meeting.

Public Comment

Mr. Dennis Carlone explained that he is interested in the discussions regarding the proposal and the changes requested by City Council. He particularly would like more clarity on the retail component. Although not critical for this month, he would like to see the architectural guidelines updated. The City Council will be getting more involved in design. He commended the CRA on the background and overall clarity of its proposal and stated that MIT and Volpe could benefit by following the CRA example.

Mr. Peter Crawley spoke on behalf of the East Cambridge Planning Team (ECPT). He stated that several correspondences have been sent in the seven days and an email sent today proposed specific recommendations to integrate into the zoning and urban renewal plans. He added that the level of public benefits from a project this size should be commensurate with its impact on the community. The ECPT feels that a master planning approach should be required given the number of simultaneous large projects occurring within the East Cambridge boundaries. There are many serious infrastructure issues related to mobility and public transportation that need to be addressed. Although he understands that it's not within the CRAs jurisdiction, the ECPT membership asked for a comprehensive approach. He stated the community's need for meeting flex-spaces, open spaces (indoor and outdoor) and indoor recreational facilities. He apologized for "coming to the table" late in the process. The ECPT wants to be constructive and collaborative on this project. He requested that the CRA come to the ECPT meetings more regularly.

Mr. Tom Joyce is a member of the ECPT and the East Cambridge Open Space Trust but the comments he is making tonight are his own opinions. At the last ECPT meeting, Mr. Tim Toomey suggested the idea of a master plan for the CRA zoning and the Volpe zoning. Mr. Joyce agrees that this is the

perfect opportunity for the CRA and the City's Community Development Department (CDD) to work together on a master plan and vision, especially since the sites are next to each other.

Ms. Heather Hoffman started by stating that the CRA meetings are informative and more relaxed than other City meetings; attendees feel like participants rather than spectators. She agrees with her neighbors about a master plan since two large abutting areas should not be treated separately for up zoning. However, the MXD part has had planning. She recalled that after the Alexandria up zoning was ordained (also against the ECPT wishes), then City Councilor, Sam Seidal, had said that Kendall Square needed another one million square feet. In that time, K2 justified and outlined the extra one million square feet. Anything occurring with Volpe would be "icing on the cake." This CRA zoning proposal is based on the K2 and has improved it in many ways with public and City Council feedback. Although Ms. Hoffman continued to praise the way CRA has handled the project, looking at things holistically will create a better overall plan. The CRA plan might improve the other plans dramatically. She encouraged the CRA to continue the conversations into the next Council administration so that 11th hour votes are avoided. Ms. Hoffman likes the idea of using affordable square footage instead of affordable units. In response to Ms. Hoffman's last question, Mr. Evans explained that 20% of the individual project so the exemption from the GFA cap doesn't bring down that percentage.

Ms. Born encouraged other attendees to speak.

Mr. Alan Greene stated that he feels that with the past development, the area is already at a breaking point. This proposal being separated from the Volpe development seems shortsighted. The community will be in trouble if the market changes after adding more lab space, and research and development space. He would prefer to see 80% residential and 20% commercial. Although a grocery store would be wonderful, he doesn't think it could be located within the area.

Mr. Steve Kaiser thinks that the result of the City Council Dec 21 meeting is unpredictable because it involves Cambridge politics. A variable could be the mixed-record of Boston Properties (BP). In the current process, BP has been strong on planning and transit, although in the past, it has not had a strong housing element. BP also funded the Environmental Impact Report (EIR) for this project. Another issue is that the Council often raises issues at the last minute. Mr. Kaiser feels that the City doesn't have a good example of a master plan. The CRA process comes close. Mr. Kaiser respects the East Cambridge resident's concern for the need for a master plan but suggests making an exception in this case, while the CRA takes an active role in the citywide planning process. Mr. Kaiser stated concerned about the scale and architecture of the 145 Broadway building. He also feels that the Volpe process needs improvement.

Ms. Rhonda Massi agreed with Mr. Greene regarding the potential issues of putting "all the eggs in one basket. Sufficient parking for the users of any buildings is very important so they don't take up spaces in the neighbor. She would appreciate as much open as possible. She noted that placing a building up against the 6th Street walkway would turn that into an ugly undesirable alleyway. She added the need to sustain an urban ecosystem, not just for humans. Recreational indoor and outdoor spaces are necessary for family life. She would like to see one large multi-purpose sports field.

Ms. Lee Farris mentioned some of the highlights from the Cambridge Residence Alliance letter. The changes made in petition are appreciated but there are still issues and questions. The Alliance requests that the CRA hold off on presenting on December 21st. Although there has been tremendous progress on affordable housing, she would like the proportion of housing to

commercial to be higher. The process was good but she would prefer that the CRA ask for input in the beginning rather than making a proposal and then ask for feedback. The reaction to the MXD is being targeted because of other City processes. She stated that the Volpe process should be combined with the MXD.

Mr. Alfred D'Isidoro stated that, as a housing advocate, he would like to see more home ownership in Kendall Square, as the market is turning.

Ms. Rosemarie Couth feels that the residents need more time to understand the impact of all these big developments individually and together on the neighborhood. She agrees that the residential percentage needs to be more than 40% in order to make it a viable community.

Mr. Jerry O'Leary agreed that there is a critical mass needed for a lively and Kendall Square is short of that. He added that the transit system is saturated. He suggested that the best way to help the business in Kendall Square is to have a goal of adding one residential unit for every employee that comes to the area so that people could walk to work and have no effect on the transit system.

Ms. Bethany Stevens echoed everyone's feelings. She requested more time to understand the up zoning proposed in the MXD even though it's been in progress since the Volpe situation has been time consuming. She's encouraged by the willingness of the new administration in City Hall to listen to the concerns of the residents.

Ms. Born mentioned that the CRA has had three City Council meetings so far regarding the MXD petition. Mr. Carlone stated that he heard and understands the concerns mentioned tonight. He is concerned about the retail aspect and the City Council is interested in getting more locally, owned interesting shops that are on a smaller scale in all parts of the City.

Mr. John Hawkinson discussed a technical language concern. He passed out a spreadsheet and notes depicting the issue which deals with the ramifications of the language in Section 14.36 on page 8 of the MXD zoning petition, "Notwithstanding anything to the contrary in this Ordinance, no less than twenty percent (20%) of the total floor area devoted to multi-family residential use shall be devoted to Affordable Units...." Mr. Hawkinson stated that if the intention is truly 20% affordable by floor area and not also in addition to the existing 15%, then the language in 14.36.a needs to change. Mr. Hawkinson explained that, as written, the benefit of merging units together into family units could not be achieved due to the stated unit count in Section 11.200 which will get worse if the unit requirements increase.

Ms. Drury stated the City has lived for years with the problem of the conflicting two paragraphs that make up the inclusionary zoning definition of units and limits. She does not want any more confusion and would be happy to see stronger language if necessary. Ms. Born said that the CRA intention is to override the inconsistency and loophole that exists. Mr. Hawkinson stated that the language as drafted does not accomplish that intention. Mr. Evans said that he has sent Mr. Hawkinson's memo to the CRA attorneys who are looking at this issue. Mr. Hawkinson is not convinced that the attorneys understand the intention. Ms. Hoffman offered to help rewrite the sentence in the petition. Mr. Evans reiterated that the metric is square footage.

There was a motion to close the public comment portion of the meeting which was unanimously approved.

Minutes

1. Motion: To accept the minutes of the Regular Meeting of the CRA Board on November 18, 2015

Mr. Evans passed out another set of minutes for the Special Board meeting.

Ms. Hoffman handed four minor edits of the regular board meeting minutes to Ms. Shore. Mr. Zevin gave minor edits to Ms. Shore as well.

A motion to accept the minutes of the regular meeting of the CRA Board on November 18, 2015 was unanimously approved.

A motion to suspend the rules to bring forward a second motion to accept the minutes of the Special Board meeting was unanimously approved.

Mr. Evans explained that the special meeting discussed four modifications requested from the City Council and Ordinance Committee that are related to tonight's discussion.

A motion to accept the minutes of the special meeting of the CRA Board on December 1, 2015 was unanimously approved.

Communications

2. Correspondence: December 13, 2015 Letter from the East Cambridge Planning Team regarding the MXD Zoning Petition

Mr. Evans passed out additional correspondences that came in after the board packet was created - a letter from the Cambridge Residents Alliance, an email from Mr. Mike Connelly, and an email from Boston Properties about the Ames Street development affordable housing numbers.

Ms. Hoffman stated that she is grateful for the four units but disappointed that the number isn't the ten units once promised. Ms. Born stated that the language in the current zoning is conflicting and making it clearer is one of the goals stated in the proposed MXD petition.

Ms. Drury thanked Boston Properties for doing what she feels is the right thing. Mr. Ben Lavery from Boston Properties added that the two three-bedroom units in the building are committed to inclusionary housing. The Board was pleased to hear this.

Regarding the letter from the East Cambridge Planning Team (ECPT), Mr. Evans said that more emails have been sent to him since the packet was created which reiterated the contents of this letter so these were not distributed to the Board.

Ms. Drury is glad to see ECPT members. She had no idea that there was a feeling of alienation and the desire for more contact. She noted that interesting points have been raised which will involve a longer discussion. She understands that there is a request for an exchange of ideas but doesn't think the CRA petition needs to be held up in order for those discussions to occur. She stated that the Volpe process is going to take a long time due to many unknowns including the GSA's (U.S. General Services Administration) plan. The CRA has been working on the MXD petition for over a

year and has 140 affordable housing units, which the City truly needs. She would like to accommodate more discussions and more joint planning regarding the MXD with the ECPT and the community. She added that although the MIT petition for their development has been granted, discussions with them can and should continue to occur. Likewise, the vote on the CRA petition is not the end to conversations.

Mr. Crawford agreed that the absence of affordable housing needs can be addressed now. He added that, as a resident, although he took part in the discussions regarding retail and open space in the MIT and K2 plans, development continues to be an evolving process and continued discussions are important. Many of the concerns raised tonight have been taken into consideration.

Mr. Zevin is also a resident and understands the concern. However, the grocery store will come if there are enough residents making the housing in the MXD proposal significant. In addition, the research community which is of world importance needs the extra space. He added that the MXD is unlike the Volpe and MIT because there's not much open to be had so the proposal is not building on what was once open.

Mr. Bator thanked the residents for speaking. He emphasized that a CRA goal is to be transparent and open to the community which the CRA has done in this process. He does not want this process to be joined with Volpe since he feels that is a contentious quagmire. Without the petition, the CRA's hopes to increase housing as well as having any benefits received from Kendall Square moved city-wide will be financially constrained.

Ms. Born noted that the zoning petition and Kendall Square Urban Renewal Plan are not the end of the planning and envisioning process for this district. She added that the required submission of an Infill Development Plan as well as design reviews of particular individual buildings continues the planning process. The CRA will maintain an influence over each phase in that process. The Board welcomes public input and encouraged participation. She hopes that the CRA process can inform the Volpe process by setting the benchmark for a new level of public involvement and planning. Although the "traditional" open space possibilities in the MXD district are somewhat exhausted, a major public indoor space on Broadway is part of the project proposal in the EIR and developers are required to increase the "publicness" of their existing open space or contribute to enhancements of offsite spaces. Ms. Born spoke of the enhancements made to the Grand Junction Pathway made possible by funds from MIT and the CRA.

Mr. Evans stated that Mr. Crawford needed to leave for personal reasons but he will try to come back.

The motion to place on file the letter from the ECPT was unanimously approved.

The letter from Boston Properties will also be placed on file.

Regarding the letter from the Cambridge Residents Alliance, Ms. Drury is pleased to have their input as it is very important to receive feedback from neighbors and residents.

The motion to place the letter from the Cambridge Residents Alliance on file was unanimously approved.

Regarding the email communication from Mr. Mike Connelly, Mr. Zevin stated that the geographic reality shows that a significant amount of retail belongs to the MIT and that the Volpe is the last chance for a large open space. Mr. Connelly noted that his email had specific recommendations. Ms. Born stated that many of the items are to be handled in the Infill Development process.

The motion to place Mr. Mike Connelly's email on file for public record was unanimously approved.

Reports, Motions and Discussion Items

3. Report: Monthly Staff Report to the Board

Mr. Evans stated that the CRA audit process should be completed soon. This is dependent on the completion of a newly imposed audit of the Cambridge Retirement System which was just received today. The search continues to find a new location for the contents currently stored at Metropolitan Storage. Staff would like to consolidate this with the records stored at Iron Mountain and the 60 boxes no longer needed by Special Council records pulled as part of the past investigation. The 2016 budget includes a line item for an archivist to help staff organize and digitize. After a three call solicitation, a new snow contractor has been selected. In the forward calendar, there is the signage for the Food Court, which has opened with CRA's allowance for temporary signage. The audit should be on the agenda for January agenda. Staff is working on implementation plans for Parcel 6 as well as the Urban Renewal Plan. The EcoDistrict contract needs to extend the contract for six months. The CRA will remain the fiscal agent for the EcoDistrict and collect additional funds from the stakeholders to maintain a project manager. The governance and the financial sustainability model are not resolved. Foundry tours with the four remaining RFP responders have occurred. The fifth responder, Pilot Development, decided not to continue with the process. The Grand Junction Path is wrapping up its work for the fall. This project received six large trees that were saved from the Ames Street reconstruction project. The final item for the fall is engraving the granite stones. Staff is working out an agreement with Newport Construction which has occupied the Parcel 6 area longer than anticipated since the completion of the Main Street project has been delayed.

Mr. Bator stated that he has seen a draft of the audit's management letter and has gone through it with Mr. Evans. The CRA continues to make good progress. Mr. Evans stated that the CRA is given an opportunity to respond which is being done.

Ms. Born clarified that as a public authority, the CRA is required to have an annual financial audit not because of any wrongdoings.

The motion to place the Monthly Staff Report on file was unanimously approved.

4. 2016 Forward Fund Proposal

Mr. Zogg passed out a memo and summarized the Forward Fund. He explained that this was a pilot grant program started last year which reinvested redevelopment dollars received from past development projects within the urban renewal area back into the community. This is a

city-wide grant program reinvesting in physical improvement projects with a wide range. Proposals were received from many types of entities - community groups, neighborhood associations, civic organizations, artists, and inventors. The list of recipients can be found on the CRA website. Last year, a total of \$40,000 was offered.

For this upcoming round, Mr. Zogg made some tweaks based on feedback received from the jury that met in May 2015. The purpose and goals haven't changed in that it still supports physical improvement projects in Cambridge that would benefit all residents, workers and visitors. He proposed to increase the fund to \$60,000 but the Jury Group would not need to allocate all of it. The intent is to reward high quality, promising projects that meet the mission of the grant. Mr. Zogg moved up the time period so the grants would end by the fiscal year end of December 31. The application period would start in January and end in February. The jury would make decisions by April 1. The governance structure hasn't change. Employees from various City departments were part of last year's jury and they will be invited to be part of the jury again. The list of members can be found on the CRA website. The eligibility criteria will not change. Past recipients may apply again. More clarification will be made to emphasize the requirement for publically accessible projects. No changes were made to the evaluation criteria.

Based on feedback at the last Board meeting, the Planning/Design grants will increase from \$2500 to \$5000. The Capital Grants will split into 2 grants - an Infrastructure Capital Grant and an Innovation/Experimentation Capital Grant. The limits for these capital grants remain at \$10,000 capital grant with a 1:1 organizational match requirement. Better strategic marketing will be done starting in January to increase the outreach.

Mr. Bator explained that this was a pilot program to use the CRA's money citywide and the hopes is to grow this program significantly over time. Mr. Bator proposed increasing the fund to \$100,000 with the understanding that the jury allocate up to this amount on truly meritorious projects. Ms. Born added that the CRA is financially able to increase the total grant amount demonstrating a transparent allocation of funds citywide. She noted that an independent jury is making the allocation decisions, not the CRA.

Mr. Bator's motioned to approve the proposal but increase the dollar amount to \$100,000 for the second year with the provision that it need not be all spent.

Mr. Zevin suggested assessing the success of the pilot fund before increasing the amount to \$100,000. Mr. Bator wants the jury to be given the ability to offer more money if that greater amount would make a significant difference to a project. The Board discussed setting the total amount of the fund to \$80,000, increasing the amount of the individual capital grants, and the timing for making these decisions. Mr. Evans noted that production materials and outreach should be started soon and this number is part of the budget to be discussed later in the agenda. He agreed that a motion would be a good idea although it wasn't part of tonight's agenda. Good practice rules are required for amounts of \$10,000 or less. Staff would need to check if allocating larger grant amounts would require other procurement procedures.

The motion to amend the current motion from \$100,000 to \$80,000 was unanimously approved.

Hearing no objections, a role call was taken to approve the motion to increase the total dollar amount of the Forward Fund to \$80,000.

The motion passed with 4 ayes (Mr. Zevin, Ms. Born, Ms. Drury and Mr. Bator). Mr. Crawford was absent.

5. Update: Foundry RFP Evaluation Criteria

Mr. Evans explained that as portions of the RFP evolve they are being presented to the Board for discussion. The Board packet contains a draft of the chapters on evaluation criteria and submission requirements. Legal discussions with the City are occurring regarding Chapters 1-4. The RFQs provided staff with feedback on what specifics were needed in the RFP. Staff has been working on the level of financial detail required to make an informed evaluation while requiring the proposals to be fully public documents. Although the CRA is not required to follow the Chapter 30B process in its entirety, the evaluation criteria matrix on page 7 is based on the State Inspector General's desired RFP structure. A high level of "public-ness" is a major criterion in selecting a developer, in addition to capacity, experience, and being financially viable. The Foundry Advisory Committee considers the advantageous grade as good. A highly advantageous rating is exceptional but it is highly unlikely that this would occur in all categories. The rating in the experience and capacity component of a proposal will focus on program and outreach management in addition to typical building management. An evaluation will be done on the capacity and resources to deliver. The timeframe for delivering the project will also be evaluated. Price is one factor but this is not the main measurement like it is in a typical procurement process. Crafting the language has been time-consuming and the process is delayed. If an RFP is done in January, applicants would have six weeks to respond. A four-week period would follow to evaluate the proposals. A draft of the lease agreement will be included in the RFP. Discussions of the sublease with the City continue.

Ms. Drury is impressed with the specific language in the categories. She emphasized the need for the committee members to discuss how "creativity" should be rated. Mr. Zevin suggested adding language to express the CRA's aspiration for openness and light within all floors of the multistoried building. Mr. Evans noted that a proposal could require the City to approve a special permit.

Mr. Crawford rejoined the meeting at 7:50 pm.

In response to Mr. Crawley, Mr. Evans stated that the CRA would present an updated Foundry draft criteria to the ECPT Board on January 13. A copy of the current draft will be sent to the ECPT Board.

6. Update: Ames Street Housing

Mr. Ben Lavery of Boston Properties (BP) stated that fewer design meetings and more construction meetings are occurring so things are progressing. The Eversource utility work on the street is completed although it took longer than expected due to the complexity of the situation. He explained that the utilities needed to relocate before commencing with the physical construction of this building. The gas relocation is complete. Verizon is mobilizing on the site to do similar relocations. BP will be commencing with the 13-foot deep sewer line down the street after the first of the year, weather permitting. BP hired a general contractor John Moriarty Associates. BP will be assembling a mockup and hopefully some infrastructure to be placed behind the Whitehead around April. He acknowledged the comments received from

CRA Board and BP will respond to those. Although BP is still in the design process, a set of design review documents will be sent to Mr. Evans. A large amount of behind-the-scenes utility work in the garage is occurring to remove the exit and redirect everyone to Broadway. The inclusionary housing discussions with the City have been concluded and the resolution will be formally documented. The project schedule is still on track. Some units will be available by the second quarter of 2018 and all units will be available by the end of that quarter.

Mr. Zevin noted that the project is extraordinarily complex. Twenty-six types of units are amazing. Mr. Lavery explained that the unique floor plate forces that variety. The geometry of the space was challenging. Ms. Born stated that the urban design outcome is superb since the streetscape along Ames will be much improved. Mr. Evans added that the CRA, City Community Development Department, DPW, and BP have been discussing the coordination of the streetscapes, pedestrian walkways and bicycle pathways across projects.

7. Update: Kendall Square Urban Renewal Project and MXD Petition

Motion: To approve further revisions to the Tenth Plan Amendment to the Kendall Square Urban Renewal Plan

Motion: To Instruct the Executive Director to submit final revisions to the zoning petition to the City of Cambridge for changes to Article 14 of the Cambridge Zoning Ordinance – Cambridge Center Mixed Use District (MXD)

Ms. Born referenced the memo from Mr. Evans stating the modifications to the MXD Petition and the Urban Renewal Plan Amendment in response to the three City Council ordinance hearings and further conversations with individual councilors. Mr. Evans handed out a few more text changes relating to Councilor Carlone's concerns and Mr. Hawkinson's comments.

At the Ordinance Committee hearings, innovation space, retail planning and affordable housing were discussed. In response, Mr. Evans proposed adding a new section into the first chapter of the Urban Renewal Plan that highlights the CRA commitment to facilitate opportunities for innovation space and retail entrepreneurship in Kendall Square to qualified individuals and small businesses. This program will need to be developed as it currently doesn't exist in the City. He also proposed modifying the affordable housing requirement from 17% to 20% of the Infill GFA and modifying the middle-income unit percentage back to 5%. Committing the 3BR units to middle income affordable housing will regulate qualified occupancy. He also proposed adding language to the retail section of the document focusing on entrepreneurship and startup opportunities. The memo outlines these changes in the Urban Renewal Plan and, where applicable, repeats the modified language into the MXD Petition.

Mr. Evans then distributed a document with proposed language relating to Councilor Carlone's desire for a stronger commitment on the urban design component. In response, Mr. Evans proposed that the CRA would provide more modernized urban design guidelines and standards than those currently on record. Another element with City Council is to ensure that the open space planning protects the 6th Street walkway. Mr. Evans proposed to address Mr. Hawkinson's concern regarding the confusing language. A proposed change is to reference a previous section instead of repeating language within the same document.

Formally, the CRA needs to approve any proposed changes to the Urban Renewal Plan which would also need approval by the City Council since it's a major plan amendment. In contrast to the petition, there are no deadlines to approve the Urban Renewal Plan. Once the URP is approved, the plan and the EIR will be taken to the State for their approval. The zoning petition gets into some specifics that do not concern MEPA.

Ms. Born explained that Monday night's Council meeting is the last night that the CRA zoning petition could move forward without starting over. Once the CRA Board votes on the proposed changes, the CRA Board cannot make any more changes to the petition and the determination is solely that of the Council's. Mr. Evans explained that the CRA filed the petition in August 2015 and it expires December 22. The petition and the urban renewal plan are related so there are changes to both. The documents are traveling together but they have different administrative procedures. They are both before the City Council on the 21st. Any proposed changes tonight are changes to the petition that the Council already has. Mr. Evans said that the State has been getting the updates to the urban renewal plan. Although they approved the EIR, the CRA needs to return in six months with a plan for the Kendall Square Transit Enhancement Plan (KSTEP).

In response to Mr. Crawley's question regarding "below market spaceto qualifying tenants" in the innovation space section of the December 11 memo, Section 2b on page 2, Mr. Evans stated that the program has not yet been defined. He ensured that the CRA will have a robust process in place by the time such spaces are ready to populate. He added that this will not be defined in zoning. In response to Mr. Crawley's concern about the goal exempting innovation space from GFA, Mr. Evans explained that there are rules and definitions related to innovation space in the document and companies occupying innovation space now would not necessarily meet the updated standards today.

Mr. Zevin added that once a company needs 20,000 square feet, there's no space for them in Kendall Square. Mr. Evans agreed. Regulating this office size is more difficult within Kendall Square's building stock. In response to Mr. D'Isidoro, Ms. Born noted that zoning is not a tool for regulating whether a building can be used for ownership vs. rental occupancy. This could enter into the discussions during the Infill Development Plan.

Mr. Evans will send the results of tonight's meeting to the Clerk in the morning at 10am.

Ms. Hoffman mentioned a possible typo in the December 16 memo. In the affordable housing clarification, it should be Section 14.36 rather than 14.36.2.1 and at the end of portion 'a' the number should be Section 14.36 not 14.35.

Mr. Evans received an email from Foley Hoag during the meeting suggesting the use of a phrase instead of a threshold in Section 11.2. Mr. Evan will modify the text to clearly state the intent is to use square foot instead of unit count.

The Chair entertained a motion to authorize the Executive Director to communicate to the City Clerk that the CRA board has voted to approve these substitutions or amendments in the December 11 and December 16 memorandum to the most recent proposal that was approved on December 1 and authorizes Mr. Evans to make further clarifications to the affordable housing calculations as discussed specifically at this Board meeting.

It was seconded and unanimously passed.

A motion was made to approve Draft Amendment 10 of the urban renewal plan dated December 16 and further amend this document with urban design guideline revisions made on December 16,

The motion unanimously passed.

Role call on URP

All yes.

8. Report: Monthly Financial Update

9. Report: 2016 Budget Proposal

Motion: To Approve the 2016 Cambridge Redevelopment Authority Budget
might not want as big a budget depending on results of

Passed out updated budget

4250 income since will be The fiscal agent role with EcoDistrict – money in and money out.
Additional funding for urban design resources
Additional funding for planning budget to planning and policy (economic dev) for financial analysis, innovation space analysis.
Expenditure of the EcoDistrict funds
Amend the forward fund amount

A conversation about the EcoDistrict. Linnean is a convener
Approval of the budget
All yes

Adjournment

Motion to adjourn
All approved 9:10

The meeting adjourned at 8:57 p.m.



Stantec Consulting Services Inc.

**5 Burlington Woods Drive
Burlington, MA 01803**

Date: January 14, 2016
To: Cambridge Redevelopment Authority
From: William Beyer
Re: Timeline for Galileo Galilei Way Site Activities Reference

MEMORANDUM

The following timeline describes the discovery, evaluation, remediation and regulatory closure of the Trichloroethene (TCE) contamination encountered by the new pathway along Galileo Galilei Way. The contamination has been remediated, contaminated soil was removed for off-site treatment, and closure documents were filed with DEP.

Discovery, June 2014

Concerns were raised regarding the potential for contamination in the soil to be excavated for the proposed widening of this path and the consequent effect on reuse options for excess soil. Four shallow soil samples were collected alongside the pathway between Main Street and Broadway. The attached figure presents the sample locations. While some typical "urban fill" contaminants were detected, an unexpected TCE also was detected in samples 3 and 4 at concentrations of 0.153 and 24.1 mg/Kg (parts per million). The concentration in Sample 4 exceeds the DEP Reportable Concentration of 2 mg/Kg for this chemical. The Cambridge Redevelopment Authority (CRA) notified DEP as required.

Evaluation, July - August 2014

Additional investigations were conducted subsequently to evaluate the extent of the soil contamination, and determine any effects on groundwater. The investigation consisted of nine (9) borings, the installation of three (3) monitoring wells, collection and analysis of fourteen (14) additional soil samples and three (3) groundwater samples. The analyses focused on the contaminant of concern, TCE, and related chlorinated volatile organic compounds.

The results of the soil testing confirmed the presence of TCE, albeit at low concentrations. Only two samples contained detectable concentrations of TCE and the highest concentration detected in this second round of sampling was 0.22 mg/Kg compared to the highest previous concentration of 24.1 mg/Kg. Boring SB-7 was taken very close to the location of the original sample with the high concentration. No TCE was detected in the three samples from this boring.

No TCE was detected in the three groundwater samples. One sample contained 0.001 mg/L of cis-1, 2 Dichloroethene, a related chemical. The concentration that triggers reporting to DEP for this chemical is 20 times higher than the detected concentration.

Table 1 - Laboratory Results: TCE in Soil

Date	Sample w/interval	TCE (mg/Kg)	Detection Limit (mg/Kg)
June 2014	SS-1 (0-3')	ND	<0.057
" "	SS-2 (0-3')	ND	<0.072
" "	SS-3 (0-3')	0.153	0.052
" "	SS-4 (0-3')	24.1	0.526
July 2014	SB-2 (0-2.5')	0.215	0.0396
" "	SB-3 (0-2.5')	ND	<0.0048
" "	SB-4 (0-5')	ND	<0.0038
" "	SB-5 (0-2.5')	ND	<0.0046
" "	SB-5 (2.5-5')	ND	<0.0043
" "	SB-5 (5-10')	ND	<0.0067
" "	SB-6 (0-5')	ND	<0.0041
" "	SB-6 (5-10')	ND	<0.0033
" "	SB-7 (0-2.5')	ND	<0.0049
" "	SB-7 (2.5-5')	ND	<0.004
" "	SB-7 (5-10')	ND	<0.0051
" "	SB-8 (0-5')	ND	<0.0061
" "	SB-8 (5-10')	ND	<0.0044
" "	SB-9 (0-5')	ND	<0.0037

Remediation, Spring and Summer 2015

The sampling data indicates TCE contamination concentrated at one location. It was not found wide spread across the project length. This evaluation led to a decision to address the contamination during construction of the path. The agreed-upon approach was the excavation and disposal of the TCE-contaminated soil. Stantec, as CRA's LSP, would provide field inspection to determine limits of excavation and collect confirmatory samples post excavation. Provisions to implement this approach were included in the project's plans and specifications for inclusion in the bid package, and required submittals were sent to DEP.

The plan was implemented during construction. On September 11, 2015, the location of sample SS-4 was determined by the Stantec staff member who had taken the samples using field notes and memory. Stantec used visual, olfactory, and photoionization detector (PID) screening indications to monitor TCE-contaminated soil. Soil at this location was excavated by hand and placed in a drum. Excavation continued until the PID headspace screening of soils from the sides and bottom of the excavation were less than 1 ppmv. Stantec collected confirmatory soil samples along the sides and bottom of the excavation. The following table contains the analytical results. Concentrations in samples from the sidewall were below detection limits. The sample from the bottom of the excavation contained 0.067 mg/Kg of TCE. This concentration is significantly below the most-stringent DEP remediation soil standard of 0.30 mg/Kg. The detection, albeit at low concentration, supports our objective that the excavation occurred at the correct location.

Sample	TCE (mg/Kg)	Detection Limit (mg/Kg)
Sidewall-1	ND	< 0.05
Sidewall-2	ND	< 0.05
Sidewall-3	ND	< 0.05
Bottom	0.067	0.05

The drummed soil was properly stored and shipped to a treatment facility in New Jersey. The facility acknowledged receipt of, and acceptance of the soil. The drummed soil was shipped to:

Cycle Chem, Inc.,
217 South First Street,
Elizabeth, NJ 07206

Regulatory Closure

The evaluation determined that the TCE contamination was not widespread but was restricted to a small area. The source is not known. DEP's database does not contain any information indicating that a neighboring property has TCE contamination that could have been a source. The shallow depth and limited volume of TCE-contaminated soil suggests a spill as the possible source. One possible scenario would be a minor spill of dry cleaning fluid.

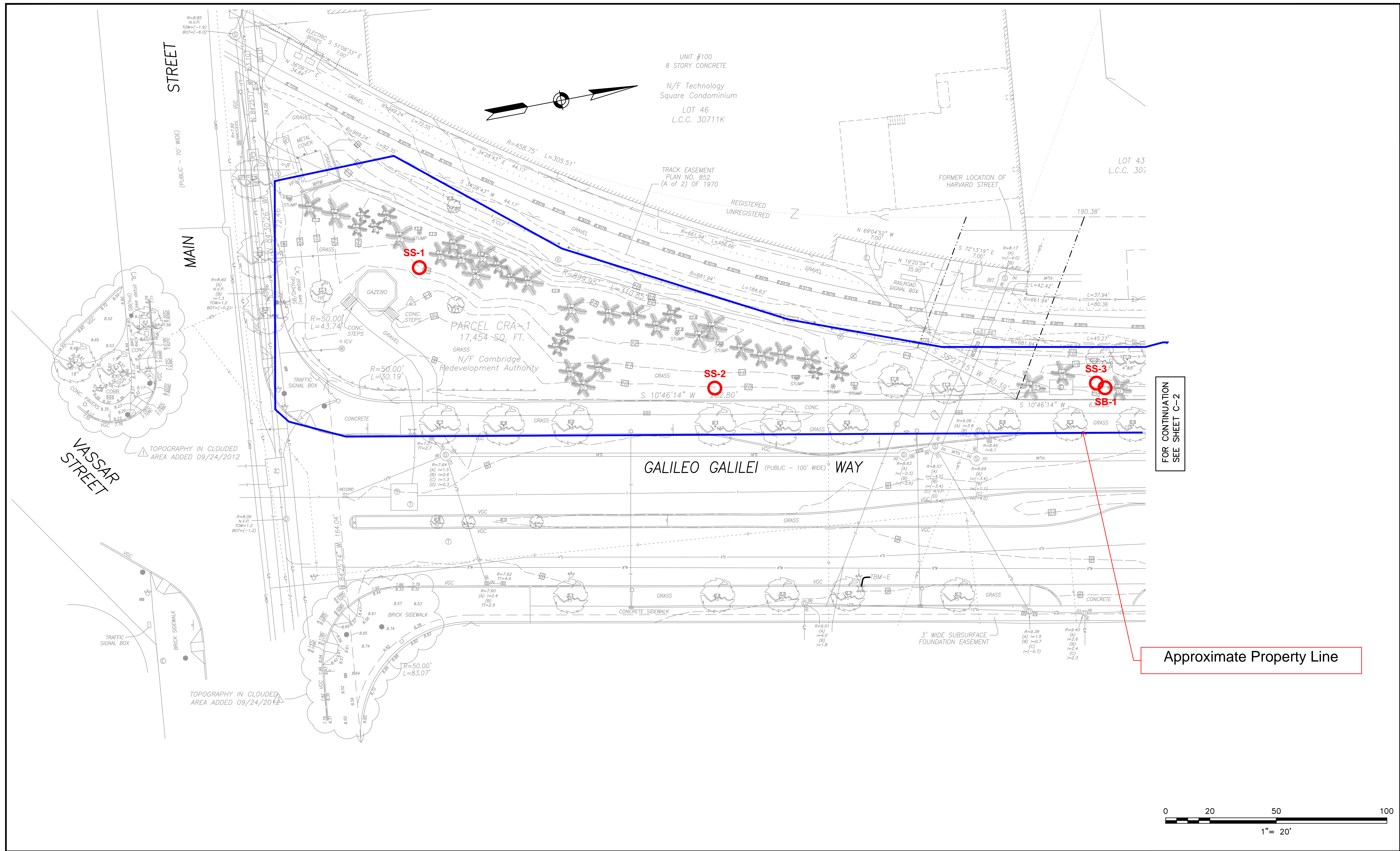
The data collected indicated that the highly TCE-contaminated soil was excavated, leaving only remnant concentrations. Those concentrations are significantly below the remediation standards. There is no source to locate and control. This supports a permanent closure for the site. Stantec prepared the proper documentation for a Permanent Solution Statement with No Conditions. CRA and Stantec's LSP signed off on the documentation and it was submitted to DEP. Stantec considers the site closed.

STANTEC CONSULTING SERVICES INC.



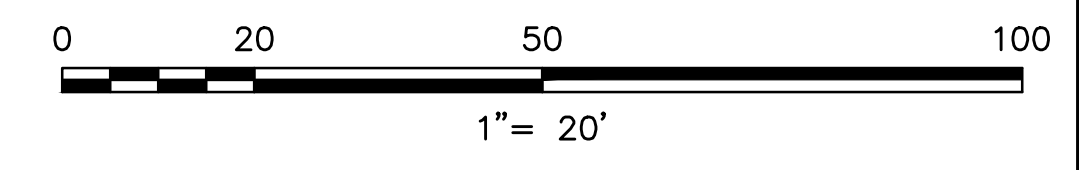
William Beyer, LSP
Principal Hydrogeologist
Phone: 781-221-1276
Bill.Beyer@Stantec.com

Attachment: Sample Locations Plan

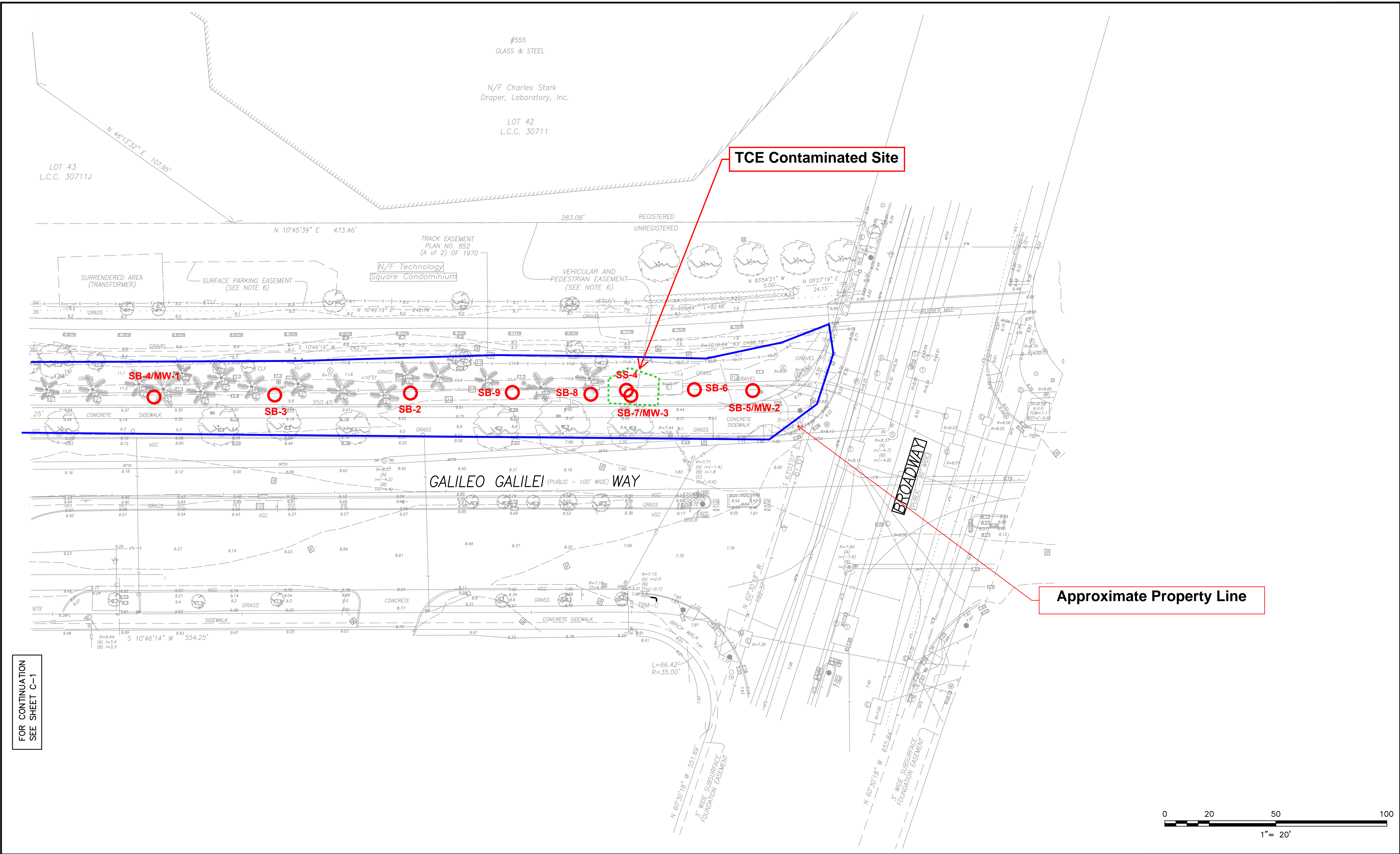


FOR CONTINUATION
SEE SHEET C-2

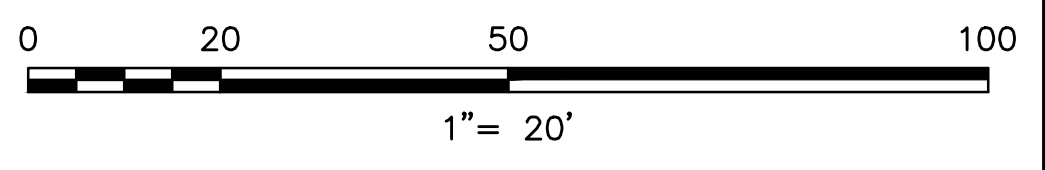
Approximate Property Line



	FAY, SPOFFORD & THORNDIKE, LLC ENGINEERS · PLANNERS · SCIENTISTS 5 BURLINGTON WOODS, BURLINGTON, MA 01803	Scale	AS NOTED				Client	CITY OF CAMBRIDGE, MASSACHUSETTS	Figure 1A Sample Locations
		Date	JUNE 12, 2014				Project	INNOVATION BOULEVARD STREETSCAPE & PEDESTRIAN IMPROVEMENTS	
Job No.	XXXXXXXX.XXXX			Designing by		Drawing	SURVEY CONTROL PLANS - PART 1		
Drawn by		No.	Description	Date					
Checked by			REVISIONS						
Approved by	JMM								



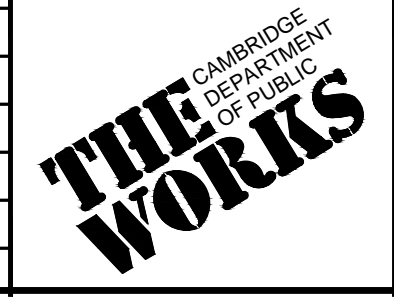
FOR CONTINUATION
SEE SHEET C-1



FST
100 YEARS

FAY, SPOFFORD & THORNDIKE, LLC
ENGINEERS · PLANNERS · SCIENTISTS
5 BURLINGTON WOODS, BURLINGTON, MA 01803

Scale	AS NOTED		
Date	JUNE 12, 2014		
Job No.	XXXXXXXXXXXX		
Designed by			
Drawn by			
Checked by		No.	Description
Approved by	JMM		Date
			REVISIONS



Client	CITY OF CAMBRIDGE, MASSACHUSETTS
Project	INNOVATION BOULEVARD STREETSCAPE & PEDESTRIAN IMPROVEMENTS
Drawing	SURVEY CONTROL PLANS - PART 2

Figure 1B
Sample
Locations

Staff Report to the Board

December 16, 2015

Contracting, Personnel, and General Administration

The CRA has posted a job opening for a Project Manager position, currently listed on our website (<http://www.cambridgeredevelopment.org/jobs-contracting/>) and multiple other job sites. This position will provide critical support for the implementation of new projects and programs of the Kendall Square Urban Redevelopment Plan, such as an economic development programs and additional community engagement efforts.

The 2014 audit is complete and is to be presented and distributed by our auditors, Roselli Clark and Associates, at the Board meeting. With a referral from Roselli Clark and Associates, the CRA has entered into a new contract for on-call accounting services with Richard Viscay to perform comptroller functions and further refine our financial controls and procedures. Additionally we are working to close out the books for 2015 and complete all necessary tax documents.

Staff hired office movers to relocate our off site storage from Metropolitan Storage to Planet Storage in Somerville. We will be consolidating files from special council at this site as well. We are developing a scope of services for a records management consultant to help organize our active and off site document organization.

Draft Forward Calendar

February 2016	March 2016
Annual Report	Personnel Policy Revisions
Election of Officers	Infill Development Plan Concepts
Kendall Wayfinding Kiosks	Vail Court Alternatives
Kendall Square Implementation Plan	Point Park Designs

Projects and Initiatives

Ames Street Residences

The project is working through the final stages of permitting while site work by Eversource is wrapping up this week. To provide a staging for the construction, Boston Properties will be closing the entrance lane for the Green Garage off of Ames Street at the end of the month. Entry into the Green Garage for vehicular traffic will only be available from the Broadway Entrance. The two exit lanes out onto Ames Street will remain open for the time being.

80 Broadway

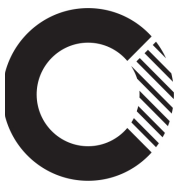
The innovation space in the basement of Four Cambridge Center at 80 Broadway is now occupied by a unique collaborative between Target Corporation, the MIT Media Lab and Ideo called the Future of Food.

Kendall Square EcoDistrict

The CRA has drafted for execution a revised MOU with the EcoDistrict stakeholders, to fund the current project manager contract with Linnean Solutions for 6 months. This will provide management continuity through the ongoing district energy feasibility study, bicycle parking competition, and to continue to facilitate strategic and governance planning for the initiative. As the CRA continues to function as the fiscal agent of the group, the stakeholders will consider the appropriateness of asking the CRA to perform a more long-term role management the EcoDistrict effort.

Point Park and Binney Street Park

The City has selected Stoss Design to conduct the design work for both the Porkchop/Binney Street Park and Point Park. Public design meetings for these parks are anticipated in early spring. The CRA staff have proposed a multi-phased approach toward the redesign of Point Park to be coordinated between Boston Properties and the City whereby the designers will propose small design changes to be considered along with the surface restoration to be implemented by Boston Properties. A later phase of park development could involve additional landscape changes, especially on the current lawn area owned by the CRA.



Budget vs. Actuals
January - December 2015

	Total	
	Actual	Budget
Income		
4000 Income		
4100 Discounts given		0.00
4200 Operating Revenue		
4210 Grants	347,532.32	500,000.00
4220 Proceeds from sale of development rights		830,400.00
4230 Reimbursed Expenses	17,788.19	18,000.00
4240 Rental Income	8,933.00	6,000.00
4250 Other	40,785.74	27,000.00
Total 4200 Operating Revenue	\$ 415,039.25	\$ 1,381,400.00
4300 Other Income		
4310 Dividend Income	1,597.13	0.00
4320 Interest Income	81,131.78	85,000.00
4350 Unrealized gain/loss	-36,279.26	N/A **
Total 4300 Other Income	\$ 46,449.65	\$ 85,000.00
Total 4000 Income	\$ 461,488.90	\$ 1,466,400.00
Total Income	\$ 461,488.90	\$ 1,466,400.00
Gross Profit	\$ 461,488.90	\$ 1,466,400.00
Expenses		
6000 Operating Expenses		
6100 Personnel		
6110 Salaries	282,266.53	280,000.00
6120 Payroll Taxes		
6121 Medicare & OASDI (SS)	6,997.06	13,000.00
6122 Payroll Taxes - Fed & MA	-41.58	0.00
6123 Unemployment & MA Health Ins	323.99	1,000.00
Total 6120 Payroll Taxes	\$ 7,279.47	\$ 14,000.00
6130 Personnel and Fringe Benefits		
6131 Insurance - Dental	3,527.68	3,600.00
6132 Insurance - Medical (for Employees)	35,831.40	16,000.00
6133 Pension Contribution (Employees & Retirees)	30,041.00	60,000.00
6134 T Subsidy	2,093.50	2,500.00
6135 Workers Comp & Disability Insurance	776.00	2,000.00
6136 Sick Time	23,550.29	N/A **
6137 Vacation Time	18,106.44	N/A **
6138 Comp Time	7,694.30	N/A **
6139 Personal Time	2,262.46	N/A **
Total 6130 Personnel and Fringe Benefits	\$ 123,883.07	\$ 84,100.00
6140 Insurance - Medical (for Retirees, Survivors)	71,325.71	76,000.00
Total 6100 Personnel	\$ 484,754.78	\$ 454,100.00

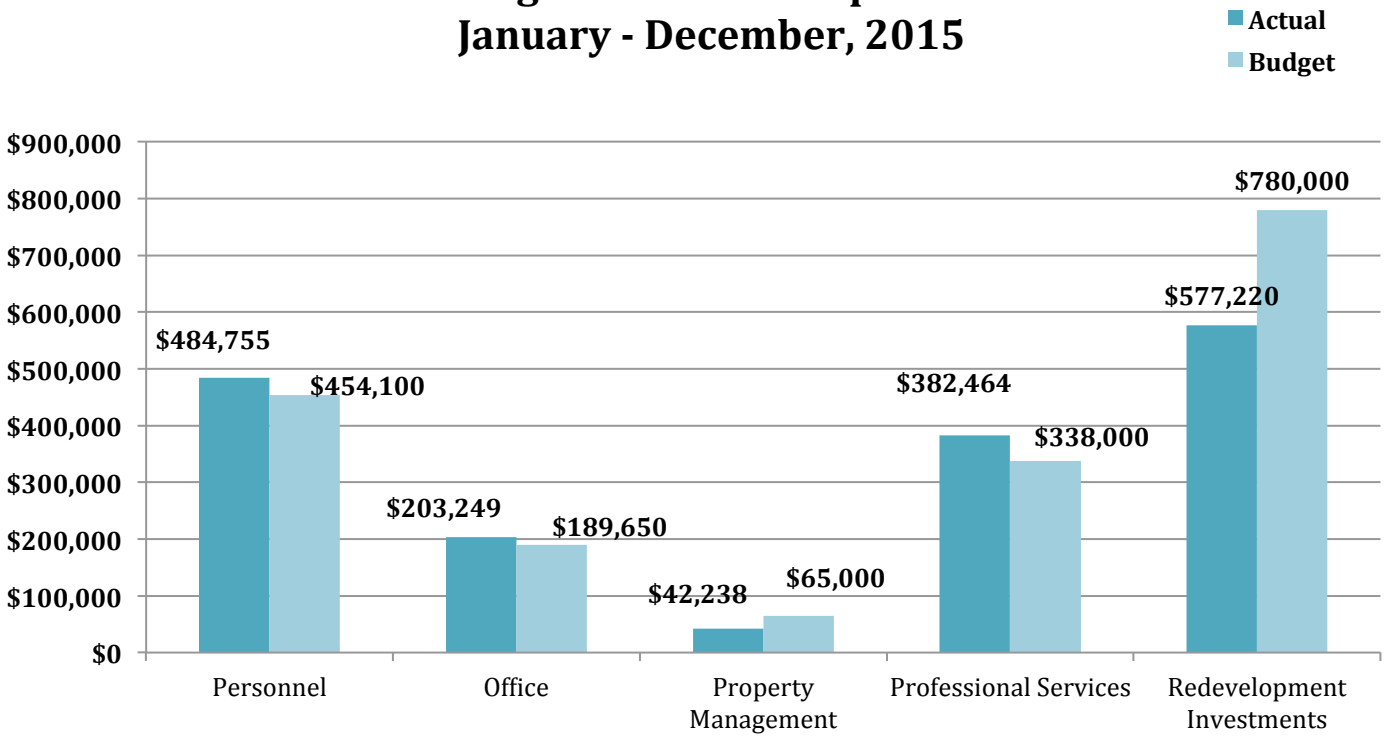
	Total	
	Actual	Budget
6200 Office		
6210 Community Outreach		
6211 Materials	2,737.99	2,000.00
6212 Public Workshops	49.20	50.00
6213 Other	1,175.89	4,000.00
Total 6210 Community Outreach	\$ 3,963.08	\$ 6,050.00
6220 Marketing & Professional Development		
6221 Advertising	3,328.75	5,000.00
6222 Conferences and Training	2,442.39	2,500.00
6223 Dues and Membership	9,105.00	3,500.00
6224 Meals	270.62	200.00
6225 Recruiting		300.00
6226 Staff Development	2,980.17	9,000.00
6227 Subscriptions		100.00
6228 Travel	155.11	500.00
Total 6220 Marketing & Professional Development	\$ 18,282.04	\$ 21,100.00
6230 Insurance		
6231 Art and Equipment	3,804.75	4,000.00
6232 Commercial Liability	5,784.00	3,000.00
6233 Special Risk	5,698.00	3,000.00
Total 6230 Insurance	\$ 15,286.75	\$ 10,000.00
6240 Office Equipment		
6241 Equipment Lease	6,637.37	6,500.00
6242 Equipment Purchase (computers, etc.)	2,308.99	2,500.00
6423 Furniture	9,132.84	10,000.00
Total 6240 Office Equipment	\$ 18,079.20	\$ 19,000.00
6250 Office Space		
6251 Archives (Iron Mountain)	4,973.29	6,000.00
6252 Office Rent	103,607.33	90,000.00
6253 Office Utilities	4,634.00	4,000.00
6254 Other Rental Space	5,580.00	4,800.00
6255 Parking	450.00	500.00
6256 Repairs and Maintenance	16,241.00	16,000.00
Total 6250 Office Space	\$ 135,485.62	\$ 121,300.00
6260 Office Management		
6261 Board Meeting Expenses	478.71	500.00
6262 Office Expenses	857.83	600.00
6263 Office Supplies	1,117.66	1,200.00
6264 Postage and Delivery	248.06	150.00
6265 Printing and Reproduction	348.80	800.00
6266 Software	517.64	1,000.00
6267 Payroll Services	893.99	1,500.00
6268 Financial Service Charges		100.00
Total 6260 Office Management	\$ 4,462.69	\$ 5,850.00
6270 Telecommunications		
6271 Internet	2,404.07	1,500.00
6272 Mobile	1,158.97	1,000.00
6273 Telephone	2,165.90	1,600.00
6274 Website & Email Hosting	877.54	450.00
6275 Information Technology	1,083.00	1,800.00
Total 6270 Telecommunications	\$ 7,689.48	\$ 6,350.00
Total 6200 Office	\$ 203,248.86	\$ 189,650.00

	Total	
	Actual	Budget
6300 Property Management		
6310 Contract Work	4,150.00	6,000.00
6320 Landscaping	5,462.94	13,000.00
6330 Repairs	3,000.00	3,000.00
6340 Snow Removal	26,660.00	40,000.00
6350 Utilities		
6351 NSTAR Gas & Electric	2,960.72	3,000.00
6352 Water		0.00
Total 6350 Utilities	\$ 2,960.72	\$ 3,000.00
6360 Other	4.00	
Total 6300 Property Management	\$ 42,237.66	\$ 65,000.00
Total 6000 Operating Expenses	\$ 730,241.30	\$ 708,750.00
7000 Professional Services		
7001 Construction Management	29,736.24	35,000.00
7002 Design - Architects	600.00	5,000.00
7003 Design - Landscape Architects	19,484.15	24,000.00
7004 Engineers and Survey	40,720.64	30,000.00
7005 Legal	183,516.37	120,000.00
7006 Real Estate & Finance	74,333.85	80,000.00
7007 Planning	7,184.67	10,000.00
7008 Market Management		0.00
7009 Accounting	5,718.75	14,000.00
7010 Marketing	9,276.00	8,000.00
7011 Temp and Contract Labor	6,893.02	1,000.00
7012 Web Design		1,000.00
7013 Land Surveys		0.00
7015 Other	5,000.00	10,000.00
Total 7000 Professional Services	\$ 382,463.69	\$ 338,000.00
8000 Redevelopment Investments		
8100 Capital Costs	537,220.15	740,000.00
8200 Forward Fund	40,000.00	40,000.00
8300 Real Estate Acquisitions		0.00
Total 8000 Redevelopment Investments	\$ 577,220.15	\$ 780,000.00
Total Expenses	\$ 1,689,925.14	\$ 1,826,750.00
Net Operating Income	\$ (1,228,436.24)	\$ (360,350.00)
Net Income	\$ (1,228,436.24)	\$ (360,350.00)

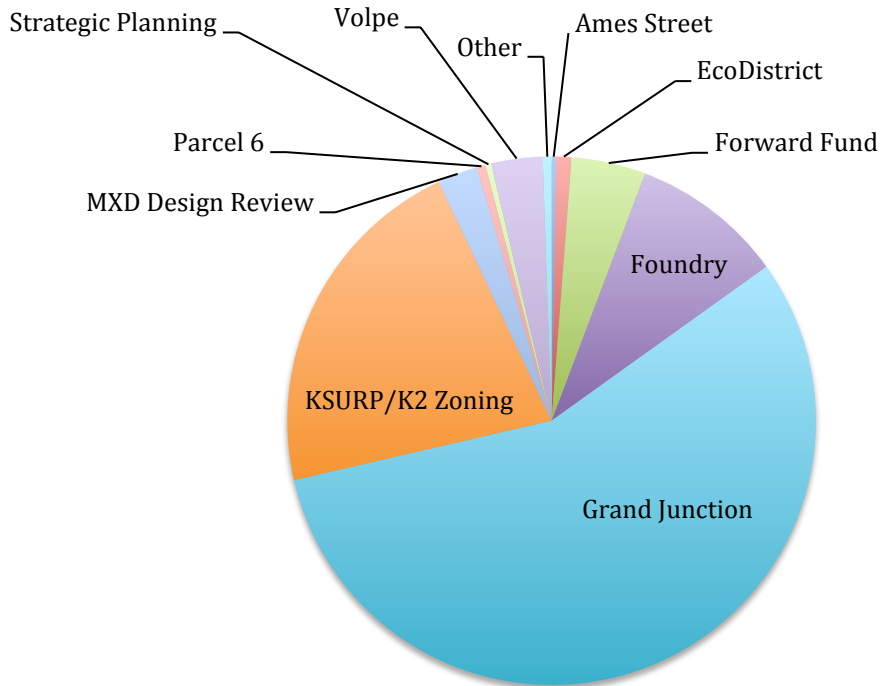
N/A* Due to the shift to accrual accounting in 2015, future liabilities are now part of the budgeting report

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Cambridge Redevelopment Authority Budget vs. Actuals Expenses January - December, 2015



Total Expenses by Project



Cambridge Redevelopment Authority
Bank & Investment Accounts
As of December 31, 2015

	Total	
	<u>As of Dec 31, 2015</u>	<u>As of Dec 31, 2014 (PY)</u>
Cambridge Trust - Checking	21,394.74	88,141.68
Boston Private Bank & Trust	144,851.47	935,010.93
Boston Private Bank & Trust CD	253,685.96	251,836.24
Cambridge Trust - CD	620,303.08	254,498.52
Leader Bank CD	257,110.44	256,150.91
Brookline Bank CD	266,459.37	263,823.60
East Cambridge Savings	557,352.42	556,517.06
East Cambridge Savings CD	825,632.65	818,238.06
East Cambridge Savings CD	1,946,268.08	1,926,910.43
Investment Fund (Morgan Stanley)	4,320,277.34	0.00
CLOSED Boston Private Bank & Trust CD	0.00	251,031.38
CLOSED Brookline Bank Checking	0.00	0.00
CLOSED Cambridge Savings Bank	0.00	11,083.21
CLOSED Cambridge Savings Bank CD	0.00	159,350.49
CLOSED Cambridge Savings Bank CD	0.00	2,072,109.59
CLOSED Citizens Bank - Checking	0.00	61,937.17
CLOSED East Boston S B Money Market	0.00	2,067,017.90
CLOSED Eastern Bank	0.00	250,734.35
CLOSED Winter Hill Bank CD	0.00	208,777.53
TOTAL	\$ 9,213,335.55	\$ 10,433,169.05

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CAMBRIDGE REDEVELOPMENT AUTHORITY

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[ABOUT](#)

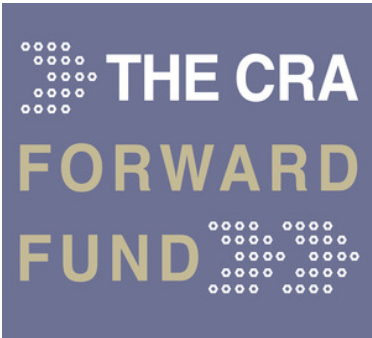
[MEETINGS](#)

[PROJECTS](#)

[RESOURCES](#)

THE CRA FORWARD FUND 2016

[To read more about Forward Fund 2015 click here.](#)



PURPOSE AND GOALS

The Cambridge Redevelopment Authority’s Forward Fund (the Fund) is a micro-grant program intended to **reinvest** development funds generated in the Kendall Square Urban Renewal Area to fund pilot projects by non-profit organizations, community groups, and small businesses across the City of Cambridge. The Fund supports specific **physical improvement projects** that better Cambridge’s built environment for the benefit of all the city’s residents, workers, and visitors.

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.
- Offer awards to a diverse set of entities whose proposals are both feasible and supportive of economic vitality, livability, and sustainability in Cambridge.

AVAILABLE FUNDING

The CRA will distribute up to \$80,000 for 2016. The CRA reserves the right to allocate funding flexibly depending on the quality of applications received.

THREE AWARD TYPES

Applicants may apply for one of three award types. The award categories are:

Planning & Design grants

Maximum Value: \$5,000

Awards offered to applicants aiming to assess/study the feasibility of a specific proposed physical intervention project. Planning & Design grants are paid at the time of award. Funds are not to be used for programming, only for the development of ideas for a specific physical improvement project. Funds in this category are *not* required to be matched by a third party.

Innovation/Experimentation Capital grants

Maximum Value: \$10,000

Awards offered to applicants piloting innovative specific physical improvement projects. This grant targets projects that encourage, enable, or execute a physical innovation, “avant garde” placemaking, or tactical urbanism in public and civic space, whether publically or privately owned.

Innovation Capital Grants require a 1:1 organizational match - which could include another outside funding source or in-kind/volunteer matching resource^[1]. Innovation Capital Grants are to be paid 50% at the time of award, and 50% at the completion of the project. Funds are to be primarily for specific physical improvements, but up to 5% may be used for associated programming.

Infrastructure Capital grants

Maximum Value: \$10,000

Awards offered to applicants seeking to fund a physical improvement project that serves a civic or neighborhood need regardless of innovativeness. This may include a neighborhood project in the public right of way, or it may be an infrastructure project for a non-profit or a Cambridge-based independent small business with a civic mission that touches a significant amount of the population. Projects involving private property will need to specifically demonstrate the “publicness” or civic value of the investment. If the proposal is for the grant to be part of a much larger project, it will need to

demonstrate that the CRA investment is filling a substantial and critically necessary gap in the viability of that project and show specifically how that money will be used.

Infrastructure Capital Grants require a 1:1 organizational match - which could include another outside funding source or in-kind/volunteer matching resource[1]. Infrastructure Capital Grants are to be paid 50% at the time of award, and 50% at the completion of the project. Funds are to be primarily for specific physical improvements, but up to 5% may be used for associated programming.

WHO SHOULD APPLY

The Fund is intended to use resources generated in Cambridge, combined with talent and organizational capacity within Cambridge, to ultimately benefit the city in new and imaginative ways. In this pilot phase eligibility is intentionally left open to any Cambridge-based nonprofit (501c3) organization, Cambridge-based nonprofit organization that has an agreement with a (501c3) fiscal sponsor, or a Cambridge-based independent small business. It is anticipated the applicants may include neighborhood groups, human services organizations, independent restaurants, retailers, inventors, artists, entrepreneurs, civic organizations, and more.

WHAT TYPES OF PROJECTS WE EXPECT

In the spirit of our first operating principle – *Act* – the CRA Forward Fund is intended to use redevelopment tools imaginatively to take action by piloting innovative projects throughout the City. Ultimately the audience for these projects is all Cambridge residents, workers, and visitors. There is no theme or required topic that projects must focus on during this inaugural phase. By keeping the Fund as open-ended as possible we hope inspire and touch more people, get more tangibly accomplished, build the civic and social capital of the City, and ultimately *advance the future of Cambridge forward, faster*.

While we are not specifying a theme or topic for the projects, the following are some suggested themes to prompt creative ideas and conversation. Think about how the following concepts relate to the physical urban landscape and/or tackle an existing problem or need in the urban landscape: Invention, reflection, exploration, history, discovery, fun, mystery, welcome, commentary, delight, legibility, explanation, grace, industrial design.

ELIGIBILITY CRITERIA

Projects must meet all of the following yes/no criteria in order to be eligible:

1. Located within Cambridge and is either fully publically accessible on public or private property, or

is part of an institution with a civic/social/neighborhood mission that is open to and serves the community in the broadest possible sense.

2. Achieves a physical improvement that does not require any additional ongoing funding from the CRA or the City to operate or maintain. Funds are not to be used for programming, only physical improvements.
 3. Request does not exceed award maximums.
 4. Applicant is a Cambridge-based nonprofit organization (501c3), a Cambridge-based organization that has an agreement with a (501c3) fiscal sponsor, or is a Cambridge-based independent small business[3]. No public sector applicants are allowed.
 5. The applicant must have control over the proposed project site, or have a letter of support from the property owner if applying for a capital grant. Proposed projects on CRA or City land will also be entertained.
-

EVALUATION CRITERIA

Project proposals will be evaluated and scored based on the following criteria by an advisory group to consist of a combination of CRA staff and City of Cambridge staff from various departments:

Project Related Scoring Criteria:

1. Alignment with the purpose and goals of the Fund and the CRA mission and operating principles
2. Increase the quality of the built environment / public realm, tackle a public need, or provide an amenity
3. Demonstrates a tangible public benefit in an under-resourced area of Cambridge designated by the City of Cambridge [Neighborhood Revitalization Strategy Areas](#)
4. Alignment with and support of current Cambridge planning and development efforts and regulations[4]
5. Level of public access and visibility of the project

Applicant Related Scoring Criteria:

1. Demonstrated capacity of applicant to successfully implement the project
2. Realistic financial feasibility of the project
3. Financial need of applicant

The CRA reserves the right to apply additional evaluation criteria before accepting projects.

PROCEDURE

Application and Awarding of Funds

I. Planning & Design Grants (max \$5,000)

- Submit online application form and attachment
- Forward Fund advisory group assesses proposals
- Finalists meet with CRA staff
- Applicants and awardees are notified
- Awards are issued in full
- Outcome reporting due within two months of completion date or by January 15, 2017 whichever is sooner

II. Capital Grants (max \$10,000)

- Submit online application form and attachment
- Forward Fund advisory group assesses proposals
- Finalists meet with CRA staff
- Applicants and awardees are notified
- Applicants seek and obtain permits necessary for project implementation, 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 funds are granted after completion of the project
- Outcome reporting within two months of completion date or by January 15, 2017 whichever is sooner

Outcomes

As the CRA seeks to continuously improve and expand our program offerings, we hope to understand and document our impact in the Cambridge community.

- Awardees need to document the impact of the final project with any combination of photos, a 1-2 page written narrative, a video, or other creative mediums.
- Within two months of project completion but no later than January 15, 2017, awardees are asked to submit these materials regarding their project's impact for the community.
- Quantitative data is encouraged if relevant and available (i.e.: number of people visiting the site, number of people attending an event, associated matching or fundraising, economic impact, etc).

Governance Structure

A CRA staff member responsible for receiving applications and responding to questions regarding the application process will manage the Forward Fund on a day-to-day basis. An advisory group consisting of CRA and City of Cambridge staff from various departments will be appointed to evaluate proposals

and determine winners. The advisory group consists of the following members:

Chris Basler, Economic Development (Community Development Department)

Gary Chan, Community Planning (Community Development Department)

Jason Zogg, Cambridge Redevelopment Authority

Kathy Watkins, Department of Public Works

Lillian Hsu, Cambridge Arts Council

Martha Flynn, Inspectional Services Department

Martha Tai, Cambridge Housing Authority

Nancy Tauber, Kids Council (Human Services Department)

Paul Ryder, Recreation (Human Services Department)

Submission Deadline

Grant applications are due **Friday, March 11 2016**, with funding approvals announced by Friday, April 1, 2016.

Submission Format

Digital submissions using the online application are required. Please click the button below to start your application. Applications can be worked on and saved and then returned to later if necessary before submitting the final version.

[SUBMIT AN APPLICATION](#)

QUESTIONS

Please see our [FAQ page](#). All interested parties with questions not answered there are encouraged to contact the CRA.

Contact: Jason Zogg, *Program Manager*

E-mail: ForwardFund@CambridgeRedevelopment.org

Telephone: 617-492-6800 x12

CRA Mission:

The Cambridge Redevelopment Authority (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 redevelopment tools, working in close partnership with the City of Cambridge and other organizations.

CRA Operating Principles:

1. Act
2. Operate with transparency
3. Maximize the public benefit
4. Operate with fiscal responsibility
5. Set an example

Learn more about the CRA's [mission and history](#) and its [2014 Strategic Plan](#).

Termination

The Cambridge Redevelopment Authority reserves the right to terminate the distribution of awards if it is determined that the funds are not, without prior notification and approval, being used for the purpose approved through the project application.

[1] For example, due to the required 1:1 match if the ask is \$10k, the total project *value* is expected to be \$20,000 and above, if the ask is \$7k, the total project *value* is expected to be \$14k and above, etc. In-kind matches such as pro-bono work by an architecture firm for example must have a letter that specifies a statement of value of those in-kind matching services.

[2] If an organization is *not* a 501c3 it must have an agreement with a 501c3 fiscal sponsor that will act as the fiduciary for the purposes of disbursing CRA funds

[3] If an organization is *not* a 501c3 it must have an agreement with a 501c3 fiscal sponsor that will act as the fiduciary for the purposes of disbursing CRA funds

[4] Cambridge planning and redevelopment efforts can be found on the Community Development Department website under "Planning & Urban Design,"

"Transportation," "Climate & Energy," and "Parks & Playgrounds" <http://www.cambridgema.gov/CDD.aspx>

to implementing imaginative, creative initiatives to achieve social equity and a balanced economic ecosystem. We work in the public trust to bring a human dimension to development improving the quality of life for residents, businesses, employees, and visitors. Our goal is to balance economic vibrancy, housing, and open space... [Learn more.](#)



**REDEVELOPMENT
AUTHORITY**

255 Main Street, 4th Floor, Cambridge, MA
02142

Ph. 617-492-6800, Fax 617-492-6804

EMAIL

TWITTER





The Cambridge Redevelopment Authority's Forward Fund is a microgrant program intended to reinvest development funds generated in Kendall Square to fund pilot projects by non-profit organizations, community groups, and small businesses *across the City of Cambridge*. The Fund supports physical improvement projects that better Cambridge's built environment for the benefit of the city's residents and small businesses.

[Learn more on our website.](#)

Please note that this online application will not *automatically* save your work. You can save your progress and resume later by checking the box at the top of this page. The CRA reserves the right to disqualify applications that are not substantially complete or have not answered all questions.

Please [contact us](#) if you have questions!

ALL APPLICATIONS ARE DUE BY 11:59PM ON FRIDAY March 11, 2016

Group Information

Group or Organization Name *

Project Name *

Project Location (place and/or address) *

Zip Code *

Applicant or Fiscal Sponsor

Organization EIN/Tax ID Number *

Fiscal Sponsor Organization [if applicable only for organizations that are not a 501(c)3]

Tip: If an organization is not a 501c3 it must have an agreement with a 501c3 fiscal sponsor that will act as the fiduciary for the purposes of disbursing CRA funds. This fiscal sponsor should be listed here. Leave blank if this does not apply to your organization.

Name

Sponsor Phone

Sponsor Email

Project Contact Person Information

Tip: This person will be the main contact person for the CRA to email during the application process and may continue to be the project manager if selected.

First Name *

Last Name *

Primary Email *

Primary Phone *

Contact Person Mailing Address *

Zip Code *

Grant Request

Tip: Read the descriptions of each type of grant on our website before selecting the grant type that fits your project best. If you are not sure, please contact us at forwardfund@cambridgeredevelopment.org

Award Type Requested *

- Planning & Design Grant (max \$5,000)
- Innovation/Experimentation Capital Grant (max \$10,000)
- Infrastructure Capital Grant (max \$10,000)

Dollar Amount Requested *

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GROUP INFORMATION & ELIGIBILITY – Page 2 of 3

Group Information

In what neighborhood(s) does your group typically work? *

In what year was your group formed? *

Is this the group's first major project of this kind? *

Yes No

If your group has a website, what is the URL?

If your group has a Facebook page, what is the URL?

If your group has some other web presence (blog, Twitter, etc.) what is the URL?

Additional Group Details

Briefly describe your group's purpose/mission, history, and accomplishments (no more than two brief paragraphs). *

Eligibility Requirements

Tip: The yes/no questions must answered yes to be eligible to submit an application.

Is the project located in Cambridge, MA? *

- Yes
 No

The proposed project is either fully publically accessible on public or private property, or is part of an institution with a civic/social/neighborhood mission that is open to and serves the community in the broadest possible sense. *

- Yes
 No

Does the project consist of a physical improvement that does not require additional ongoing funding from the CRA or the City to operate or maintain? *

- Yes
 No

Are the funds requested within the maximum allotments? *

- Yes
 No

If applying for a capital grant, funds are to be used primarily for specific physical improvements, no more than 5% may be used for associated programming. *

- Yes
 No

Is your group one of the following? *

- A Cambridge-based non-profit organization 501(c)3
 A Cambridge-based organization that has a contract with a 501(c)3 fiscal sponsor
 A Cambridge-based independent small business

Please upload a file showing proof of non-profit status, fiscal sponsorship agreement or small business status

Choose File no file selected

Site Control *

- The applicant organization has control over the proposed installation site, or has a letter of support from the property owner.
- The applicant is suggesting usage of City of Cambridge property for the proposed project, has communicated with a relevant City department and can demonstrate a letter or email of interest/support from a staff member.
- The applicant is suggesting usage of CRA property for this project.

Please upload any documentation supporting the site control question above. *[Note: This is required for capital grants and preferred if applicable for planning & design grants.]*

Choose File no file selected

Evaluation and Scoring Criteria

This checkbox is required to be checked to move forward *

- The applicant has viewed and is aware of the CRA's Evaluation and Scoring Criteria listed on the Forward Fund website at www.cambridgeredevelopment.org and that decisions will be made by the Forward Fund advisory group as described on the website.

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Project Narrative

Briefly describe your project (~250 words). *

Please identify at least two ways that your project would provide a public benefit. *

What evidence can you present to demonstrate the capacity of your project team to implement the proposed intervention? *

Budget

Please upload a detailed budget for the grant amount requested indicating expense items and their cost. *[Tip: If Forward Fund money is only a small part of a much larger project with many funding sources, please be very clear exactly what the Forward Fund money will do specifically and why it is imperative to the success of the project.]* *

Choose File no file selected

Describe the proposed sources of your organizational match.

[Note: this is required for capital grants.] *

Describe any other supplemental sources of funding you will use in implementing your project.

Project Work Plan & Timeline

Please upload a detailed work plan and timeline for your project implementation, including key tasks and their respective completion dates. *

Choose File no file selected

Please upload a project milestone schedule *

Choose File no file selected

Project Completion and Outcome Reporting

All three questions are required to be checked to move forward *

- If awarded our group agrees to complete the project by December 31, 2016. Note that awards are anticipated to be announced by the CRA the week of April 1, 2016.
- If awarded our group agrees to submit documentation of the impact of the final project as required by the CRA within two months of project completion or no later than January 15, 2017 whichever is sooner.
- If awarded, our group agrees to directly acknowledge the CRA as a funding source for the project.

Supplemental Materials

Applicants may upload up to 5 supporting documents. These may include but are not limited to: maps, photographs, site plans, renderings, or other art work. PDF format is encouraged, if you need to submit website links, these can be submitted in the PDF document.

no file selected

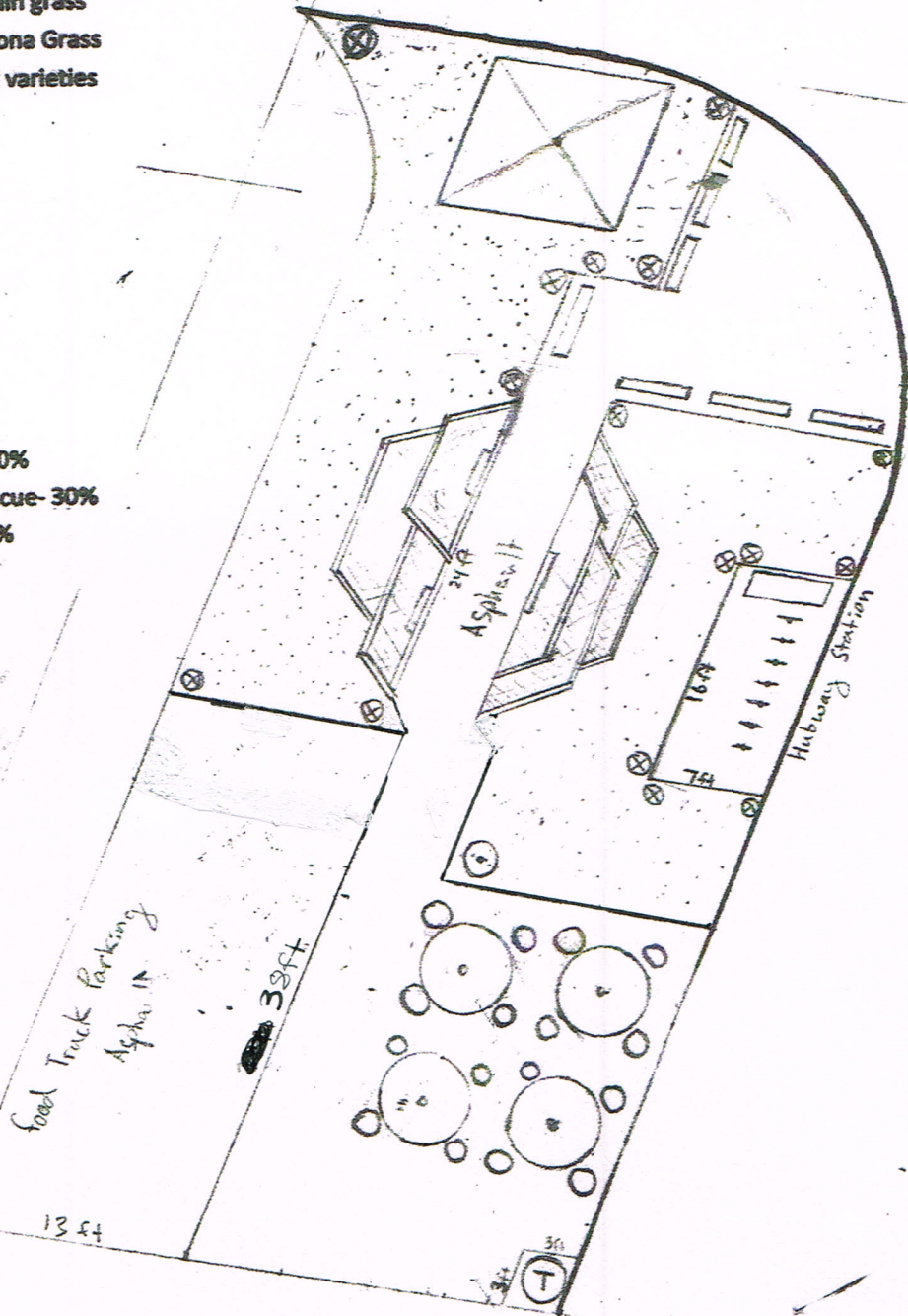
[Upload another file](#)

Plant List:

- Hakona Grass
- Golden Fountain Grass
- Feather Reed grass
- Variegated Fountain grass
- Dwarf purple Hakona Grass
- Sedum: assorted varieties
- Vinca
- Day lilies
- Russian Sage
- Silverlace
- Lavender

Grass Seed:

- Sheep Fescue - 30%
- Creeping Red Fescue - 30%
- Hard Fescue - 40%



Key:



Planting bed

