

Board Packet of Supporting Materials

Meeting of December 21, 2016

i. Agenda

1. Draft Minutes of the Regular Meeting of the Board on November 16, 2016
 2. Staff Report from Executive Director of Cambridge Historical Commission regarding 101 Rogers Street dated 11.28.16
 3. Communication from Cambridge Non-Profit Coalition regarding the Foundry dated 11.30.16
 4. Communication from East Cambridge Planning Team regarding the Foundry dated 12.3.16
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8. Forward Fund 2016 and 2017 Update
9. Memo on Binney, Broadway, Galileo Galilei Way Streetscape Design
10. Proposed 2017 Budget
11. Monthly Staff Report and Financial Update
12. OPEB Trust Memo

(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, December 21, 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 November 16, 2016 **

Communications

2. Staff Report regarding 101 Rogers Street from Charles Sullivan Executive Director of Cambridge Historic Commission dated 11.28.16 *
3. Communication regarding the Foundry from Cambridge Non-Profit Coalition dated 11.30.16 *
4. Communication regarding the Foundry from East Cambridge Planning Team dated 12.3.16 *

Reports, Motions and Discussion Items

5. Report: Infill Development Concept Plan and Proposed Amendment to the Cambridge Center Development Agreement (Mr. Evans)
6. Discussion: Foundry Redevelopment Project (Ms. Madden)
7. Discussion: CRA Response to the East Cambridge Fire within the former Wellington-Harrington Urban Renewal Area (Mr. Evans)
8. Update: Forward Fund 2016 and 2017 (Mr. Peralta) *

9. Update: Binney, Broadway, Galileo Galileo Way Streetscape Design (Mr. Zogg) *

Motion: To approve a contract amendment to the contract with Alta Planning and Design for an additional \$13,400, for an amount not to exceed \$308,400 in order to expand the scope of surveying services.

10. Discussion: Proposed 2017 Budget (Mr. Evans) *

Motion: To approve the 2017 Budget for the Cambridge Redevelopment Authority

11. Monthly Staff Report and Financial Update (Mr. Evans) *

Motion: To authorize the Executive Director and Treasurer to open a money market savings account with Cambridge Trust to provide an interest bearing account alongside the current operational checking account

12. Update: OPEB Trust *

Motion: To adopt Chapter MGL Chapter 32B, Section 20, as amended on August 4, 2016 and effective November 7, 2016, to allow the creation of a single employer OPEB Trust Account.

Motion: To approve and declare the opening of an irrevocable OPEB Trust Fund account.

Motion: To approve an update to the CRA Investment Policy Section F regarding OPEB Trust Funds.

Other Business

At 8:00 PM, the Board will convene in Executive Session for the purpose of discussing the terms of the Cambridge Center Development Agreements. Conducting the discussion in open meeting may have a detrimental effect on the negotiating position of the CRA with the designated redeveloper. 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:

- **Rescheduled** CRA Board – January 11, 2017
- Special Joint Meeting of the CRA Board and the Cambridge Planning Board regarding the KSURP/MXD Infill Development Concept Plan – January 17, 2016

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.

Regular Board Meeting
Cambridge Redevelopment Authority

Wednesday, November 16, 2016, 5:30pm
Robert Healy Public Safety Center / Cambridge Police Station / Community Room
125 Sixth Street, Cambridge, MA

DRAFT Regular Board Meeting Minutes

Call

CRA Chair Kathleen Born called the meeting at 5:43pm.

The CRA Office Manager and a member of the public will be recording the meeting.

Other Board members present were Vice Chair Margaret Drury, Assistant Treasurer Conrad Crawford, and Assistant Secretary Barry Zevin. Treasurer Christopher Bator was absent due to illness. CRA staff members present were Tom Evans, Ellen Shore, Carlos Peralta, Jason Zogg, and Kathryn Madden and intern Hannah Schutt. Gary Chan from CDD was present.

Public Comment

Ms. Heather Hoffman expressed her disappointed in what was being offered to the community with respect to the Foundry redevelopment. She said that several City Councillors wanted more money to be offered initially. However, the City Council has no ability to get more money and no bidders knew that more money could be possible. She said that although instrumental in saving the Foundry, former City Manager Rich Rossi is to blame for not providing adequate City funds. The offer on the table doesn't give the community what they were promised. The successful bidders are capable of coming up with something better and the community has to insist on that. She agrees that the building should not be torn down. Its history should be saved. It needs to be a resource for the community, surrounding neighborhoods, the City and beyond. She understands that procurement issues are involved but hopes that the project can move forward. The community is against the notion of yet another Kendall Square business taking up residence in a place that is supposed to be a resource for the community.

Ms. Born emphasized that public support is important to the CRA and responses to her issues will be addressed when the Foundry comes up in tonight's meeting agenda.

There were no other requests to enter a comment.

A motion to close the public comment portion of the meeting was moved and unanimously approved by the four members present.

Minutes

1. Motion: *To accept the minutes of the August Meeting of the Board on October 19, 2016*

Ms. Drury gave some clarifying edits to Ms. Shore.

A motion to accept the minutes of the Board meeting October 19, 2016 and place them on file was unanimously approved by the four members present.

Communications

2. Email from KS Foundry Development Partners to City Council dated November 3, 2016

The Board decided to incorporate any discussion on this email into the next agenda item.

Reports, Motions and Discussion Items

3. Update: Foundry Redevelopment Project

Ms. Madden thanked Ms. Hoffman for her comments. Ms. Madden said that until anything changes substantively, CRA staff is moving forward with conversations with the Foundry Development Partners (FDP). This is a difficult situation for the FDP given that there is a City Council order on file. The FDP needs to demonstrate a response to the community feedback. Both the FDP and CRA staff agree that this is only a beginning of a conversation and that there was still much work to be done. While there are some shared visions, governance of the building usage is a major issue. There needs to be more confidence in how oversight of the building will be accomplished. This is something to be addressed in the sublease. The Foundry Advisory Committee had a meeting last Monday. There was an East Cambridge Planning Team (ECPT) meeting on Wednesday to which Jesse Baerkahn of Graffito attended. The conversation is ongoing since they are now allowed to meet with community groups; something that they couldn't do before they were selected as the FDP. The City Council order is on the table but still needs to be voted. Financing cannot occur if the order doesn't get off the table.

Mr. Evans said that the FDP are amenable to slowing down the process which is unusual from a developer. Although it was an aggressive schedule, staff had hoped to open the doors in 2018 but not meeting this date seems okay as well. In negotiations, all the CRA issues have been noted and given to the FDP. Many items still need to be negotiated. Mr. Evans stressed that the CRA is not championing the program as submitted but advocating for a process. CIC/Graffito has been willing to partake in community communications. At the ECPT meeting, Mr. Baerkahn was able to hear from the community firsthand. The shared use of space and governance are critical items to resolve with respect to the balance of residence permanence and flexibility.

Mr. Zevin stated that a better description of the program is needed. This building cannot be everything to everybody. It would be helpful to have an inventory list of what Cambridge actually needs versus wants. Many expectations are unreachable. He feels that more money would mitigate issues he has with the architecture but that this would also result in less square footage. He is not convinced that the noted large square footage amount is actually attainable. Ms. Madden stated that these issues will be discussed. Mr. Evans noted that there is a lot of non-programmed space in the proposal and reallocating elements might be possible. For example, the proposed grand staircase entrance could be an opportunity for increased space.

Mr. Crawford is pleased that the FDP and the ECPT came together for an exchange. Speaking directly reduces the chance of ideas getting lost in translation.

Ms. Born stated that shared spaces should be as valued these days as they were in the 70's, as long as they are managed and contracted properly. She is bothered that the Cambridge Day published an article on the Foundry that gave the perception that the CRA failed. She noted that this is not unusual for a procurement process. An RFP for a development project is slightly different than that for a 30B construction project in Massachusetts. It's not unusual to get no bids, one bid, or seven bids but throw them all out. Developing for a government entity is always messier and takes longer than if there were only private entities involved. The CRA is fully committed to listening to the public and completing a project that has public support.

In response to Mr. Hawkinson, Mr. Evans stated that there are notes of last week's Foundry Advisory Committee meeting but they are not public minutes. These notes are part of the real estate negotiations which are considered privileged for the time being. Ms. Madden added that much of the input from the FAC

was compiled and went into the 3-page public memo that went to the CRA Board. At the last meeting, Mr. Evans explained that the FAC will have public meetings in the future.

Ms. Hoffman added that there is tension within the community because there are no FAC members who are suffering from the negotiations made with Alexandria. The Foundry was a mitigation given to the community through that project. In regards to Ms. Born's comment, she said that she has no issue with shared spaces.

At this point, Ms. Born asked for a suspension of rules to allow Mr. Crawford to share some thoughts. In light of the divisive presidential election, Mr. Crawford reflected on the role of CRA in his speech which he read.

I contribute my time serving on the CRA board because it is an authentic demonstration of local control, governmental transparency, and probity. Beyond that, our statutory authority draws from the implicit strength, sustainability, and resilience of urban communities.

Redevelopment authorities were created to reverse the deteriorating condition of America's cities. The federal role in this activity has declined significantly since their creation, and today most city planning and community investment efforts are primarily local ventures. Thus the CRA through its Strategic Planning process has worked to redefine the role of a redevelopment authority in a progressive and economically healthy municipality, which is very different than the order of business under urban renewal programs from 60 years ago.

Importantly, this body's operating principles exhibit an inclusive character that values diversity and honors our country's pluralistic traditions.

Last week's election results have re-revealed that this approach to public administration has many critics, possibly due to a lack of the type of faithful public engagement we practice in Cambridge.

Cambridge faces challenges as market interest in housing and commercial development threatens the diversity of land uses and the community's sense of stability. The CRA's support of the Kendall Square innovation district symbolizes the Cambridge community's esteem for science and invention, and I am proud that the search for solutions to global issues from disease prevention to climate change mitigation are a core aspect of our City's identity.

The CRA remains focused on the value of cities as centers for collaboration, intersections of cultural diversity, catalysts for economic advancement, and models of sustainable development. I strongly believe that we must remain vigilant in our efforts to demonstrate the civic value of the CRA's approach, and serve as an influential example of the institutional merits of this style of government.

Ms. Born asked for another suspension of the rules in order to proceed to agenda item #5 out of order. The four members present unanimously approved the request.

5. Update: KSURP Infill Development Concept Plan

Mr. Mike Tilford from Boston Properties (BP) explained that the Infill Development Concept Plan (IDCP) was presented to the CRA and Planning Board for consideration on August 9, a hearing was held on September 20, and a CRA Design Review was held on October 19. He thanked Mr. Zogg for compiling and categorizing the 154 total comments that were received. Each comment was assigned a code to indicate its source as well as the chapter in the original IDCP. The Response to Comments report was submitted on November 10. The thorough document is on the CRA website. Some questions were easy to answer, others more challenging. There are some questions which have been held off until later building design reviews.

Mr. Tilford started by addressing comments regarding the massing at 145 Broadway. In response to active use space and the viability of the upper northern portion of retail, the garage elevators will be moved to the interior of the building. This provides a better experience for bicyclists in the garage and, more importantly,

an increased glass line and activation to the park. He explained how the active space along Broadway is calculated at 75% not 68%. In response to the desire for the western volume of 145 Broadway to be a gateway, he noted that although a 2nd protrusion was suggested, the consensus was that a single protrusion was preferred. He also stated that the cantilevers along the western service drive will be lessened by 10 feet and reoriented. This was option B that was discussed in the Design Review meeting.

Mr. Zevin said that he and Ms. Born liked the previous garage elevator design scheme because it was easier to see from the lobby and the street which is safer at night. Mr. Tilford said that this design allowed for artwork, not to hide the elevators. Mr. Zevin emphasized that the City's issues with the cantilevers were red-herrings but he would defer to the architect's opinion. In response to Mr. Evans, Mr. Tilford said that less than 5,000 square feet is lost with the cantilever redesign. There are no plans for making up the square footage. Mr. Tony Marchese, the architect of the building, noted that the redesign is largely dependent on how the occupant can use the interior space. There was a discussion about the dimension and the interior usage of the one protrusion scenario.

Mr. Tilford continued with BP's response to comments on 250 Binney Street, which focused on bulk, size and scale. BP has addressed the issues with the 6th street wall length, how the podium intersects with it, the relationship to Binney, and the pedestrian experience. There is still a need to preserve the large functional floor plates that a lab or office space requires. Mr. Tilford highlighted the additional floor of the podium along the walkway so that the building façade falls above the tree line. The building has also been modified on the other sides to create better pedestrian experiences. A more detailed description of these changes can be found in the text-based explanation posted on the CRA website.

In response to Ms. Born, the top of section B is usable outdoor space. Mr. Tilford stated that BP submitted a letter requesting two special permit conditions. One was mirroring Northpoint to allow some flexibility of massing size up to 5% which is less than Northpoint and the other is to allow outdoor space not to count as GFA. Mr. Evans explained that the 3rd floor was added to the podium to give the potential usable outdoor space an unshaded area given the current tree height. The added floor balanced the two facades. It also allows an increase in square footage caused by the setback on Binney. Mr. Zevin did not like the relationship of the pointy corner to the building next-door. He also thought that the setback of the E piece wasn't elegant and perhaps projecting it out would have been a better design. This building will be further developed and these issues can be addressed at that time. Mr. Tilford emphasized that this is a 200-foot story building as well as a story lower in height which was done by tightening up the floor-to-floor volumes. This building will be a lab building or a lab-office combination.

Ms. Born would prefer to see that developers spend money on adaptable buildings which is done with larger floor to floor heights. Mr. Tilford stated that with a height of 15 to 15.5 feet, BP is making adequate provisions for lab space. Mr. Zevin suggested carving out part of the 3rd floor for a deck which would make the side less homogenous. Mr. Crawford questioned the interaction of the cycle path and the people in the building. A stair-step wall was suggested. Ms. Born suggested keeping the options open until further development on the Volpe is known. Mr. Zogg mentioned a double-tiered outdoor deck on 350 Kendall Street.

Mr. Tilford then spoke about condo lobbies and parking bays. He explained the physical constraining conditions which forces the small lobby. Although the lobby faces a park, there isn't leeway to enlarge the lobby. A straight pedestrian pathway is impossible. BP will create a beautiful pedestrian pathway that could activate retail around 145 Broadway. Mr. Zevin said that there are other wonderful T-intersections.

Mr. Tilford moved to the topic of innovation space at 255 Main Street. A lot is unknown as the concept is being formulated. There's the possibility of an updated entrance with new branding. A third party operator might run and/or lease the space. A design review submission will come before the board before the completion of 145 Broadway. Ms. Born requested that retail be located in the area behind the louvers. She also noted that she is fond of the video display but hopes that it will have better content.

Several urban massing views from many perspectives were shown. Mr. Marchese noted that the added height on the western façade of 145 Broadway adds interest to the street silhouette.

Mr. Tilford talked about using the space on the North Garage as a combination of two separate residential-only green spaces for the building tenants and a district wide solar array (PBR). This is an important part of the sustainability story. Mr. Zevin requested that there be a connecting space for the residents of both towers. Mr. Evans mentioned that this might affect codes for exiting. Ms. Born said that this is one of those instances where developers show “happy” pictures and then disappointment hits. Mr. Tilford noted that studies have shown this to be a suitable solar area. He added that this doesn’t preclude using the rooftops of the other buildings. Ms. Drury would rather have a connecting green space for the residents of the two buildings. Mr. Evans said this is truly a trade-off as the City is pushing for net-zero construction for new development. Other future potential open spaces are highlighted in the presentation as the Broad and Whitehead work through their processes.

Phase 1 of the development consists of the commercial building at 145 Broadway, enhancements to the 6th Street Connector and East-West connector to the west of the West Service Drive. The Innovation Space will be made available in 255 Main Street. Phase 2 consists of the Residential Building South, the commercial building at 250 Binney, the surrounding East-West connectors and pedestrian improvements to the service road, and Broadway Park. Phase 3 includes the north portion of the Blue Garage, the Residential North building and enhancements to Binney Park. The timings associated with these projects are best estimates.

Mr. Zevin noted that the City’s request to have shared street paving outside of 145 Broadway and the new residential tower is misguided as they are asking for pedestrians to walk in front of loading docks which is not smart. The loading dock in front of 10 Cambridge Center on the east side is not a problem. Mr. Zevin stated that the City insists on drawing a straight line where one shouldn’t be one.

Mr. Zogg doesn’t think that Kendall Square can handle another openly public park on a rooftop with limited usage. More focus should be on the existing rooftop park. In addition, residents would benefit from a dedicated shareable amenity. The Watermark was able to connect their two towers via a connected open space and it is a desirable feature. Since the solar panels would only contribute a small amount of solar energy for the buildings, he would favor the sharable green space. Ms. Drury agreed. Mr. Zevin would hate to see money and effort going towards fulfilling arbitrary guideline numbers rather than creating buildings with quality materials and architectural features such as bay windows and balconies.

Regarding the process, Mr. Evans stated that the CRA received this BP submission in draft format for tonight’s meeting, which is posted publicly. However, there will most likely be a few other modified pages added for the final submission. Comments to the documents are welcomed. The final document will be presented to the CRA Board. A date for the special permit hearing has not been scheduled yet. Mr. Evans explained that one cannot talk to the Planning Board about process until one talks to the Planning Board (PB) about the submission. Ms. Born noted that there are some non-design issues that the CRA needs to address, such as the Development Agreement, before the CRA can vote. Mr. Evans noted that both the CRA and the PB have heard each other’s comments about the plan and can move forward separately but come together again when looking at the specific design reviews of the separate buildings. There is a defined process for Phase 2 and Phase 3 but there is difficulty formulating the process for Phase 1 since it includes the plan as well as a building design review. The CRA is waiting for feedback on the Development Agreement Amendment and Exhibit C, which formalizes the design review process. Ms. Born said that executing the Development Agreement could inform thinking on the Foundry if there were requests for additional money. Mr. Evans emphasized that an infusion of more capital would require a new procurement process.

Mr. Tilford noted that there is a time issue involved since there is an interested tenant for 145 Broadway.

At this time, the meeting resumed with item #4 in the agenda.

4. Report: Park Design for Binney Street Park - Parcel 7 Kendall Square Urban Renewal Area

Mr. Evans explained that the parcel of land formally called “The Porkchop” is being renamed to Binney Street Park, not to be confused with the other parks that want to be called Binney Street Park. There has been a fair amount of process to select the designer and conceptual design review. This effort was built off

the Connect Kendall study, which also defined the program for Triangle Park and Rogers Street Park. Mr. Gary Chan from CDD spoke about the consultant Stoss' design process. The slides being shown tonight were initially shown at a June 16 public meeting. There have also been recent drop-in sessions around the neighborhood. Mr. Chan showed a map of the Porkchop as well as some current pictures of the site's condition. The utilities on site create particularly challenging scenarios. He noted that the site is primarily used for snow storage in the winter. It is the parcel directly north of the completed Grand Junction Phase 1 site. The multi-use path will be continued into this new park along the railroad's edge. Mr. Evans noted that the path's crossing on Main Street is shown to be different than what he thought was the City's plan but that might be because Stoss is unaware of the plan. Climbing features and more adventurous creative play structures are being considered for the new park.

Feedback was gathered via forms and direct conversations at community meetings. Dogs are the major users but it was decided that Rogers Street Park would be the best place for an off-leash area. The Binney Street Park would have the multiuse path as a major feature as well as creative play structures and shaded seating. CDD is coordinating with the streetscape work being done by the CRA and utility companies so some aspects of the design could change. Since the park is along street edges, the active play would be oriented interiorly. The play areas will be also be attractive to older children and teens. Most of the surface will be rubberized for safe landing. As requested by Mr. Zevin, Mr. Chan will verify whether the spongy surfaces are permeable since drainage is an issue. If the CRA is concerned about providing infiltration, paving over the park is very concerning. Mr. Zogg stated that most of the products offered are permeable.

Mr. Zevin asked for more information with respect to the glass pane or railing along the top of the climbing wall as denoted in the picture. Mr. Crawford said that many of the features and amenities were positively received from kids at a meeting that he attended. Mr. Crawford personally likes the climbing wall for his kids. Ms. Born said that the design is alluring for BMX bikers and their presence would need to be monitored. Mr. Chan also mentioned that another safety concern is how the hill meets the multiuse path. Mr. Evans doesn't think all play spaces need to be completely corralled or fenced-off like dog parks but does think that restricting some access would help a parent monitor more than one child. The openness in the new Binney Street Park with the multiuse path and streets on two sides presents a real supervisory issue. The idea of using a hedge border was mentioned for a natural containment that looks park-like.

There was a discussion of the different pathways (cycle track, multiuse path, sidewalk) along Galileo Galilei Way. Mr. Zogg mentioned the possibility of adding signage on the multiuse path stating that all modes are welcomed. The cycle track is just for bicyclists.

Mr. Chan said that CDD is in discussions with Veolia and the DPW regarding the infiltration area, which is located where the parcel begins to widen. Mr. Zogg said that the current fence on the parcel can be moved to the property line which means that the 14-foot multi-modal path will be closer to the fenced property line than it is in the Grand Junction Park. Ms. Born noted that the cross over wouldn't be a straight line which was not necessarily a bad thing. Ms. Born would like the multimodal path to look like a continuation of the current path, as much as possible, so that people feel they are on the same path. Ms. Hoffman said that removing the median and making the street narrower will slow down the trucks. Unfortunately, the median also has the most beautiful flowering crab apple trees in the City and she would hate to have them disappear. Mr. Evans said that median decisions have not been finalized and what happens along Galileo is not necessarily happening on Binney. Either way, the right of way for all vehicles will be narrower. There are divergent schools of thought on whether medians slow down or speed up traffic. The curve requires careful studying, especially near the park and the intersection.

Mr. Chan said that site lines are being considered which needs to be a balance with enclosing the park. Mr. Evans restated that a wall doesn't need to be very high and distract visually; a two-foot barrier would stop a three-year old child. Since the park is intended for adults, too, Ms. Born mentioned the fair number of bars in the area. Mr. Chan showed pictures of the passive seating section with shade canopy. Only dogs on leash are allowed. Other pictures showed the circulation of the park. Mr. Evans questioned the proposed new connection or desire-line through the pink area because it appeared that it was uphill. It was agreed that the graphics were not high quality for understanding the proposal. Tree preservation will be investigated but noted that the ones near the utilities might be hard to save. The cottonwood tree on the

corner will remain. Mr. Chan will check if the mounds are 100% fill or an underlying structure. The park will be open from dawn to dusk. Site lighting might be available for safe passage. Ms. Born noted that “overnight guests” might become an issue if areas are hidden like the Cambridge Common. The closest public restrooms were discussed. An art installation might be considered as an added option as it’s a large budget item. Mr. Chan said that Stoss is still investigating the types of vegetation, if any, that could absorb water in the blue area depicted in the picture.

CDD is continuing work with Stoss. There will be at least one more public meeting early next year. The hope is to start construction in the spring. Although it hasn’t been decided, Mr. Chan expected that this park and Triangle Park would occur together since they have the same designer. Mr. Evans wondered if the streetscape can catch up so that one side of cycle track can be done at the same time. It would be a shame to build the park and then have another construction alongside the park a year later. Mr. Chan expects that the sidewalk to be done with the Park. Mr. Zogg said that a decision needs to be made as to whether the sidewalk stays on the inside of the tree line or moves to the outside of the tree line. The latter would give more room to work around the utilities and storm-water infiltration. The billboard is staying but since it now falls within a park, electronic signage is not allowed.

As a destination park, the Kendall Square movie theater and on Fulkerson might be available for parking. There might be parking on portions of Binney in place of a travel lane.

Ms. Hoffman mentioned that fences can be done in an artistic way.

CRA staff will come back with more street design in a month or two.

6. Presentation: 2015 Audit and Management Letter

Motion: To accept the 2015 Audit documents

Mr. Chad Clark, from Roselli and Clark Associates, summarized the content of the 2015 audit done by his firm. Roselli & Clark have audited the CRA for the past four years. Mr. Clark said that the financial statement starts with a narrative explaining the income and expenses for the year as well as the balances. The actual financial statements are on pages 8, 9, and 10. At the end of December 2015, the CRA had about \$8.8 million in cash investments to spend of the total assets of \$10.4 million. The next biggest portion is about a million dollars of capital assets and development project parcels. A change was made this year which re-classed the Grand Junction Park from a development parcel to a fixed asset. The receivable amount is higher this year than last year due to the \$500,000 MIT grant. Mr. Clark noted that it was nice to see others investing in CRA work. The other \$90,000 in revenue came from \$9,000 in rental income, \$37,000 in other income, and the remainder in investment income. The investment income was a significant increase from last year. The bottom of page 9 shows a negative \$600,000 in overall net position. This is an expected scenario for the CRA since revenue is received in “chunks,” which are used for operating expenses in subsequent years. The administrative costs are stabilized. The increased costs were related to project activity which should be the goal. The year 2015 is more stable than 2014. Most of the operating expenses shown on page 9 were consulting costs for the various projects which are broken out on page 26. The financials on page 9 are accrual basis reporting, whereas page 26 is cash basis reporting. Responding to Ms. Born, Mr. Clark explained that the CRA overhead is the operating expenses. The other expenses are dependent on the work that the CRA undertakes. To help lessen legal expenses, Mr. Evans said that staff is trying to do more initial writing and then requesting legal review. Mr. Clark suggested the possibility of controlling contracting expenses by adding specific skill sets with staff. Mr. Crawford agreed but noted that the current legal counsel has invaluable institutional expertise. Mr. Clark added that an RFP could be used to investigate the cost of any service such as accountants, lawyers, engineers, auditors and to keep costs competitive.

The CRA Board and staff were all pleased to see that the management letter is getting smaller and smaller each year. Mr. Clark admitted that this audit was done too late even though the fieldwork was done in May. The lateness is due to the dependency on the audit of the 2015 Cambridge Retirement System, which is still not completed. Rather than continuing to hold up the 2015 CRA audit, the auditors decided that the

numbers from the completed 2014 audit of the Cambridge Retirement System could be used. Likewise, the 2016 CRA audit will use numbers from the 2015 audit of the Cambridge Retirement System. Purchase orders are not being implemented to date. They are not mandatory and since costs are being well managed at the department level, they don't seem to be needed. The issue could be dropped from next year's management letter. Mr. Clark noted that the CRA should continue to look for a new part-time accounting consultant as a resource. There was a discussion of the requirements for that position. The management letter suggested that the Executive Director attend classes to become a certified procurement officer. However, Mr. Evans noted that finding the time to attend these multi-day classes is difficult to arrange. Mr. Clark suggested added staff or the soon-to-be accounting consultant could assume this role. Mr. Evans said that the CRA uses its legal counsel extensively to review its procurement processes for various new contracting activities from park construction to developer selection.

In regards to the accounting function, Mr. Clark noted that major issues in the past have been addressed and the process is now being tweaked. Since Quickbooks does not provide fund accounting bookkeeping, another method needs to be tailored. Mr. Clark also asked that the source documents for some of the entries be organized in a more efficient method. The accrued sick and vacation numbers were posted in Quickbooks for the first time but the payroll system needs to implement the caps stated in the personnel policy. The last page states the findings from last year that have been closed – secure location, separation of employee records, and the development assets held for sale.

Mr. Clark touched on the OPEB issue. Last year there was a discussion for the Board to vote on the trust fund. However a massive loophole in Mass General Law was found. This just got fixed in November 15 allowing authorities to vote on the issue, establish a fund and segregate funds towards this trust. Since some research was required, Mr. Evans stated that the issue will come to the Board in December. In addition to opening a new OPEB account, Ms. Shore said that the investment risk strategy needs to be discussed in order to gain the 7% interest rate stated in the actuarial report. Mr. Clark said that 7% is a conservative average of the next 20-30 years. Another decision for the Board will be whether to use the same investment manager (Morgan Stanley) to manage all CRA investments or diversify and use a different one. Mr. Clark said that using the same person might be more cost effective because diversifying doesn't necessarily help with rate of return outcome.

The motion to accept the 2015 audit and management letter and place them on file was unanimously approved by the four Board members present.

Mr. Evans noted that the 2014 CRA audit was also delayed and payment for that audit, as well as this 2015 audit, both fall within the 2016 fiscal year. He requested a 2016 budget modification of \$10,000 to pay for two audits.

The motion to amend the accounting line item in the 2016 budget by an increase of \$10,000 to account for two payments to the auditor was made and a roll call was taken.

Mr. Zevin - yes
Mr. Crawford - yes
Ms. Born - yes
Ms. Drury - yes
Mr. Bator – absent

The motion passed.

7. Report: Proposed 2017 Forward Fund Program

Mr. Peralta proposed an increase in grant size as well as overall budget increase from last year's fund. The 2017 budget would increase from \$80,000 to \$125,000 with each grant going from \$5,000 up to \$25,000. Requests for less than \$25,000 are acceptable. He proposed using a theme, "Connections to Cambridge." The Planning and Design grant will be eliminated as it was not popular last year. There will be two grant types – a Civic Experimentation grant and a Community Infrastructure grant. After conferring with CRA's legal counsel, it is determined that the Forward Fund does not seek services for CRA work so state

procurement laws would not apply and grants can exceed \$10,000. The evaluation and approval process will remain the same as previous years. CRA Board Treasurer, Mr. Bator had requested a fund increase in past Board meetings. Mr. Peralta expects more grants requests with the increase in individual grant amounts. The Board was pleased that the program has grown. Mr. Evans said that some projects are spanning years to complete so it is an administrative challenge to award grant money within the year that the funds are budgeted. He added that bigger projects will most likely take even longer so a procedure is needed to track the carry-over of forward fund monies but at the same time, grants monies should not be waiting for years and years until a project is finished. Mr. Zogg added that the marketing and advertising strategy should improve this year with an additional staff member. Another improvement to this 3rd round of the Forward Fund will be to announcement this round sooner than was done in the previous two years. Mr. Zevin asked for a portfolio of past Forward Fund projects. There was agreement that although there is some overlap with the City's Participatory Budgeting Process and the CRA's Forward Fund, some non-qualifying projects of the former have applied for a Forward Fund grant. There was a discussion to allow a project a year to complete starting with the grant approval date rather than be completed in the calendar year.

A motion to authorize the Executive Director to set the budgeted amount for the 2017 Forward Fund Program to \$125,000 was made and seconded. A roll call was taken.

Mr. Zevin - yes
Mr. Crawford - yes
Ms. Born - yes
Ms. Drury - yes
Mr. Bator – absent

The motion passed.

8. Monthly Staff Report and Financial Update

Mr. Evans noted that the staff report is merged with the monthly budget report. The quarterly financial report will be separated into two agenda items. He highlighted that the CRA has a snow removal contract with Cambridge Snow Management. In exchange for a twenty-five (25%) discount in pricing, they will be allowed to store snow equipment used for clearing CRA property on the Porkchop. In past years, Boston Properties and DPW have used the area for snow storage. The CRA will be responsible for plowing the Foundry.

As the CRA has grown in staff, there has been an increase in the complexity of remote access, backup, multiple syncing, and simultaneous file access. Our current IT contractor recommended a switch to another firm, Tectonic. A firewall system will be installed since Macs are not as secure as they once were. The CRA has been using Dropbox and Time Capsule as its file backup system. There was a discussion of possible setups.

In December or January, a discussion of the streetscape will come to the Board. The Personnel Policy or the OPEB will be discussed. Some of the issues mentioned by Mr. Clark regarding the accounting of leave accrual will be addressed either through Harpers Payroll system or in the Policy itself. The 2017 Budget will also be an item for December's agenda. It is possible that Boston Properties could discuss their final submission for the Infill Development Concept Plan and the parallel development agreement decision. A decision on how to synchronize the design review of 145 Broadway needs to be coordinated.

The City had a "homeless" Hubway Station, which the CRA took to replace the bike corral at Parcel 6, free of charge. This station is used a lot. There is still an occasional food truck that appears on site but the season is basically over. An RFP for 2017 will be brought to the Board after the new year with a more diverse program than one entrée truck. There might also be a partnership with community and or school groups for more diverse programming. Staff did not receive any complaints from the local restaurants regarding the past food truck program. The Soofa bulletin board is up and running and the display oscillates between meeting announcements and general promotional information. Updating the screen with bus information is being developed but there are unresolved display issues since the busses don't run after 6pm and on the weekends. There was some confusion regarding the hours of operation of the Soofa sign

with respect to available light in the evening. Galaxy Park is progressing. The decorative concrete was poured and the installation of the granite started today. The goal was to open the park by Thanksgiving but that might not occur. Once it opens for pedestrian travel, the decorative bench furniture and landscaping would be installed. Three of the fly-cycle bike racks, funded by the Forward Fund, would be located in the Park. Boston Properties is planning an opening event. The streetscape project was covered by Mr. Chan. There have been interesting interdepartmental coordination sessions with CDD about designing streetscapes. Mr. Evans stated that the CRA applied for an NEA federal grant to subsidize work to recreate the outer celestial globes in Galaxy Park with stainless steel, like the main globe, rather than galvanized steel. The application was submitted in the summer and the response should occur in the spring. The grant requires a 50% match so there will be a \$100,000 line item in the 2017 budget to match the \$100,000 grant, if received. In response to Ms. Drury, Mr. Zogg said that the light bulb issue with the globes has not been resolved with BP as yet. The LED light that BP currently uses doesn't create the intended visual pattern on the pavement. However, vibration from the T could damage the delicate filaments of standard bulbs.

Overall, the budget is on track. The CRA has not engaged all of the professional services (line items in the 7000's) since some projects didn't advance as much as expected for various reasons. These projects will carry over to 2017. The challenging aspect of budgeting is the unknown calculations used by the Group Insurance Commission and the Cambridge Retirement System in determining the CRA assessments and the delay in giving the final numbers to the CRA. The Grand Junction project is completed. Staff and legal work continues with the Foundry and MXD work. The income and expenses are quite close this year due to the Ames Street payment, but as Mr. Clark described, a balanced budget is not typical for the CRA as some years have a much larger revenue stream than others.

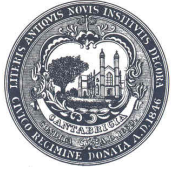
9. Discussion: 2017 CRA Board Calendar

The Board meeting dates for 2017 were selected to fall on the third Wednesday of each month except when a U.S. holiday, major religion holiday, or a school vacation week interferes, such as April 2017 and September 2017. The meeting in February should be February 15, not February 8.

Ms. Born will not be able to attend on May 17 and August 16. These dates can be changed if necessary.

Adjournment

The motion to adjourn the regular Board meeting at 9:50 p.m. was seconded and unanimously approved.



CAMBRIDGE HISTORICAL COMMISSION

831 Massachusetts Avenue, 2nd Fl., Cambridge, Massachusetts 02139

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

E-mail: histcomm@cambridgema.gov URL: <http://www.cambridgema.gov/Historic>



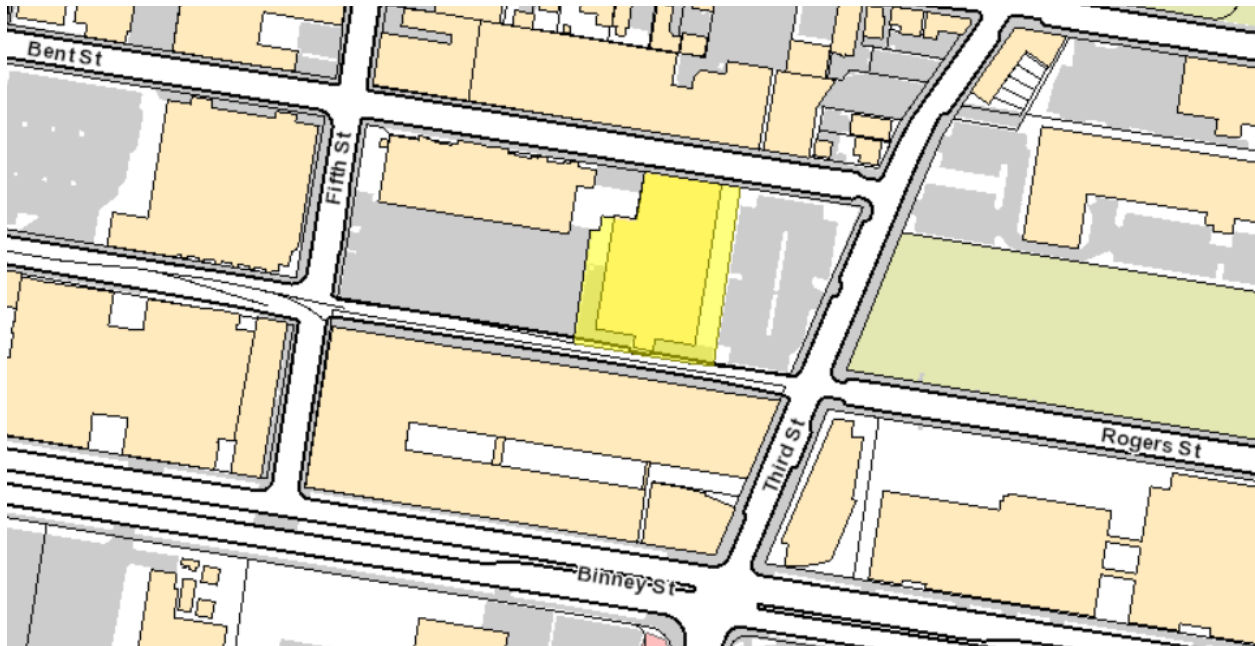
William B. King, *Chair*, Bruce A. Irving, *Vice Chair*, Charles M. Sullivan, *Executive Director*
William Barry, Shary Page Berg, Robert G. Crocker, Chandra Harrington, Jo M. Solet, *Members*
Joseph V. Ferrara, Kyle Sheffield, Susannah Barton Tobin, *Alternates*

November 28, 2016

To: Members of the Historical Commission
From: Charles Sullivan
Re: 101 Rogers Street, Evaluation for Landmark Designation Study

Background

On November 23, 2016, the Commission received a petition requesting the initiation of a landmark designation study of the Foundry Building at 101 Rogers Street. Pending confirmation from the Election Commission that the petition contains the names of at least ten registered voters, the staff placed the matter on the agenda of the December 1 meeting of the Commission.



In accordance with past practice, on December 1 the Commission will consider whether to accept the petition; if so, the protection provided by the landmark designation study will commence immediately, and the Commission will schedule a public hearing for its January 5 meeting to confirm its decision. The effect of initiating a study would be to protect the building for up to twelve months while the commission considers designation and prepares a recommendation to the City Council.



101 Rogers Street

Cambridge Assessing Dept. photo

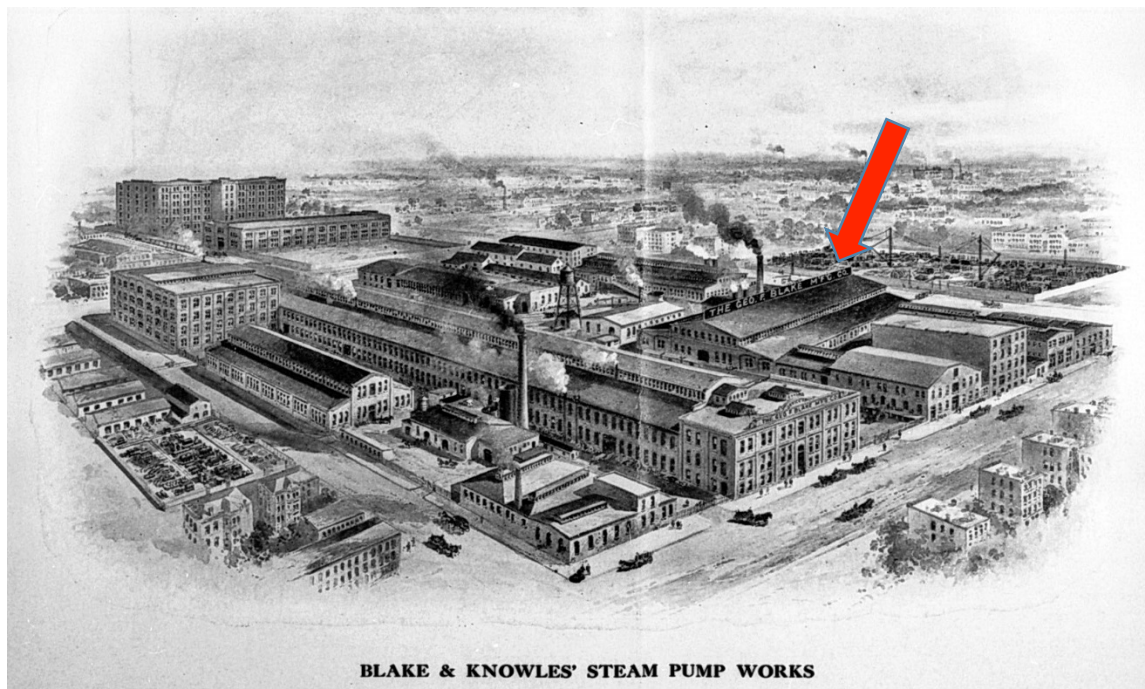
George F. Blake Foundry, 101 Rogers Street

The Foundry Building is historically associated with one of Cambridge's most important late 19th-century industries, the Blake & Knowles Steam Pump Works.

The business began when George Blake, a mechanical engineer, invented an innovative steam pump to keep the claypits of North Cambridge's brickyards free of water. In 1864, Blake and two partners, brickyard owners Peter Hubbell and Job A. Turner, started to manufacture pumps in Boston. In 1889 the company returned to Cambridge in its first major building, a machine shop and office at 265 Third Street. By 1896 the company employed 1,000 workers and manufactured a wide range of pumps for a variety of industrial applications. In 1897, Blake merged with the Crompton & Knowles Loom Works of Worcester and became the Blake & Knowles Steam Pump & Machinery Corporation. Blake & Knowles and seven affiliated companies were reorganized as the Worthington Pump & Machinery Corporation in 1916.

According to the National Register nomination for an adjoining portion of the complex, the Blake & Knowles Steam Pump Company "designed pumps to handle any fluid, semi-fluid, or liquor, acid or alkali, from the lightest pressure up to 25,000 pounds per square inch. Pumps for gas and vapor under vacuum or various degrees of compression and adapted to be driven by steam, air, or water pressure, and later by gas engines and electric motors, were all among the company's capabilities" (Webber, p. 8/3).

By the early 20th century, the company had become one of the nation's foremost pump manufacturers. The nomination continues, "Products at this time included pumps for marine use, waterworks, tanneries, soap works, cotton, woolen, paper and silk mills, for quarries, foundries, chemical works, mines, artesian wells, elevators, sewage facilities, fuel oil, air compressors, steam engines, etc. Practically every facet of modern industry required some sort of pump mechanism which the Blake & Knowles Works could provide" (Webber, p. 8/4).



BLAKE & KNOWLES' STEAM PUMP WORKS

Blake & Knowles Works, ca. 1910. Arrow indicates Foundry Building.

During World War I the company received government contracts for war materiel and substantially increased in size. Milestone achievements of the 1920s included diesel engine and locomotive pumps that set an industry standard. The Blake & Knowles works remained an important contributor to Cambridge industry until the Worthington Company consolidated operations in Holyoke, Mass. in 1927. In recent times the company's manufacturing buildings on the block bounded by Third, Sciarappa, Rogers and Binney streets have been adapted for residential and office use. They were listed on the National Register of Historic Places in 1997, while the brass foundry has been protected by a preservation restriction since 2001.

The Foundry Building is the only Blake & Knowles building that is not designated in some fashion. It was designed by engineer L.H. Gager of Palmer, Mass, and constructed in 1890 with a footprint of 120' by 200'; it now contains 52,000 square feet of useable space. The foundry featured two innovative 35-ton electric traveling cranes, and had the capacity to melt 50 tons of iron each day. The central portion runs through from Rogers to Bent Street. It rises two stories and originally had clerestory windows on both sides of the monitor roof; this portion has been remodeled with siding and modern windows to support office use. The main block is flanked by one-story extensions, while the Rogers Street elevation features a vestibule added in 1988.

According to Marie Saccoccio, a neighborhood resident who is one of the petitioners, the foundry played an important role in women's labor history.

East Cambridge was surely a center of industry during the turn of the century but lost in the accounts is the historic and substantial role of the neighborhood women (notably Polish) who worked in its foundries. The evidence of their controversial contribution was memorialized by *The New York Times* in three articles appearing in September, 1911, and covered by the press as far away as San Francisco. The controversy concerned women in the workplace, doing a man's job, being paid half the man's hourly wage; lifting as much as 150 lbs. on the job; stripping from waist up because of the heat of the foundry itself; working far more hours than allowed by law. The public debate was so notorious that Governor Eugene Foss au-

thorized a raid on the premises by the State Police. Lieutenant Governor supported the action, as did Mayor Barry of Cambridge and various Congregational ministers. The debate extended to a formal meeting at Faneuil Hall. It appears the male workers from the foundries, represented by American Federation of Labor and Boston Central Labor Union, were the source of the complaints; they were undoubtedly seeking more hours for the men, rather than advocating for the increase in wages or better working conditions for women. The owners of the foundries, which included Governor Foss, asserted that the women were fully capable of doing a man's job with no mitigation necessary.

Within a year, despite an investigation that found no violation of existing law, Massachusetts passed the Employment of Women in the Core Rooms, Acts of 1912, Chapter 653, and the first Minimum Wage Act for Women in the Country, Chapter 706, Acts of 1912.

The Foundry Building entered separate ownership after the Worthington Company left in 1927. In 2009 the Alexandria Company agreed to transfer ownership to the city in partial mitigation of zoning relief for its projects along Binney Street, and the city accepted the deed in 2012. The city then leased the property to the Cambridge Redevelopment Authority, which took responsibility for the reuse of the property and developed the following goal statement:

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

In August 2016 the CRA designated CIC/Graffito SP, working in association with Hacin+Associates, as the Kendall Square Foundry Development Partners for the revitalization of the building. Recently the planning process has become divisive, and reportedly the petition was filed in response to comments from a key party that the site should be cleared and redeveloped.

The Cambridge Historical Commission has no current jurisdiction over the Foundry unless it receives a demolition permit application. The CRA's agreement with the developer has few restrictions against alterations. According to an FAQ statement, "modifications to the building envelope could be considered and would be subject to approval under Article 19, Building Review under the City of Cambridge Zoning Ordinance. Modifications to the building entrances are expected as the current building configuration is not accessible." The possibility of demolition is not addressed in documents available on the CRA website.

Landmark Criteria and Goals

Landmarks are enacted by the City Council upon recommendation of the Historical Commission. The Commission commences a landmark designation study process by its own initiative or by voting to accept a petition of ten registered voters.

The criteria provided in the ordinance outlines eligible properties as:

any property within the city being or containing a place, structure, feature, or object which it determines to be either (1) importantly associated with one or

more historic persons or events, or with the broad architectural, aesthetic, cultural, political, economic, or social history of the City or the Commonwealth or (2) historically or architecturally significant (in terms of period, style, method of construction or association with a famous architect or builder) either by itself or in the context of a group of structures... (2.78.180.A)

The purpose of landmark designation is described in the ordinance, which was enacted to,

preserve, conserve and protect the beauty and heritage of the City and to improve the quality of its environment through identification, conservation and maintenance of neighborhoods, sites and structures which constitute or reflect distinctive features of the architectural, cultural, political, economic or social history of the City; to resist and restrain environmental influences adverse to this purpose; to foster appropriate use and wider public knowledge and appreciation of such neighborhoods, areas, or structures; and by furthering these purposes to promote the public welfare by making the city a more desirable place in which to live and work. (2.78.140)

Relationship to Criteria

The Blake & Knowles Foundry meets criterion (1) for its associations with the economic and social history of Cambridge. It also meets criterion (2) as being architecturally significant in the context of adjoining Blake & Knowles buildings that are already listed on the National Register of Historic Places.

Staff Recommendations

For the reasons stated, the staff believes that the property at 101 Rogers Street is eligible for landmark designation. The Foundry Building is a very significant building in the industrial and social history of the city; demolition or destructive alterations should not be contemplated. However, the development process has become extremely controversial. It is unclear whether the building is actually threatened, and whether landmarking is warranted at this time.

The Commission should consider whether initiating a designation study would be effective in accomplishing the long-term preservation of the building.

cc: Tom Evans, CRA
Louis DiPasquale, City Manager

(copy)
L-122



CAMBRIDGE HISTORICAL COMMISSION

831 Massachusetts Avenue, 2nd Fl., Cambridge, Massachusetts 02139
Telephone: 617 349 4683 Fax: 617 349 3116 TTY: 617 349 6112
E-mail: histcomm@cambridgema.gov URL: http://www.cambridgema.gov/Historic



William B. King, *Chair*, Bruce A. Irving, *Vice Chair*, Charles M. Sullivan, *Executive Director*
M. Wyllis Bibbins, Robert G. Crocker, Chandra Harrington, Jo M. Solet, *Members*
Shary Page Berg, Joseph V. Ferrara, Susannah Barton Tobin, *Alternates*

Date: 11/23/2016

To: Election Commission

From: Charles M. Sullivan, Executive Director
Cambridge Historical Commission

Re: Request for Verification of Registered Voters
The Foundry, 101 Rogers St.

As required by Chapter 2.78.180 of the Code of the City of Cambridge, the Historical Commission requests that the names on the attached petition be verified as being registered voters of the City of Cambridge. ONLY TEN NAMES NEED TO BE VERIFIED TO VALIDATE THE PETITION.

Please sign and return to the Historical Commission via interoffice mail.

Signatures checked by _____ Date _____

PETITIONERS	ADDRESS	EMAIL OR PHONE
<i>[Faint handwritten name]</i>	<i>[Faint handwritten address]</i>	<i>[Faint handwritten contact info]</i>
<i>[Faint handwritten name]</i>	<i>[Faint handwritten address]</i>	<i>[Faint handwritten contact info]</i>

RECEIVED

NOV 22 2016

11 sigs

Petition to Designate **the Foundry** a Cambridge Landmark

CAMBRIDGE HISTORICAL COMMISSION

East Cambridge was surely the center of industry during the turn of the century but lost in the accounts is the historic and substantial role of the neighborhood women (notably Polish) who worked in its Foundry. The remarkable evidence of their controversial contribution was memorialized by the New York Times in three articles appearing in September, 1911, and covered in the press as far away as San Francisco. Controversy concerned women in the workplace, doing a man's job, being paid half the man's hourly wage; lifting as much as 150 lbs. on the job; stripping from waist up because of the heat of the foundry itself; working far more hours than allowed by law. The public debate at the time was so notorious that Governor Eugene Foss authorized a raid on the premises by the State Police. Lieutenant Governor supported such action, as did Mayor Barry of Cambridge and various Congregational ministers. The debate extended to a formal meeting at Faneuil Hall. It appears the source of the complaints was male workers from the Foundry, represented by American Federation of Labor and Boston Central Labor Union, undoubtedly seeking more hours for the men, rather than advocating for the increase in wages for women, or better working conditions. Owners of the Foundries, and Governor Foss was a record owner, asserted that the women were fully capable of doing a man's job, with no mitigation necessary. Within a year, despite the investigation that found no violation of then existing law, Massachusetts passed the Employment of Women in the Core Rooms, Acts of 1912, Chapter 653, and the first Minimum Wage Act for Women in the country, Chapter 706, Acts of 1912.

Based on this uniquely historic building, we the undersigned, as duly registered voters of Cambridge, hereby **petition the Cambridge Historical Commission to undertake a landmark designation process**, as authorized by Cambridge Municipal Ordinance, Title 2, Article III, Chapter 2.78.180 D. Historical research in support of this Petition has previously been submitted to the Cambridge Historical Commission.

PROPERTY TO BE CONSIDERED FOR LANDMARK DESIGNATION:

The Foundry, 101 Rogers Street, Cambridge, owned by the City of Cambridge

PETITIONERS:

NAME AND SIGNATURE

ADDRESS

EMAIL OR PHONE

MARIE ELENA SACCOCCIO

55 OTIS ST
CAMBRIDGE, MA
02141

SaccoccioM@yahoo.com
617-864-8403

Marie Elena Saccoccio

NAME AND SIGNATURE	ADDRESS	EMAIL OR PHONE
2. <u>AGNES DATTERO</u> <u>Agnes Dattero</u>	<u>38 1/2 GORE ST</u>	<u>617-864-2452</u>
3. <u>RALPH DATTERO</u> <u>Ralph Dattero</u>	<u>38 1/2 GORE ST</u>	<u>617-864-2452</u>
4. <u>Anne-Marie Dattero</u> <u>Anne-Marie Dattero</u>	<u>38 Gore St.</u>	<u>617-876-6078</u>
5. <u>ILAN LEVY</u> <u>ILAN LEVY</u>	<u>148 SPRING ST</u>	<u>617-475-0087</u>
6. <u>Betty Lee Saccoccio</u> <u>Betty Lee Saccoccio</u>	<u>55 Otis St</u>	<u>617-864-2643</u>
7. <u>Judy Kobek</u> <u>Judy Kobek</u>	<u>69R Gore St</u>	<u>617-492-2340</u>
8. <u>Jack J DE Benedetto</u> <u>Jack J DeBenedetto</u>	<u>36 Second St</u>	<u>617 417 1828</u>
9. <u>Karen Ferrick</u> <u>Karen Ferrick</u>	<u>25 Gore St</u>	<u>617 876-4139</u>
10. <u>Helen Kobek</u> <u>Helen Kobek</u>	<u>69R Gore St</u>	<u>617-492-2340</u>
11. <u>Stephen Lombardi</u> <u>STEPHEN LOMBARDI, JR</u>	<u>9 48 WARREN ST #3</u>	<u>617 864-0303</u>

Spokesperson for the Petitioners: Marie Elena Saccoccio, Esquire

Phone number: 617-864-8403 Email: saccoccio@yahoo.com



November 30, 2016

Dear Cambridge City Manager DePasquale,

The Cambridge Nonprofit Coalition (CNC) is committed to working in concert with business and municipal sectors to enact positive change for Cambridge residents. Elected officials and community members have expressed the belief that the design and ultimate use of the Foundry Building presents an ideal opportunity for collaborative decision making. The CNC would welcome the opportunity to contribute to the cultivation of a Foundry Building which benefits the residents of the whole City.

We wish to clarify that the CNC Steering Committee does not advocate for a specific space use outcome at this time and this letter should not be interpreted as an endorsement of any specific community use. We do, however, urge an inclusive and unifying design approach and offer our help in creating an actionable vision and plan for this vital City resource. Our collective knowledge will provide critical insight, helping to achieve the stated objectives of the Foundry, which include to present, "programs for Cambridge residents which can directly benefit and engage the surrounding community." We would like to express the following suggestions regarding the development and current proposal for the Foundry building:

- Provide a unified and fair conduit to inclusive, non-profit sector engagement (through direct and ongoing communication with the CNC Steering Committee to include our larger membership).
- Include dedicated space in the final plans for the Foundry for existing Cambridge-based nonprofits. Many corporate buildings currently offer flexible space to community groups while many organizations lack dedicated space they can rely on. We recommend that there be a clear, transparent process to determine which organizations have dedicated space in the Foundry. The process should be open to all nonprofits currently serving the Cambridge community who provide services that reflect the mission of the overall Foundry building. Please note that we are advocating for a fair

process that benefits the collective community and not solely on behalf of any of our respective organizations.

- Engage management and governance entities for the Foundry building who have experience running spaces and/or programs that focus on engaging underserved communities. We are concerned that without the ongoing presence of this body of knowledge, the Foundry will struggle to meet their objective of engaging all Cambridge residents.

We look forward to this important opportunity to co-create a building that meets the diverse needs of our changing and dynamic community.

Sincerely,

Christina Alexis, Margaret Fuller Neighborhood House
Eva Martin Blythe, YWCA Cambridge
Ben Clark, Enroot (formerly Cambridge Community Services)
Michael Delia, East End House
Elaine DeRosa, Cambridge Economic Opportunity Committee
Kathryn Fenneman, Tutoring Plus of Cambridge, Inc.
John Froio, Community Legal Services and Counseling Center
Bob Gittens, Cambridge Family and Children's Service
David Gibbs, Community Action Agency of Somerville
Jane Hirschi, CitySprouts
Eryn Johnson, Community Art Center, Inc.
Darrin Korte, Cambridge Community Center
Maria LaPage, Agassiz Baldwin Community
Risa Mednick, Transition House
Maisha Moses, Young People's Project
Gail S. Packer, Community Dispute Settlement Center
Sasha Purpura, Food For Free Committee, Inc.
Elaine Schear, Friends of Cambridge Rindge and Latin School
Elissa Spelman, Breakthrough Greater Boston
Joan Squeri, The Union Partnership For A Whole Community

East Cambridge
ECPT
Planning Team

A Neighborhood Organization for the Betterment of East Cambridge

Louis DePasquale, City Manager
City of Cambridge

Thomas Evans, Executive Director
Cambridge Redevelopment Authority

City Council
City of Cambridge

December 3, 2016

Re: Foundry Project, Kendall Square, Cambridge, MA

City Officials,

After a series of public meetings over the last 30 days between the East Cambridge Planning Team (ECPT) and representatives of the Cambridge Redevelopment Authority (CRA), the City Council, and CIC/Graffito (the tentatively designated developer) on the topic of the Foundry project, the membership of ECPT (at its November 30, 2016 public meeting) voted unanimously in favor of the following:

- While we admire the proposed physical design/renovation plan of the Foundry proposed by the developer, it has become clear to the membership that the current level of public investment in the project does NOT allow the proposal to provide the level of dedicated public benefits contemplated in the letter and spirit of the underlying zoning and up-zoning negotiations with Alexandria Real Estate that originally yielded the grant of the Foundry.
- Given the option of continuing to explore the current proposal versus the option of significantly more public funding, and therefore support of additional public benefits in the building, the ECPT strongly supports the pursuit of a new proposal (with higher public funding) that accommodates a higher percentage of public uses - which are better informed by community input and historical community needs.

Recommendations:

- Reconstitute a Foundry Advisory Committee that includes adequate representation from bonafide neighborhood groups (including ECPT) to better define the goals, governance structures and operating model of the Foundry community center project, including research of comparable projects in other cities.

- Develop a rough financial model to allow the City and CRA to make binding financial commitments for the construction and operation of the Foundry, either under a totally public or public/private model that leverages some private investment, space rental and center management expertise toward achieving the defined programmatic goals of the Foundry.
- Re-write the Foundry RFP to be more appealing to multiple bidders, and prescriptive and clear regarding governance, funding, ownership & conceptual operating model, use programming/pricing policies, metrics of success, etc. as determined through the steps outlined above.

Few locations in the world represent a more promising opportunity for the genuine mixing of residents with professionals from area technology companies and educational institutions. The continuing rapid development of Kendall Square as a hub for bio-pharma and technology research and innovation, suggests a multitude of opportunities to engage local corporations, entrepreneurs, educators and artists to participate in STEAM programs at the Foundry. The challenge will be to develop an operating model that effectively attracts/facilitates these interactions. (The intense development of Kendall Square and East Cambridge has also yielded significant community benefit and impact mitigation funds from developers that could be used to help fund the Foundry project.)

ECPT appreciates the direct engagement of the CRA, CIC/Graffito and Councilors during the recent series of meetings to better understand the current proposal, the context and history of the Foundry RFP, and the options for going forward. The realization of a public use project (under either a totally public or public/private model) requires immense commitment of the parties to achieve a consensus driven result. ECPT stands ready to participate in this process and work toward the realization of a Foundry operating model that meets the core requirements of residents, the City administration and a developer/operator. Cambridge surely has the vision, know-how, public will and available funding to replicate any of a number of successful models of similar projects in other US cities. Given the uniqueness of the opportunity and the 50-year sublease that is contemplated under the Foundry RFP, it is worth the extra time and effort to get this right for the community.

Many thanks for your consideration.

The Board of the East Cambridge Planning Team

A handwritten signature in black ink that reads "Peter Crawley". The signature is written in a cursive, slightly slanted style.

Peter Crawley, President

Forward Fund Update

2016 FORWARD FUND PROJECT UPDATE

Attached is a 2016 Forward Fund grant Matrix detailing 2016 Forward Fund awardees and the progress of their projects. Three of the four Capital Grants awarded monies (MassRecycle, Flycycle, and East End House), have projects that are nearing completion. CRA has been in contact with the remaining awardee (Cambridge Neighborhood Association) regarding their matching fund request from the Department of Conservation and Recreation. Also included in the summary, is the progress of the four Planning and Design grantees. Staff has toured a few of the sites with project sponsors that were selected and has seen the work and research that has been involved in those projects. A majority of the awardees have expressed interest in applying for one the 2017 Capital Grants to produce projects that were designed with their awards.

2017 OUTREACH STRATEGY

The Forward Fund has been successful in the advancing the CRA goals and mission of implementing creative initiatives that promote social equity and a balanced economic system. With hopes of continuing the growth and success of the program, Staff will be expanding the CRA's outreach strategy for the 2017 round of the Forward Fund.

Mailing List

Staff will compile a comprehensive outreach list (email and postal mailing address lists) in order to contact a broad range of organizations, groups, and individuals. Staff will develop this list by combining a series of existing lists:

- CRA's Board mailing list
- Lists of partners associated with past seasons of the Forward Fund
- Nonprofit organizations lists
- Artist and various art organizations

Outreach and Distribution Tactics

- Send out notices to CRA's master email / postal mailing list
- Request that the CRA partners post information on their websites or email newsletters. (For Example: Kendal Square Association, Cambridge Arts Council, Cambridge Innovative Center, and Cambridge Community Foundation.)
- Make personal phone calls to targeted individuals and leaders of influential groups to ask for their help in outreach
- Make presentations to targeted audiences during their scheduled neighborhood or organizational meetings

- Write a Press Release
- Place notices in publications and newsletters serving the nonprofit, community service, and student sectors
- Create and Distribute informational cards and posters
- Hold grant workshops, to which Staff will invite, targeted agencies, to learn about the Forward Fund program and how to apply for grants.

Social Media Blast

- Utilize all aspects of the CRA's social media platforms
- Weekly Twitter, Instagram, Facebook reminders
- Highlight past awarded projects with "short story"
- Create a separate webpage exclusively for the Forward Fund

Time Table

The kickoff of the Forward Funds strategic outreach and application process will take place early this coming New Year and the application period estimated to begin January 23rd and ending March 31st. The tentative advisory group meeting date is proposed as April 7th and awards will happen by April 14th. The date schedule follows a similar time period that was introduced during the 2016 Forward Fund. Each grant contract with the CRA will now have a completion date of one calendar year to the date of being awarded, which was not specified last year.

2016 Forward Fund Update Matrix: December 2016

CAPITAL GRANTS

Grantee	Project Name	Amount Disbursed	Amount Remaining	Status Update	Anticipated Completion
MassRecycle	MBTA Single Stream Recycling Kiosks	\$5,000	\$5,000	Kiosks have been completed after a slight delay due to design changes. Installations in Davis, Porter, Harvard, Central, and Kendall MBTA stops are scheduled for the week of 12/26	December 2016
East End House	East End House Kitchen Renovation	\$5,000	\$5,000	Project Underway. Tour of completed project will take place in January.	January 2017
Linnean Solutions / Flycycle	High Density Parking Kendall Square EcoDistrict	\$4,000	\$4,000	Horizontal prototypes have been completed and installed at two locations in KSQ. Vertical prototypes are being finalized for testing inside BP bike cages.	January 2017
Cambridgeport Neighborhood Assoc. (CNA)	Magazine Beach Public Boat Project	\$0	\$10,000	CNA has held community meetings with DCR to present their design. The project will be Phase II of the Magazine Beach Improvement project. CRA is still awaiting letter from DCR stating they will match the \$10k FF grant.	TBD

PLANNING & DESIGN GRANTS

Grantee	Project Name	Amount Disbursed	Amount Remaining	Status Update	Anticipated Completion
Cambridge Community Center	Cambridge Community Building Modernization	\$5,000	\$0	Completed installation of new heating system, which was designed with the FF grant. The new system replaces the buildings old system that was over 40 years old.	November 2016

Community Art Center (CAC)	HomePort Gateway Kiosk	\$5,000	\$0	FF helped the Public Art Crew hold 7 successful pop-up events outside at various locations in the City to gather stories from community members. The designing of the Kiosk is currently underway with an anticipated completion date in late January.	January 2017
Jerry's Point Action Committee (JPAC)	Russell Pathway Jerry's Pond Public Info Kiosk	\$5,000	\$0	Site/contextual and physical design research has been completed. Preliminary sketches for conceptual design and panel layouts have been created. Finalized documents to be shared with the CRA in January.	January 2017
The Port Café	Community Sign Engagement	\$5,000	\$0	The Port Café have designed a LED lighting projector, that projects unexpected messages on the sidewalk or the side of a building providing guest Port Café information the day of an event.	December 2016



MEMO

Date: 12/15/2016
RE: Binney/Galileo/Broadway Streetscape Design Project: Survey Change Order
To: CRA Board
From: CRA Staff

BACKGROUND

CRA issued an RFP for streetscape design services on 7/1/2016 and the CRA Board approved the consultant selection at the 8/24/2016 CRA Board meeting. At the time the RFP was released, the CRA was in possession of some surveys of the project corridor covered by the RFP scope, but not all. At the time, CRA Staff anticipated that the winning consultant would likely need to do some surveying fieldwork to fill in the gaps. In the RFP, the scope for additional surveying of the un-surveyed gaps in the project area was represented by Add/Alternate #2. Including the survey work as a separate Add/Alternate would clearly separate the price for that work and allow for that part of the scope to be executed only as necessary.

During July, CRA received five proposals. The selection committee deliberated without knowledge of the total price of any proposal and selected a clear winner based on evaluation criteria. The unanimous selection was the Alta team, which included sub-consultants McMahon and HDR. Alta had partnered with SMC Surveying for their surveying services in their proposal.

Add/Alternate #2 budgets ranged from \$7,300 to \$19,720 in the five RFP responses.

ORIGINAL SURVEY SCOPE

The scope for Add/Alternate #2 was written as follows in the RFP:

Existing Surveys and As-Builts

- *CRA will provide original paper design drawings from the 1980s for the original construction of the roadways in the area, however the accuracy may be limited. These are not as-built drawings.*
- *In May 2016, CDD (through a contract with Stantec/Feldman) performed a survey of Galileo Galilei Way from just east of the Fulkerson/Galileo/Binney intersection to just south of the Broadway/Galileo intersection, which can be provided to the project team.*
- *CRA (through a contract with Stantec/Feldman) performed a survey of Galileo Galilei Way in May 2014 as part of the recent Grand Junction Park project, which can be provided to the project team.*
- *BP recently performed survey work along Galileo Galilei Way and Broadway in association with their development project currently under design and projected to submit permitting approvals later in 2016. More information about this project can be found at courbanize.com. This can be provided to the project team.*

Additional Survey Work

- *It is anticipated that the project team can assemble a survey for the entire area labeled in the scope map with the exception of Binney Street between 6th Street and 3rd Street. The team should utilize any and all known existing surveys to reduce the time period and level of effort necessary for this work. Therefore a*

survey of Binney Street from 6th Street to 3rd Street should be priced separately in the RFP response as Add/Alt #2. The survey level of effort should be informed by DPW's standard survey requirements as described in Appendix B.

- Appendix B: Cambridge DPW standards for survey and design. By submitting a proposal for this RFP, the consultant is acknowledging having read and understood DPW's general standards for survey and design. This is included as an informational exhibit only. Most of the language this document contains applies to this scope of work, but it is possible some items may not be directly applicable.

The following documents were provided to those interested in the RFP:

- First draft of Binney Street Park survey (covering Binney/Galileo curve, Fulkerson intersection, Broadway/Galileo intersection) by Feldman
- Old survey for CRA's Grand Junction Park property by Feldman done in 2012 and updated in 2014

The following documents were obtained by CRA after the RFP selection process was completed:

- Boston Properties survey of the entire North Parcel (Broadway, Galileo/Binney curve, 6th Street Walkway) by VHB
- As-built drawings from Mattuchio Construction for the CRA's Grand Junction Park
- BioMed Realty Civil Engineering as-built for 301 Binney Street building dated during the early 2000's
- 88 Ames Street final construction drawings for the Ames/Broadway intersection by VHB
- Final draft of Binney Street Park survey (covering Binney/Galileo curve, Fulkerson intersection, Broadway/Galileo intersection) by Feldman

REQUIRED SCOPE CHANGE

After receiving new survey documents described above, the gaps in the existing survey data were clarified, and found to be more extensive than originally thought. After assembling all of the survey documents, the following survey needs were found by the Alta team upon commencing the project:

- Almost all the plans overlay onto NAD 83 (only the 301 Binney Street plan does not.) Some plans are on NAVD 88 and some are on Cambridge City Datum. Plans would need to be converted to a consistent datum.
- Due to surveys originating from so many different surveying companies, additional time would be required to compile, convert and translate the plans to be one seamless plan and to make it unified (symbols, layering, etc) with no overlaps.
- Additional utility current research will be needed in portions where there is a gap in information.
- Missing Areas:
 - Vassar Street - from Main St. intersection to the first pedestrian mid-block crossing (roughly 450 L.F.)
 - Broadway - South side between Galileo Galilei Way and Ames Street (500 L.F – face of curb to building face/back of sidewalk) (existing survey is incomplete)
 - Binney Street - North side from Fifth to Fulkerson (1000 L.F. face of curb to building face/back of sidewalk)
 - Binney Street - Intersections at Third, Fifth and Sixth (need updates)
 - Binney Street - Third to Fifth, HDR has walked the area and identified a number of items that are not recorded on the existing survey - trees, fences, underground structures, etc.

This updated scope of work is significantly greater than the initial scope described in the RFP, which stated simply "...a survey of Binney Street from 6th Street to 3rd Street." Due to this substantial change in scope for this item, Alta's surveying sub-contractor SMC Surveying updated their price to provide services to \$37,960. This is

\$23,108 higher than the original proposal estimate of \$14,852. Due to this substantial price increase, CRA Staff reached out to two other surveying contractors in the area, each of whom had done at least one of the existing surveys the team was working to fill in gaps for. VHB responded to the request with a detailed cost estimate of \$31,500 and Feldman responded with a less detailed rounded number of about \$25,000. (Note: Because the Feldman number was provided in an informal email and not provided in a formal itemized proposal format, the price may not reflect a true cost of the full scope of services.) Both VHB and Feldman had been sub-contractors providing survey services on two of the RFP responses that were not selected, and in both cases had allocated significantly less money to Add/Alternate #2 in their July RFP responses – similar to the Alta/SMC team in their original RFP response.

PROPOSED BUDGET REVISION

Estimates from survey competitors VHB and Feldman came in very similar to SMC's updated price quote, confirming the legitimacy and reasonableness of SMC's price increase. Given that SMC is already under agreement as a sub-contractor to Alta and has already begun some very preliminary work, CRA Staff recommends authorizing an increase to the contract with Alta to cover the unexpected increase in survey scope and costs. It is regrettable that some of the survey materials were not yet available at the time of the RFP release. If these materials had been included, this situation may have been avoided. For future RFP releases where surveying is one of many scope items, either all existing surveys should be available at the time of the RFP release, or the RFP language should ask for a price to re-survey the entire project area in order to obtain a worst-case price for surveying services.

Authorized Contract Amount (8/24/2016):	\$295,000
Change to Add/Alternate #2:	\$23,108
New Authorized Contract Total Amount:	\$318,108

Cambridge Redevelopment Authority
Proposed 2017 Budget vs. 2016

	Total		PROPOSED 2017
	Actual 12/14/16	2016 Budget	Budget
Income			
4000 Income			
4100 Discounts given			
4200 Operating Revenue			
4210 Grants	152,467.68	152,468.00	100,000.00
4220 Proceeds from sale of development rights	832,856.89	832,857.00	TBD
4230 Reimbursed Expenses	15,223.21	2,000.00	2,000.00
4240 Rental Income			
4241 Lot License Agreements	2,500.00	2,000.00	0.00
4242 Foundry Ground Lease		0.00	0.00
4243 Parcel Six Rental Space	11,065.00	10,900.00	10,000.00
Total 4240 Rental Income	\$ 13,565.00	\$ 12,900.00	\$ 10,000.00
4250 Other	53,558.00	55,000.00	
Total 4200 Operating Revenue	\$ 1,067,670.78	\$ 1,055,225.00	\$ 112,000.00
4300 Other Income			
4310 Dividend Income	15,371.36	5,000.00	12,000.00
4320 Interest Income	107,292.11	90,000.00	134,000.00
Total 4300 Other Income	\$ 122,663.47	\$ 95,000.00	\$ 146,000.00
Total 4000 Income	\$ 1,190,334.25	\$ 1,150,225.00	\$ 258,000.00
Total Income	\$ 1,190,334.25	\$ 1,150,225.00	\$ 258,000.00
Expenses			
6000 Operating Expenses			
6100 Personnel			
6110 Salaries	311,158.85	336,000.00	440,000.00
6120 Payroll Taxes			
6121 Medicare & OASDI (SS)	5,911.12	9,000.00	12,000.00
6122 Payroll Taxes - Fed & MA		0.00	
6123 Unemployment & MA Health Ins	549.25	400.00	506.25
Total 6120 Payroll Taxes	\$ 6,460.37	\$ 9,400.00	\$ 12,506.25
6130 Personnel and Fringe Benefits			
6131 Insurance - Dental	4,261.06	4,800.00	6,400.00
6132 Insurance - Medical (for Employees)	38,832.95	40,000.00	70,000.00
6133 Pension Contribution (Employees & Retirees)	47,698.00	47,700.00	72,000.00
6134 T Subsidy	2,892.00	4,800.00	5,000.00
6135 Workers Comp & Disability Insurance	768.00	2,000.00	1,000.00
Total 6130 Personnel and Fringe Benefits	\$ 94,452.01	\$ 99,300.00	\$ 154,400.00
6140 Insurance - Medical (for Retirees, Survivors)	65,507.19	70,000.00	70,000.00
6150 OPEB Account Contribution			7,000.00
Total 6100 Personnel	\$ 477,578.42	\$ 514,700.00	\$ 683,906.25
6200 Office			
6210 Community Outreach			

6211 Materials	1,653.59	3,000.00	4,000.00
6212 Public Workshops		500.00	4,000.00
6213 Other	648.64	1,000.00	2,000.00
Total 6210 Community Outreach	\$ 2,302.23	\$ 4,500.00	\$ 10,000.00
6220 Marketing & Professional Development			
6221 Advertising	410.18	4,000.00	3,400.00
6222 Conferences and Training	4,020.24	4,000.00	10,000.00
6223 Dues and Membership	3,635.00	4,000.00	4,000.00
6224 Meals	284.38	500.00	600.00
6225 Recruiting	300.00	300.00	400.00
6226 Staff Development [Programs]	3,108.73	8,000.00	2,000.00
6227 Subscriptions	331.90	100.00	300.00
6228 Travel	158.77	500.00	500.00
Total 6220 Marketing & Professional Development	\$ 12,249.20	\$ 21,400.00	\$ 21,200.00
6230 Insurance			
6231 Art and Equipment	5,695.00	5,700.00	5,800.00
6232 Commercial Liability	3,266.00	3,400.00	3,400.00
6233 Special Risk	3,758.00	4,000.00	3,800.00
Total 6230 Insurance	\$ 12,719.00	\$ 13,100.00	\$ 13,000.00
6240 Office Equipment			
6241 Equipment Lease	5,167.75	6,200.00	4,300.00
6242 Equipment Purchase (computers, etc.)	3,185.88	1,200.00	2,500.00
6243 Furniture		300.00	800.00
Total 6240 Office Equipment	\$ 8,353.63	\$ 7,700.00	\$ 7,600.00
6250 Office Space			
6251 Archives (Iron Mountain)	5,553.35	5,100.00	6,200.00
6252 Office Rent	97,429.96	100,000.00	102,000.00
6253 Office Utilities	4,200.00	4,200.00	4,200.00
6254 Other Rental Space	4,409.00	4,800.00	4,500.00
6255 Parking	310.00	300.00	400.00
6256 Repairs and Maintenance		500.00	300.00
Total 6250 Office Space	\$ 111,902.31	\$ 114,900.00	\$ 117,600.00
6260 Office Management			
6261 Board Meeting Expenses	430.41	500.00	600.00
6262 Office Expenses (merge with supplies)	560.99	600.00	0.00
6263 Office Supplies	731.60	1,000.00	2,000.00
6264 Postage and Delivery	204.57	200.00	300.00
6265 Printing and Reproduction	739.74	1,000.00	1,000.00
6266 Software	664.39	800.00	700.00
6267 Payroll Services	877.60	1,000.00	1,000.00
6268 Financial Service Charges		100.00	100.00
Total 6260 Office Management	\$ 4,209.30	\$ 5,200.00	\$ 5,700.00
6270 Telecommunications			
6271 Internet	3,119.90	3,600.00	3,200.00
6272 Mobile	922.60	2,000.00	2,600.00
6273 Telephone	2,243.47	2,200.00	2,200.00
6274 Website & Email Hosting	665.04	900.00	800.00
6275 Information Technology	1,076.87	1,200.00	1,200.00
Total 6270 Telecommunications	\$ 8,027.88	\$ 9,900.00	\$ 10,000.00
Total 6200 Office	\$ 159,763.55	\$ 176,700.00	\$ 185,100.00

6300 Property Management			
6310 Contract Work		5,000.00	4,000.00
6320 Landscape Maintenance	7,284.85	25,000.00	42,000.00
6330 Repairs		5,000.00	3,000.00
6340 Snow Removal	6,954.75	35,000.00	30,000.00
6350 Utilities			
6351 NSTAR Gas & Electric	3,574.14	4,000.00	4,000.00
6352 Water		0.00	
Total 6350 Utilities	\$ 3,574.14	\$ 4,000.00	\$ 4,000.00
Total 6300 Property Management	\$ 17,813.74	\$ 74,000.00	\$ 83,000.00
Total 6000 Operating Expenses	\$ 655,155.71	\$ 765,400.00	\$ 952,006.25
7000 Professional Services			
7001 Construction Management	24,036.92	24,000.00	0.00
7002 Design - Architects	8,985.56	29,000.00	30,000.00
7003 Design - Landscape Architects	5,515.85	25,000.00	20,000.00
7004 [Design] - Engineers [and Survey]	10,376.52	10,000.00	35,000.00
7005 Legal	113,098.37	180,000.00	150,000.00
7006 Real Estate & Finance	27,536.25	40,000.00	30,000.00
7007 Planning and Policy	10,000.00	35,000.00	20,000.00
7008 Retail Management / Wayfinding	11,925.00	10,000.00	1,000.00
7009 Accounting	22,721.60	15,000.00	19,500.00
7010 Marketing / Graphic Design	1,344.00	5,000.00	4,000.00
7011 Temp and Contract Labor	1,874.50	2,000.00	30,000.00
7012 Web Design / GIS / IT	8,095.00	15,000.00	11,000.00
7013 Land [and Building] Surveys		5,000.00	10,000.00
7014 Records Management / Archivist		20,000.00	20,000.00
7015 Energy & Environmental Planning	26,450.00	40,000.00	2,000.00
7017 Transportation Planning	19,514.83	80,000.00	253,000.00
Total 7000 Professional Services	\$ 291,474.40	\$ 535,000.00	\$ 635,500.00
8000 Redevelopment Investments			
8100 Capital Costs	253,515.34	250,000.00	120,000.00
8200 Forward Fund	39,000.00	60,000.00	125,000.00
8400 Foundry Reserve Funds		0.00	2,000,000.00
8500 KSTEP Funds			TBD
Total 8000 Redevelopment Investments	\$ 292,515.34	\$ 310,000.00	\$ 2,245,000.00
Total Expenses	\$ 1,239,145.45	\$ 1,610,400.00	\$ 3,832,506.25
Net Operating Income	-\$ 48,811.20	-\$ 460,175.00	-\$ 3,574,506.25
Net Income	-\$ 48,811.20	-\$ 460,175.00	-\$ 3,574,506.25

* Blue text indicates revisions to budget categories

** Anticipated development rights proceeds are to be determined, but are expected to exceed 2017 Expenses as forecasted herewithin

Staff Report to the Board

December 16, 2016

Contracting, Personnel, and General Administration

Operating Bank Account Update:

In addition to expected monthly expenses, the nature of CRA work can create fluxes of expenses for consultants and other required operations. To maintain sufficient liquidity to operate as well as gain some interest, the CRA will be opening a money market savings account at Cambridge Trust. The current interest rate is .15% APY. This money market account is in addition to the current no-interest checking account at Cambridge Trust.

The current inflow and outflow processing of CRA money will not change. All checks and debit card expenses will be withdrawn from the checking account; all reimbursements or rental income will be deposited into the checking account. The office manager will only be able to electronically transfer money between the checking and the money market accounts thus maximizing interest potential. Monthly bank statements for both Cambridge Trust accounts, as well as the Boston Private checking account that is used for payroll, will be given to the Treasurer for review.

Technology Upgrade:

The CRA has transitioned to a new technology consultant, TechTonic, under the suggestion of our former consultant. The CRA has purchased a new server and firewall system. TechTonic has transferred all the CRA files onto an internal server, which staff may access off-site. The new server is backed-up locally. We have discontinued the use of Dropbox, except for external file-sharing. We will be looking at remote back-up solutions to replace the Dropbox cloud-based service we had been using.

Forward Calendar Items

1. Binney / Galileo Way / Broadway Streetscape Designs
2. Infill Development Concept Plan Approval
3. Art Deaccession Policy and the Octahedron
4. Cambridge Trust Signage

The CRA has arranged with the Community Development Department (CDD) staff to hold a joint meeting with the Planning Board to continue review of the Infill Development Concept Plan, and the Schematic Design of 145 Broadway on January 17, 2017.

Projects and Initiatives

Galaxy Park:

On 12/9, CRA and Boston Properties hosted a grand opening ribbon-cutting event to officially mark the opening of the newly updated and re-named Galaxy Park (formerly known as Point Park), which was originally built in 1989. The event was well attended, including City Councilor David Maher, CRA Board members and members of the Kendall Square Association (KSA).

The brick paving was replaced with a custom-mixed concrete installation with exposed

aggregate and blue glass to provide visual interest and color. Granite bands extend out from the main fountain in a radial pattern and the concrete was custom cut to emphasize the Galaxy Sculpture as the centerpiece of the park.

Electrical conduit was added to allow people to charge cell phones and laptops while outside. Galaxy Park now features Flycycle bike racks, which were designed in Kendall Square. These are currently being evaluated for use in development projects to reduce the space needed under the bicycle-parking ordinance by a projected 20%. Sod was used to establish new lawn at the eastern point of the park along with three new Honey Locust trees and a new garden was established near the northwestern point. A new KSA wayfinding kiosk was added near the 3rd Street crosswalk to complete the pilot launch of the wayfinding system in 2016. Custom wood benches and new trash cans will be installed by the end of December. Next year, movable furniture is being considered for the plaza and holiday lighting for the trees.

Innovation Retail Market

CRA staff has been working with local partners in Kendall on pursuing the idea of an “Innovation Retail Market” in the Marriott Plaza. As a hybrid of the arts and sciences, the market would provide a space for local makers of innovative products to display and/or sell their work. It would serve as a platform for the sharing of innovative ideas across disciplines, contributing to Kendall Square’s identity as a hub for innovation. Early conceptual conversations have included representatives from Boston Properties, MIT, and the Cambridge Arts Council. CRA staff and partners will continue to articulate a vision and identify next steps for all parties involved.

Streetscape Redesign - Galileo/Binney/Broadway:

CRA staff has been working closely with City staff from CDD and TPT to coordinate priorities regarding traffic analysis, public transit accommodations and establish various features of the three alternatives. Consultants are currently working on three alternatives to be reviewed at the January 2017 Board meeting. Staff is also working on evaluation criteria for those alternatives and an updated base survey, which will be used in the 25% design drawings. In the past several weeks, CRA Staff has presented to and received feedback from each of the major property owners in the corridor, as well as EZ Ride and the Bicycle and Transit Citizen Advisory Committees that are coordinated by CDD. When the three alternatives are established, feedback from the CRA Board, other City Departments, and stakeholders will help narrow down those alternatives to two. The traffic consultant will run traffic modeling on those two alternatives to see how they perform in both 2016 and 2026. The current timeline targets the end of January to make a final choice on the preferred alternative and targets February to begin the 25% design drawings.

88 Ames Street

The CRA received the extended covenant for the Green Garage Roof garden earlier this month, thus allowing the execution of the 15th Amendment to the Cambridge Center Development Agreement for Parcels Three and Four, which was approved by the CRA earlier this year. The CRA and Boston Properties staff have continued discussions with representatives of the City Manager’s office regarding approved rules for the open space area.

Budget vs. Actuals
January - November 2016

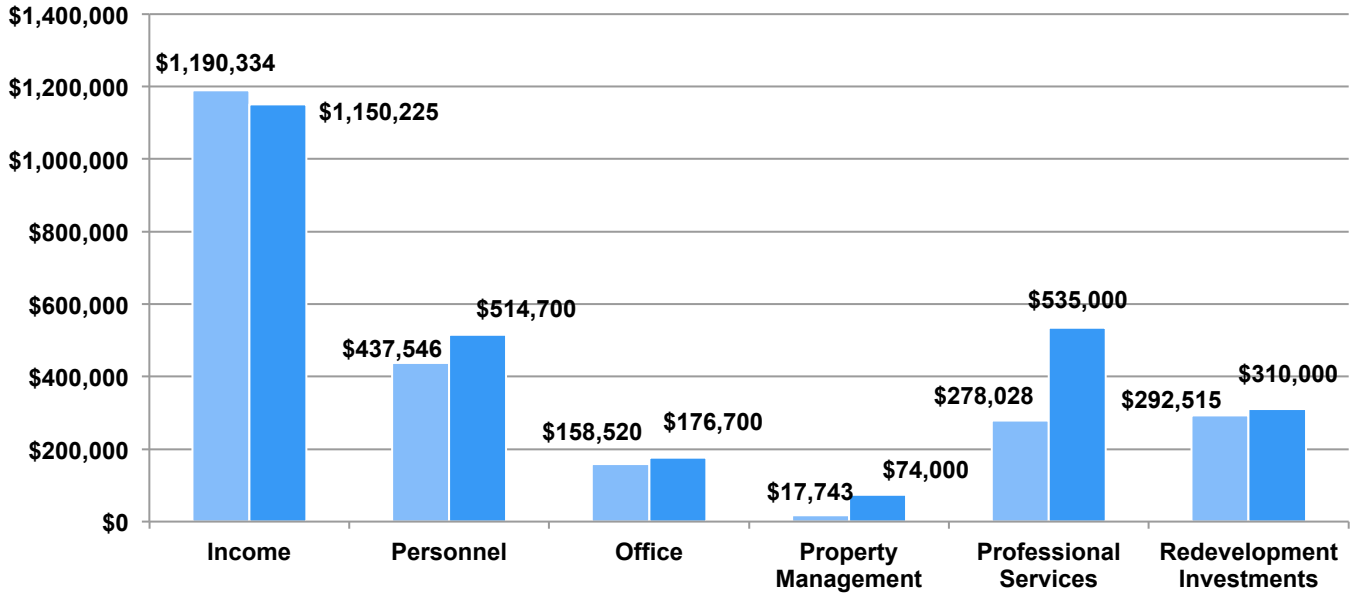
	Total	
	Actual	Budget
Income		
4000 Income		
4100 Discounts given		
4200 Operating Revenue		
4210 Grants	152,467.68	152,468.00
4220 Proceeds from sale of development rights	832,856.89	832,857.00
4230 Reimbursed Expenses	15,223.21	2,000.00
4240 Rental Income		
4241 Lot License Agreements	2,500.00	2,000.00
4242 Foundry Ground Lease		0.00
4243 Parcel Six Rental Space	11,065.00	10,900.00
Total 4240 Rental Income	\$ 13,565.00	\$ 12,900.00
4250 Other	53,558.00	55,000.00
Total 4200 Operating Revenue	\$ 1,067,670.78	\$ 1,055,225.00
4300 Other Income		
4310 Dividend Income	15,371.36	5,000.00
4320 Interest Income	107,292.11	90,000.00
Total 4300 Other Income	\$ 122,663.47	\$ 95,000.00
Total 4000 Income	\$ 1,190,334.25	\$ 1,150,225.00
Total Income	\$ 1,190,334.25	\$ 1,150,225.00
Gross Profit	\$ 1,190,334.25	\$ 1,150,225.00
Expenses		
6000 Operating Expenses		
6100 Personnel		
6110 Salaries	298,194.71	336,000.00
6120 Payroll Taxes		
6121 Medicare & OASDI (SS)	5,711.88	9,000.00
6122 Payroll Taxes - Fed & MA		0.00
6123 Unemployment & MA Health Ins	536.29	400.00
Total 6120 Payroll Taxes	\$ 6,248.17	\$ 9,400.00
6130 Personnel and Fringe Benefits		
6131 Insurance - Dental	4,261.06	4,800.00
6132 Insurance - Medical (for Employees)	26,480.72	40,000.00
6133 Pension Contribution (Employees & Retirees)	47,698.00	47,700.00
6134 T Subsidy	2,892.00	4,800.00
6135 Workers Comp & Disability Insurance	768.00	2,000.00
Total 6130 Personnel and Fringe Benefits	\$ 82,099.78	\$ 99,300.00
6140 Insurance - Medical (for Retirees, Survivors)	51,002.97	70,000.00
Total 6100 Personnel	\$ 437,545.63	\$ 514,700.00

	Total	
	Actual	Budget
6200 Office		
6210 Community Outreach		
6211 Materials	1,653.59	3,000.00
6212 Public Workshops		500.00
6213 Other	648.64	1,000.00
Total 6210 Community Outreach	\$ 2,302.23	\$ 4,500.00
6220 Marketing & Professional Development		
6221 Advertising	410.18	4,000.00
6222 Conferences and Training	4,020.24	4,000.00
6223 Dues and Membership	3,635.00	4,000.00
6224 Meals	284.38	500.00
6225 Recruiting	300.00	300.00
6226 Staff Development	3,108.73	8,000.00
6227 Subscriptions	331.90	100.00
6228 Travel	158.77	500.00
Total 6220 Marketing & Professional Development	\$ 12,249.20	\$ 21,400.00
6230 Insurance		
6231 Art and Equipment	5,695.00	5,700.00
6232 Commercial Liability	3,266.00	3,400.00
6233 Special Risk	3,758.00	4,000.00
Total 6230 Insurance	\$ 12,719.00	\$ 13,100.00
6240 Office Equipment		
6241 Equipment Lease	4,809.75	6,200.00
6242 Equipment Purchase (computers, etc.)	3,185.88	1,200.00
6423 Furniture		300.00
Total 6240 Office Equipment	\$ 7,995.63	\$ 7,700.00
6250 Office Space		
6251 Archives (Iron Mountain)	5,033.81	5,100.00
6252 Office Rent	97,429.96	100,000.00
6253 Office Utilities	4,200.00	4,200.00
6254 Other Rental Space	4,409.00	4,800.00
6255 Parking	310.00	300.00
6256 Repairs and Maintenance		500.00
Total 6250 Office Space	\$ 111,382.77	\$ 114,900.00
6260 Office Management		
6261 Board Meeting Expenses	430.41	500.00
6262 Office Expenses	560.99	600.00
6263 Office Supplies	724.61	1,000.00
6264 Postage and Delivery	204.57	200.00
6265 Printing and Reproduction	739.74	1,000.00
6266 Software	664.39	800.00
6267 Payroll Services	843.66	1,000.00
6268 Financial Service Charges		100.00
Total 6260 Office Management	\$ 4,168.37	\$ 5,200.00
6270 Telecommunications		
6271 Internet	2,869.90	3,600.00
6272 Mobile	922.60	2,000.00
6273 Telephone	2,208.47	2,200.00
6274 Website & Email Hosting	625.04	900.00
6275 Information Technology	1,076.87	1,200.00
Total 6270 Telecommunications	\$ 7,702.88	\$ 9,900.00
Total 6200 Office	\$ 158,520.08	\$ 176,700.00

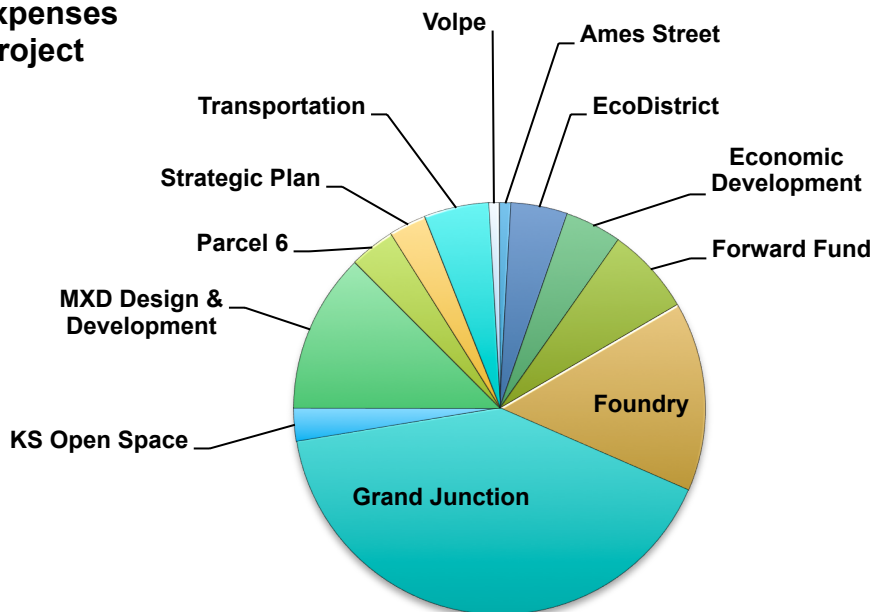
	Total	
	Actual	Budget
6300 Property Management		
6310 Contract Work		5,000.00
6320 Landscaping Maintenance	7,284.85	25,000.00
6330 Repairs		5,000.00
6340 Snow Removal	6,954.75	35,000.00
6350 Utilities		
6351 NSTAR Gas & Electric	3,503.70	4,000.00
6352 Water		0.00
Total 6350 Utilities	\$ 3,503.70	\$ 4,000.00
6360 Other		
Total 6300 Property Management	\$ 17,743.30	\$ 74,000.00
Total 6000 Operating Expenses	\$ 613,809.01	\$ 765,400.00
7000 Professional Services		
7001 Construction Management	24,036.92	24,000.00
7002 Design - Architects	2,985.56	29,000.00
7003 Design - Landscape Architects	5,515.85	25,000.00
7004 Engineers and Survey	4,900.00	10,000.00
7005 Legal	113,098.37	180,000.00
7006 Real Estate & Finance	27,536.25	40,000.00
7007 Planning and Policy	10,000.00	35,000.00
7008 Retail Management / Wayfinding	11,925.00	10,000.00
7009 Accounting	22,721.60	15,000.00
7010 Marketing / Graphic Design	1,344.00	5,000.00
7011 Temp and Contract Labor	1,874.50	2,000.00
7012 Web Design / GIS	6,125.00	15,000.00
7013 Land Surveys		5,000.00
7014 Records Management / Archivist		20,000.00
7015 Energy & Environmental Planning	26,450.00	40,000.00
7017 Transportation	19,514.83	80,000.00
Total 7000 Professional Services	\$ 278,027.88	\$ 535,000.00
8000 Redevelopment Investments		
8100 Capital Costs	253,515.34	250,000.00
8200 Forward Fund	39,000.00	60,000.00
8400 Foundry Reserve Funds		0.00
Total 8000 Redevelopment Investments	\$ 292,515.34	\$ 310,000.00
Total Expenses	\$ 1,184,352.23	\$ 1,610,400.00
Net Operating Income	\$ 5,982.02	\$ (460,175.00)
Net Income	\$ 5,982.02	\$ (460,175.00)

Cambridge Redevelopment Authority Budget vs. Actuals January - November 2016

Actual
Budget



Total Expenses by Project





Memorandum

To: CRA Board

From: Tom Evans, Executive Director

RE: OPEB Trust

DATE: December 16, 2016

The CRA currently has a substantial long-term liability to pay healthcare coverage for retirees and their dependents. As of November 7, 2016, a recently amended MGL Chapter 32B, Section 20, allows authorities to legally make long-term investments to cover these obligations through a separate trust fund that should, over time, result in a lower total cost for providing these other than pensions postemployment benefits (OPEB).

The recommendation by Odyssey Advisors and auditors Roselli Clark & Associates is to pre-fund the OPEB account each year by contributing the entire Annual Required Contribution, as specified in the actuarial report. In order to get to full funding over a 30-year period (by 2046), the CRA would need to contribute \$6,746 per year to the OPEB fund in a balanced portfolio that earns 7.0% per year over time. This cost is in addition to the pay-as-you-go annual cost. The annual contribution recommendation will be adjusted every three years in accordance with future actuarial reports. The fluctuations will depend on the profile of current staff, the age of retirees, and the performance of the fund.

In order to implement these recommendations, the Board needs to take the following actions:

- 1) Adopt MGL Chapter 32B, Section 20, amended on August 4, 2016 and effective November 7, 2016, which governs the formal creation of a single employer OPEB trust account. The adoption dictates the structure of the trust.
 - Establish on books and accounts as Other Post-Employment Benefits Liability Trust Fund
 - Assets are held solely to meet the current and future liabilities of the governmental unit for group health insurance benefits for retirees and their dependents.
 - May appropriate amounts to be credited to the fund and the treasurer of the governmental unit may accept gifts, grants and other contributions to the fund.
 - Any interest or other income generated by the fund shall be added to and become part of the fund.
 - All monies held in the fund shall be accounted for separately from other funds
 - Funds are irrevocable
 - The trustee shall: (i) act in a fiduciary capacity, (ii) discharge its duties for the primary purpose of enhancing the value of the OPEB Fund, (iii) act with the care, skill, prudence and diligence under the circumstances then prevailing that a prudent person acting in a like capacity and familiar with such matters would use in the conduct of an enterprise with like character and with like aims and (iv) diversify the investments in the fund to minimize the risk of large losses, unless under the circumstances it is clearly prudent not to do so.
 - The treasurer of the governmental unit shall be the custodian
 - Governing Body - CRA Board
 - Trustee – CRA Treasurer
- 2) Establish an OPEB account, which specifically involves three steps:

- a) Approve and declare the opening of an irrevocable OPEB Trust Fund account; a Section 115 Trust which is a special purpose government trust
 - b) Approve \$6746 appropriation for each of the three years, as suggested in Odyssey Advisors actuarial report for fiscal years ending 2015, 2016, and 2017. A transfer of \$13,492 in equity into the OPEB account for each of the years 2015 and 2016, and a \$6746 expense for the year 2017.
 - c) Select Morgan Stanley as the investment advisor. **
- 3) Approve an update to the CRA Investment policy section F for a new investment allocation strategy.

F. Other Post Pension Employment Benefits (OPEB) Trust Fund

Under M.G.L. c. 32B, § 20, public entities may establish an OPEB Trust Fund in order to cover future liabilities of postemployment benefits of past employees. Per GASB ~~No. 45~~, the CRA conducts actuarial estimates of future liabilities every three years. Utilizing these GASB ~~45~~ Reports, the CRA will seek to fund this future obligation to reduce annual operating expenses and avoid a future liability balance. Notwithstanding limitations elsewhere in this policy, the OPEB Trust fund may pursue an investment strategy with a higher risk profile to accelerate fund growth than other investments of the CRA. This allows the CRA, under the discretion of the Treasurer to allocate up to 60% of the OPEB fund toward non-collateralized investment products such as equities.

The Board has 90 days from the declaration of the OPEB Trust to change its mind regarding the OPEB Trust formation. The Investment Policy may be revised at any time and the investment portfolio of the OPEB Trust may be managed under the direction of the Treasurer following the rules of prudent investment.