

Board Packet of Supporting Materials

Meeting of February 24, 2016

i. Agenda

1. Draft Minutes of the Regular Meeting of the Board on January 20, 2016
- 

3. 2015 CRA Annual Report

4. KSA Wayfinding Kiosk Program
- 

6. Monthly Financial Report
- 

8. Foundry RFP

(Document numbering altered to reflect agenda item numbers)

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## NOTICE OF MEETING

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

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**Annual Board Meeting**  
**Wednesday February 24, 2016 at 5:30 PM**  
Cambridge Police Department  
First Floor Community Room  
125 Sixth Street  
Cambridge, Massachusetts 02142

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## DRAFT MEETING AGENDA

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

Call

Public Comment

Minutes

1. Motion: To accept the minutes of the Regular Meeting of the Board on January 20, 2016 \*

Communications

(none)

Reports, Motions and Discussion Items:

2. Election of Officers (Ms. Born)
3. Report: 2015 Annual Report of the Cambridge Redevelopment Authority (Mr. Zogg) \*
4. Presentation: Kendall Square Association Wayfinding Kiosk Program (Mr. Evans) \*

*Motion: To approve the schematic design of the proposed Kendall Square Wayfinding Kiosks to be placed in multiple locations within the Kendall Square Urban Renewal Area*

5. Update: Signage Proposal for Bytes at the Coop located at 235 Main Street / Three Cambridge Center (Mr. Zogg) \*

*Motion: To approve the modified design of the Bytes at the Coop Signage Program for Three Cambridge Center in the Kendall Square Urban Renewal Area*

6. Report: Monthly Financial Update (Mr. Evans) \*
7. Update: Ames Street Housing (Boston Properties)
8. Update: Foundry RFP and Draft Sublease (Mr. Evans) \*

#### 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 designated redevelopers.

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/](http://www.cambridgeredevelopment.org/next-meeting/)

#### Upcoming Meetings:

- Regular CRA Board Meeting – March 16, 2016 - 5:30 PM
- Regular CRA Board Meeting – April 13, 2016 - 5:30 PM

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

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

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

Regular Meeting  
Cambridge Redevelopment Authority

Wednesday, January 20, 2016, 5:30pm  
Robert Healy Public Safety Center / Cambridge Police Station  
125 Sixth Street  
Community Room

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## DRAFT MEETING MINUTES

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### Call

CRA Chair Kathleen Born called the regular monthly meeting to order at 5:43 p.m. Other Board members present were Vice Chair Margaret Drury, Assistant Secretary Barry Zevin, and Treasurer Christopher Bator. Ms. Born also introduced CRA staff members – Executive Director Tom Evans, Ellen Shore and Kathryn Madden. Mr. Zogg arrive a few minutes into the meeting.

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

### Public Comment

*Mr. Steven Kaiser* attended today's MBTA Control Board meeting and thinks that brutal cuts mentioned at the meeting will negatively affect the Green Line extension branch to Union Square. If this were true, Mr. Kaiser said that the corridor would then have room for the Grand Junction Path to connect.

Assistant Treasurer Conrad Crawford joined the meeting at 5:47 p.m.

Mr. Kaiser also learned that the MBTA does not have any on-time data for the Green Line. He is puzzled by the ability to analyze extension capacity to a train-line without this data. However, he feels that once the Green Line is improved, Red Line improvements can happen quickly. He also stated that the Volpe situation is on par with that of the Boston Olympic discussions and the Boston Globe circulation debacle. Mr. Kaiser apologized for leaving the CRA meeting early in order to attend a City Hall hearing on MBTA service.

*Ms. Bethany Stevens* thanked the CRA for attending the recent East Cambridge Planning Team meeting. She asked if the Foundry building could be redeveloped rather than renovated so that a bigger building could be built and any ceiling height limitations could be addressed. Although preserving the building structure's appearance might be desirable by some, Ms. Stevens noted that the Third Street development project is going to hide the Foundry building. She said that the occupancy distribution seems very similar to every other development project in that a large percentage of square footage is for commercial, a very small percentage is for community benefit, and the community benefits are not free. With all the up-zoning being done within the MXD and the Volpe sites, community benefit is a real concern. Ms. Born and Ms. Madden said that they would respond to these issues later in the agenda when the Foundry is being discussed.

Ms. Heather Hoffman noted that although the zoning carves out at least 10,000 square feet of the Foundry building for things that are specifically attuned to the community, the entire building to the extent possible is supposed to benefit the community. Ms. Hoffman urged the Board to keep this in mind when looking at proposals. She said that the building could be built strongly enough to aesthetically house another floor. She added that the community portion of the building was initially slated for 20,000 square feet but it was changed to 10,000 square feet at the last minute by City Council with no consultation with the neighborhood and possibly without consultation with Alexandria. The intention was not for this building to be a commercial entity.

Hearing no further requests for comment, Ms. Born entertained a motion to close the public comment portion of the meeting.

The public comment session was closed via unanimous agreement.

### **Minutes**

#### **1. Motion: To accept the minutes of the Regular Meeting of the CRA Board on December 16, 2015**

Ms. Drury and Ms. Hoffman gave written edits to Ms. Shore.

A motion to accept the minutes with these edits and place them on file was unanimously approved.

### **Communications**

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

Mr. Zogg explained that this is a summary memo explaining the process that Stantec (formally FST) followed when a small amount of TCE contaminant, typically used in dry-cleaning, was found in the soil on the Grand Junction site in 2014. There is no way to know how this got into the soil. The original finding was one small sample. Additional samples taken did not show any indication of the contaminant. Mr. Zogg noted the small table on page 3 which shows the testing results from the soil samples taken from the sidewalls of the hole left after removing one barrel of soil. The final report was submitted, filed with DEP, and the case is closed. A filing fee will be coming. MIT's soil experts also worked on the report since MIT owns the section of land where this contamination was found. Mr. Evans added that MIT requires all new soil to be tested upon leaving the source and again before being placed on the site.

A motion to place this communication on file was unanimously approved.

### **Reports, Motions and Discussion Items**

#### **2. 2014 Annual Audit**

Ms. Born introduced auditor Mr. Chad Clark from Roselli, Clark and Associates. She explained an audit of a public agency is required every year and must comply with state mandated standards. The CRA audit is not due to any problems. In the past several years, the audit was

an important tool for reorganizing the financial structure of the CRA. Mr. Evans noted that the City has asked the CRA to file its audit reports with them as part of the Foundry lease agreement. The Foundry funds will be part of the 2015 audit. Mr. Clark added that as the CRA becomes significantly more active, the City will include the CRA audit into their audit report.

Mr. Clark noted some financial highlights. Looking at page 8, he explained that as of December 31, 2014, there was just under \$10.8 million in assets held by the CRA. Of that amount, a little over \$10.4 million was in cash and investments. A majority of what is owned by the CRA is liquid and can be used for programs and operations, a positive and healthy sign. The development projects held for sale represents the cost basis (not the market value) of the parcels of land within the City of Cambridge owned by CRA. Receivables were around \$21,000 indicating that the CRA is collecting monies owed to it. As for liabilities, payables were close to \$65,000 so the CRA is staying current with bills. Other noncurrent liabilities are compensated absences which are the value of employee vacation and sick time not yet taken, net pension liability, and other post-employment benefits (OPEB). OPEB reflects future obligations for health insurance for retirees.

Mr. Clark noted that governmental accounting has mandated that assets plus deferred outflows of resources now equals liabilities plus deferred inflows of resources plus net position. Deferred inflows of resources include changes in pension proportion and differences, which relates to pension calculations. Reporting on the pension liability was required as of this year but since the City and pension system fiscal year ends June 30, this liability was added to the 2014 CRA audit even though the CRA fiscal year ends December 31. This pension liability is based on an actuary's calculation of all the retirees and what is owed to them for the rest of their lives plus what is owed to any currently vested employees if they were to retire today. This is a net liability. Since the CRA's pension system (Cambridge Retirement System) is very well funded, this amount is relatively low. This audit report was delayed because the CRA numbers required numbers from the pension systems audit report, which was late. Mr. Clark added that every retirement system across the country was affected by the testing needed for the new GASB requirement. Mr. Clark does not expect this to be an issue with future audits.

In response to Ms. Born, Mr. Clark explained that GASB stands for Governmental Accounting Standards Board, which is a standard setting board for accounting and auditing. The CRA also follows the Yellow Book (Generally Accepted Government Auditing Standards) which is the federal piece under the Comptroller General. GASB 68 pushed companies to show future liabilities on financial statements.

In response to Ms. Drury, Mr. Clark explained that with respect to municipalities, Massachusetts has a law stating that the pension system must be fully funded by 2040. The Cambridge Retirement System has a funding mechanism for this. There is no state law that requires the OPEB liability to be fully funded. However, the 2014 Management Letter suggests setting up an OPEB trust for medical insurance payments for retirees rather than a pay-as-you-go plan.

On page 9, Mr. Clark noted that this was one of the most stable years since he's been working with the CRA. In 2014, the CRA got back on track towards its purpose and goals. Payroll levels in 2014 are starting to reflect realistic staffing levels. The total operating revenues of about \$39,000 include rental income and miscellaneous income. The rental income of about \$12,000 reflects the use by developers or contractors of CRA-owned space within the City. The biggest source from income was the non-revenue income of \$80,000 from investments of the \$10.4 million of cash. The total 2014 income was \$120,000. In 2013, the total income was \$700,000

higher due to development proceeds. There were no development proceeds in 2014. The operating expenses are summarized on page 9 and are separated into projects on page 25.

In response to Mr. Bator, Mr. Clark explained that the CRA's financials would be added to the City's reports as a component of the City. Although the CRA is a separate entity, the City appoints four Board members out of five so it does have some level of control over the CRA. The CRA can have its own budget but the purpose is relative to a City function. Other municipalities in Massachusetts have a redevelopment activity within a city planning department. Mr. Evans added that the State would look to the City to fulfill obligations if the CRA were to fold.

Focusing on the Management Letter, it was noted as being "thinner" than past years, which everyone considered progress. Mr. Clark was pleased to say that most of the issues in the letter are minor. The major issues have been addressed so tightening up or improving certain areas is now the focus. The overview on page 2 addresses the issues previously discussed tonight.

Page 3 addresses the OPEB scenario. Currently, the estimated liability is \$542,000, but the CRA would need \$934,000 to meet all its requirements in the future. This money is not due tomorrow but Mr. Clark encouraged the CRA to create an OPEB trust fund, although it's allowed to continue with a pay-as-you-go method. Mr. Evans said that there is a plan to make a two-year contribution for 2015 and 2016 through the CRA investment agency. Mr. Clark noted that OPEB will be revised to match the calculations for pension so this number will increase.

Mr. Clark noted a goal of implementing a purchase order system to better track the limits of project based expenses. Mr. Evans said that entering a contract would encumber the full amount of the contract so the entire amount would appear on the budget as spent. Looking at the next page, certifying a procurement officer has started since Ms. Shore has taken a course. Although it can be a 2-day commitment and the courses aren't frequently offered, Mr. Clark encouraged Mr. Evans to attend a procurement course to update his certification. Mr. Evans noted that legal counsel has been used to address procurement issues when needed. Mr. Bator added that as CRA activities grow, the goal would be for Staff to handle more of these issues. The need for a small secure location has been addressed. In addition, employee I9 forms (Employment Eligibility Verification) have been separated from other employee records and are filed securely.

Mr. Clark stated that the issue regarding development assets (land) held for sale was brought to his attention by Mr. Evans. In past audits, land assets have been tracked on the CRA balance sheet. It was determined, however, that some of these were only residual parcels of past projects so the cost basis values needed to be proportionately calculated for the 2014 audit. Since the CRA doesn't get property tax bills, this went unnoticed. Staff is currently working with the City's title examiner and the Assessor's office to correct the City's records on all CRA owned parcels including these remnant parcels. Mr. Evans stated that a decision of what to do with these parcels will then be needed. A public process would be followed.

On pages 7 and 8, Mr. Clark identified a few minor accounting items that need to be adjusted. The new accounting consultant will provide the segregation of accounting duties that are suggested for internal control improvement. The last pages states that prior year findings have been closed. He particularly noted the creation of CRA policies and procedural documentation. He suggested that clarification be added to the accrued sick and vacation time for part-time

workers in the personnel policy. He mentioned that the new sick leave law has ramifications if sick time is accrued as a lump sum or on a monthly basis.

Mr. Bator stated that he and Mr. Crawford are pleased. He thanked the auditors for their guidance and the CRA is ready to move forward.

Mr. Clark said that for the 2015 audit, he would come to the CRA office in April or May 2016 and come to the Board in September.

A motion to place the 2014 audit on file was made and unanimously approved.

### **3. Report: Monthly Staff Report to the Board**

Mr. Evans stated that a job description for a program manager was posted on the national APA site and that applications are already being received. He distributed the description which is also on the CRA website and will be posted locally. The storage from Metropolitan Storage in Cambridge to Planet Storage in Somerville is complete. Sixty boxes from Special Council will also be moved to Planet Storage. These records and those in Iron Mountain need to be consolidated.

The annual meeting is on February 24<sup>th</sup>, a week later than usual due to school vacation week. On that agenda, there should be a follow-up on the implementation plan and the Kendall wayfinding kiosk. Forecasting into the spring, Mr. Evans plans to have conversations about the infill development concept plan, personnel policy revisions, and possibly Vail Court. Depending on the City's timeline and their ability to get a landscape architect under contract, Mr. Evans would like to bring concepts regarding Point Park to the Board.

Ames Street is poised to get a full permit soon. They should have received a demo permit for the garage. The Green Garage entrance is being closed on Monday. The staging is beginning. Entrance and exits out of garage are changing.

Mr. Evans noted that 80 Broadway got a short-term lease tenant called the Future of Food but was unsure if any signage proposals would be coming to the Board. The Kendall Square Ecodistrict is at a pivotal stage. It is either a "go-or-no-go" year as an organizing entity. Many property owners and the few businesses have invested a lot of time but getting a working governance structure is crucial. The most important and interesting element is a \$100,000 energy study funded by a Barr Foundation Grant to look at the composition of energy usage in Kendall Square and opportunities to do things as a unit. The CRA is contributing \$3,000 per year for two years for participation in the national Target Cities program and then additional money to continue the contract with Linnean Solutions as the project manager.

The City selected Stoss Design Group, a local business, to design three of the four parks that were part of the Connect Kendall Study. A public process should be rolled out around March to look at the designs, which include the Porkchop (or Binney Street Park) and Point Park. The CRA and Boston Properties (BP) own Point Park but the City would like to design it. BP owns the hardscape and the CRA owns the artwork on top of the hardscape and the softscape. The City is paying the designer with money from BP. Mr. Zogg noted that the Point Park scope is strictly limited to concept through schematic design. The CRA and BP would then jointly take it through construction drawings. He added that the landscape design services are being provided with no cost to the CRA. Mr. Evans stated that some people want the park to be different and some people want the park remaining as is but with some clean up. A public process will be



needed for input. Mr. Zogg added that although coUrbanize had a sign requesting feedback about the park, not many responses were received. Mr. Evans added that any construction issues for the Binney Street Park (Porkchop) is unknown because of the underground utilities.

A motion to place the report on file was unanimously approved.

#### **4. Report: Quarterly Financial Update**

Mr. Evans explained that the numbers in the financials are pre-audited values. He noted that liabilities such as accrued future sick and vacation time were not included in the budget so “N/A” will be seen in these line items. These added accrued liabilities put the personnel line item over budget. The revenue is lower than anticipated. The Grand Junction income only reflects two-thirds of the anticipated grant. The other third will be invoiced to MIT shortly. The permit for Ames Street wasn’t pulled in 2015 but its income will hopefully be reflected in the next few months. The rent is over budget because January 2016 rent was paid in 2015. There was a significant increase in the rent payments to Boston Properties. Mr. Evans noted that the CRA is paying a lot in rent to Boston Properties. It is a great location, the office improvements are nice, the landlord is responsive, but relocating the office should be discussed in the future. Besides legal bills, this is the largest administrative cost. Ms. Born explained that that the CRA must pay market rent prices. Mr. Evans added that historically, as the previous owner of all the land, a provision for office and storage space within Kendall Square had been written into the development agreement. However, it was interpreted that this could not be renewed again. The 2015 lease was part of a procurement process for a new office space but there were no other spaces in Kendall Square for the site size of the CRA. Mr. Crawford stated that going through the process of locating a new space would be a worthwhile learning experience regarding the landscape. Currently, the CRA office space is very traditional with lots of files but if operations were slim-lined to a more agile office structure, it could exist in a shared space environment.

Another over-budget line item is legal fees due in part to an end-of-year run-up of issues with the plan amendment, the MXD petition, the Foundry RFP and lease. A budget adjustment amendment request should have come to the Board but the extent wasn’t forecasted in time. This is a fall-out of CRA internal controls by going over the 10% increase of a budget item. Mr. Bator stated that legal fees are a reflection of CRA’s activity which will grow. He suggested that bringing legal staff in-house should be considered in the future. Mr. Evans stated that the CRA is working with other Foley Hoag lawyers beside Mr. Mullan for more routine work. Mr. Evans stated that some of the planting capital costs on the Grand Junction pathway in 2015 would be carried into 2016.

The auditors will look at the 2015 financials in April or May of 2016.

In response to Mr. Zevin, anything over \$250K is not FDIC insured unless it’s in a bank that’s established in the Commonwealth. As CDs mature they will be moved to be fully collateralized assets and be fully covered. No money was pulled early because there are interest penalties.

A motion to place the quarterly financial report on file was unanimously approved.

#### **5. Presentation: Signage Proposal for MIT Coop Food Court at 235 Main Street / Three Cambridge Center**

Mr. Jerry Murphy from the MIT Coop brought a Powerpoint presentation on the signing plan for the Food Court. He introduced Mr. Iain Crooks, the manager of the Food Court, and Mr. Chris Sheehan from Selbert Perkins. Mr. Sheehan walked through the presentation starting with a slide that showed various exterior views of the food court where signage is proposed. The next slide showed the logo for one of the vendors, "Bytes at the Coop." Another slide showed a map of the food coop and the location of the proposed signs. The next slide showed how the three vendors' blade signs (Bytes at the Coop, Einstein Bagels and Panda Express) would look on Main Street. These blade signs are double sided internally illuminated disks. There was a discussion about a back-lit appearance. Mr. Zevin did not like the visible barriers created by the frosted glass and the black band. Mr. Drury agreed that people watching people from both ways is preferable. Mr. Crawford added that it reads like a fence.

In response to Ms. Born, Mr. Crooks said that although there are convenience item offerings at Bytes at the Coop (Bytes), this store also has a full salad bar with soup and hot food offerings that cannot be seen without going into the store. Mr. Zevin was disappointed that the court now feels more like a corridor. Mr. Murphy stated that the offerings in the bookstore and Bytes differ in sizing options. Mr. Crooks noted that Bytes has only been open for five weeks and is flexible to make modifications. Mr. Sheehan stated that the frosted glass was also used to hide the electrical system but he will take another look at the use of the frosted glass in the other areas.

As a point of clarification, Mr. Evans noted that although the map showed the signage location for the alleyway, the signage for this area would be part of a future proposal for the Pioneer Way design and would not be considered today. Mr. Evans suggested options for the Board to respond. Mr. Zevin accepted the blade signs at Main Street but feels that the frosted glass is a mistake, especially since there was so much of it. He also thought that there was too much repetition of the name "Bytes" on the exterior. Ms. Born said the blade logos are fitting to the types of food that are being offered.

Mr. John Hawkinson questioned the large expansive wall with nothing on it. Mr. Crooks explained that production space is behind that wall. Mr. Zevin stated that the area isn't as open as it once was. Mr. Murphy said that seating was added and the Einstein space was improved. Mr. Zevin suggested using clear glass to add transparency and if that doesn't work, come back to the Board to ask for the frosted glass. Mr. Evans suggested lowering the band and making it white with black letters instead of black with white letters. Mr. Hawkinson suggested replacing the unnecessary branding on the large expansive wall with some art. Mr. Evans suggested that Mr. Sheehan consider covering the wall with a map or some other wayfinding idea. To help MIT move forward with the production of the blades, Mr. Evans suggested approving the signage program for the street and plaza entry and subjecting any further window treatment and wall proposals to additional review.

To answer Mr. Zogg, Mr. Crooks and Mr. Murphy said that the illumination will turn off when the stores close. Currently the stores are closing at 5:30 p.m. Ms. Born suggested closing later for hotel guests but Mr. Crooks said that it's not needed now. He hopes that the signage will bring more people to the location. Ms. Hoffman feels that vendors want more signs than what is useful. People can be drawn in with art as opposed to another ugly mall food court sign. Mr. Zevin said that the idea of transparency for retail space can be applied to the restaurant business. Mr. Evans stated that the MXD zoning has a transparency guideline for retail. Ms. Born said that added visibility is required given the awkwardness of the space location and the number of pathways into it from a public way. Mr. Zevin feels that the signs at the entrance ways are crucial but not necessarily along the plaza. He stated that the best way to draw people into the space is for other people to see people eating.

A motion to approve the signage program for the street and plaza entry signs with future window and wall treatments subject to additional review was unanimously approved.

## **6. Update: Forward Fund Program**

Mr. Zogg said that the Board packet contains a copy of a draft website and the application form. He made some last minute changes but it will be ready to be launched tomorrow. The postcard should get to the printers tomorrow as well. The applications will be due on March 11. The committee will have two weeks to review them, make a decision by March 25, and announce the grantees by April 1, which is a full month and half earlier than the last round.

Other than the total dollar amount, there are no substantial changes from when this was discussed at the last Board meeting. Mr. Bator noted the goal to further expand the outreach. Mr. Zogg concurred and will include making presentations about the Fund. Mr. Bator emphasized a balance between grants to the innovative community and to those that provide in-need programs. Mr. Bator suggested posting this to the City website or bulletin. Ms. Hoffman suggested posting on the City calendar and preparing something for the City Councillors to send to their email-lists. Mr. Zevin suggested posting this on the Robert Winter's Civic Journal website. Ms. Hoffman suggested created something that easy to forward.

## **7. Update: Foundry Redevelopment**

Ms. Madden stated that Staff has met with the City and the Foundry Advisory Committee (FAC) regarding the Request for Proposals (RFP.) The FAC have been very helpful as they are a diverse group with a wide range of viewpoints. February 1 is the goal date for issuing the RFP. She addressed the comments made during the Public Comment portion of the meeting. When the CRA was asked by the City to move the project forward, knocking down the building was never contemplated. To meet current zoning, the building would need to be smaller. Ms. Stevens mentioned the use of spot zoning. Ms. Madden clarified that the team selected for the Foundry will be subject to all zoning requirements. She added that the CRA holds a long-term lease for "the" building.

At 7:50 p.m., Ms. Born noted that attorney Jeff Mullan had joined the Board meeting.

Ms. Madden noted that the City and the Historic Commission considers the Foundry a significant building although it isn't designated as such. Through the entire process, the stated community goals and objectives documented in the demonstration plan, the lease, the RFQ and now the RFP, are guiding the process.

Mr. Evans noted that there are proposals that looked at adding to the building and there is some flexibility to the floor area. Mr. Bator explained that the Foundry is a wonderful building in many ways, including architecturally, and the CRA wants to make this a wonderful outcome programmatically and physically to enhance the neighborhood. Ms. Stevens restated that no one will see the building since other buildings are being built around it. Mr. Zevin feels that the historical character of the building's outside appearance is important but that the inside "makes" the building wonderful. He also mentioned his concern of whether 50,000 square feet could be usable as it stands now. Ms. Madden emphasized that the CRA has moved beyond the thought that the community just gets 10,000 square feet. This is not just a real estate transaction but a process to find someone to curate the space and deliver. Ms. Madden stressed the open communication that the CRA has done in all aspects of the process. Ms. Born stated that she is

aware that a segment of the public wants the Foundry to be a fully City-funded, fully public building. The City Council decided that a public/private enterprise was the best way to fund the building. There needs to be a private component that can fund the public use of the building. Ms. Drury added that an important part of the evaluation criteria is to have the highest public space and use of the building. Mr. Evans explained that feedback and concerns from the East Cambridge Planning Team have been heard and the message will be reflected in the final RFP. Ms. Stevens restated her concern regarding the limited uses due to ceiling height, an insufficient amount of public space relative to the money required to renovate the building, and the possibility of up-zoning at this site since up-zoning will occur nearby in the MXD and Volpe districts.

Mr. Evans stated that the Board would be discussing the lease in an Executive Session following the regular Board meeting to finalize some details before releasing the lease publically.

### **8. Discussion: Parcel Six Interim Design and Program**

Ms. Born mentioned that Cynthia Wall is concerned about the sidewalks. Mr. Crawford thought that the 3<sup>rd</sup> and Binney sidewalks were clear. Ms. Shore will contact Ms. Wall to find out which sidewalk section is problematic.

Mr. Zogg explained that Newport Construction is finishing components of the Main Street construction in April and May and they will be vacating the CRA property at the intersection of 3<sup>rd</sup> and Binney Streets by the end of May, provided the weather cooperates. The construction site manager on the Grand Junction volunteered to create a sustainable landscaping sketch. Mr. Zevin was also involved. Mr. Zogg presented that plan for the area. The primary activation would be food trucks, although the schedule was undecided. Mr. Evans suggested putting out an RFP, which includes schedule suggestions. Mr. Crawford said that it's late in the game since lotteries and RFPs have already gone out for food trucks. Mr. Zogg thought the area would be used primarily for lunch. He is looking at unwanted cable spools to use for picnic tables and chairs. The extra granite curbing could be used to make a garden planting zone. He pointed out space for a Hubway station although there is a cost for that. He noted an area for the octahedron, which needs to be removed from its current site. He noted all the areas for a pocket park - group seating, individual seating, a little garden area, bikes and food trucks. Two food trucks could probably fit in the area. Newport Construction agreed to pave all the hardscape with asphalt, set the curbing, and to seed the area. In summary, Mr. Zogg mentioned that the CRA would need to procure seating, arrange for the Hubway, move the octahedron (if Newport cannot do it), and hire a landscaper.

In response to Ms. Born, Mr. Zogg explained that there are no utilities that are needed since food trucks have self-generators. Ms. Drury wondered if a child friendly element could be added. Mr. Evans noted that a Hubway costs \$60,000 to install and \$18,000 a year to keep operating. There was a discussion of how to fund this. The goal is to keep this a low cost project by connecting with various groups for funding and/or services like a water source. Ms. Hoffman added that residents have done asphalt painting in the past at Painted Park. Mr. Evans stated that revenue from the food trucks could go into the maintenance of the park.

### **9. Discussion: KSURP Implementation and Community Engagement Planning (Mr. Evans)**

Given the time and the need to go into Executive Session, Mr. Evans suggested pushing this agenda item to the February meeting. Basically, there are a lot of commitments in the urban renewal plan and MXD zoning for economic development programs. Sometime in the spring, modifications to the strategic plan should be made as the CRA has gained clarity in its direction over the past few years. The Board and the public will be involved in that process. Staff is also working on refreshing the coUrbanize website to continue using this as an engagement tool for the infill development plan, open space plan, a retail plan, design guidelines, transportation and street designs, etc. Rolling these out to gather early feedback will facilitate the process before final submittals. This will be a more iterative review process for the CRA, the Planning Board, and the community.

No other comments were made.

Ms. Born explained that the Board is going to convene in Executive Session for the purpose of discussing the terms of the proposed sub-lease of the Foundry Building at 101 Rogers St. to a future development entity yet to be selected. Conducting the discussion in an open meeting may have a detrimental effect on the negotiating position of the CRA with a future development entity. She added that since the Board has concluded all of its business set forth on the regular agenda, the Board would not reconvene in open session thereafter.

A roll call was taken on the motion to move into Executive Session.

Ms. Zevin – yes

Mr. Crawford –yes

Ms. Born –yes

Ms. Drury – yes

Mr. Bator – yes

The motion unanimously passed.

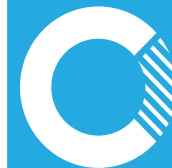
### **Adjournment**

The regular Board meeting was adjourned at 8:45 p.m.



FIFTY-NINTH  
**ANNUAL REPORT**

2015



CAMBRIDGE  
**REDEVELOPMENT**  
AUTHORITY



## Cambridge Redevelopment Authority

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

### CRA Board Officers

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

Thomas L. Evans, Executive Director

## Cambridge City Council 2015

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

Richard C. Rossi, City Manager  
Lisa C. Peterson, Deputy City Manager  
Iram Farooq, Assistant City Manager for  
Community Development

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

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

## Introduction

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

A major year-long focus in 2015 was the passage of Amendment 10 of the Kendall Square Urban Renewal Plan (KSURP) and certification of the related Environmental Impact Report (EIR), as well as the accompanying MXD Zoning Petition. Together adoption of these amendments will allow for one million new square feet (SF) in the KSURP district and provide the CRA with the resources to pursue initiatives outlined in the Strategic Plan.

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

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

2015 was also the pilot year for the CRA's Forward Fund. This program allocates capacity and capital grants to local organizations to undertake improvements to benefit Cambridge neighborhoods. The initial grants supported local initia-

tives ranging from art to technology and from planning to revitalization.

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

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



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



## Internal Operations

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

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

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

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

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

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

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

## STRATEGIC PLAN OPERATING PRINCIPLES:

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

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

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

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

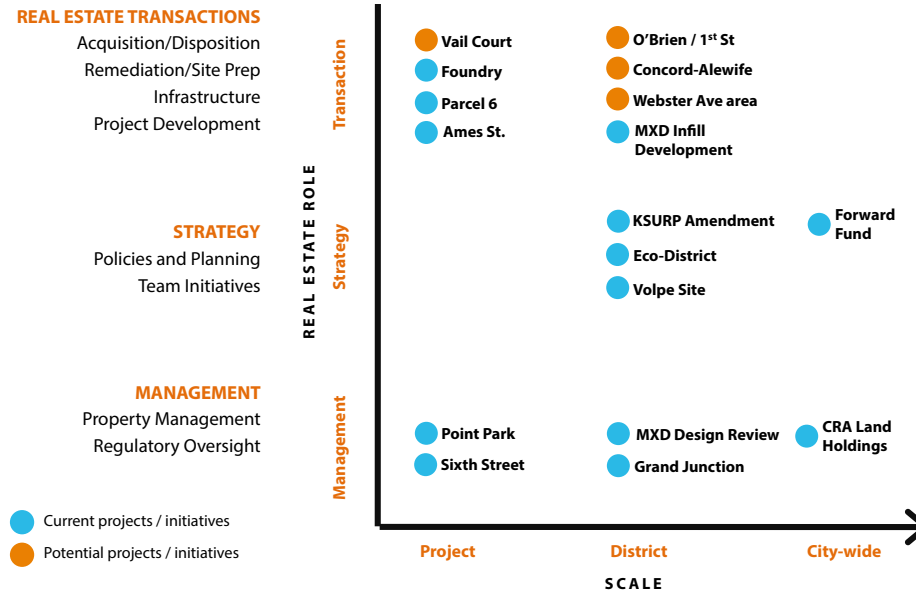
**Set an example:** Advance thinking on issues; be innovative while maintaining an awareness of history.

## Strategic Plan Status

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

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

## Diagram of Potential CRA Projects outlined in the Strategic Plan



the Forward Fund and modify the program as needed – *Completed*

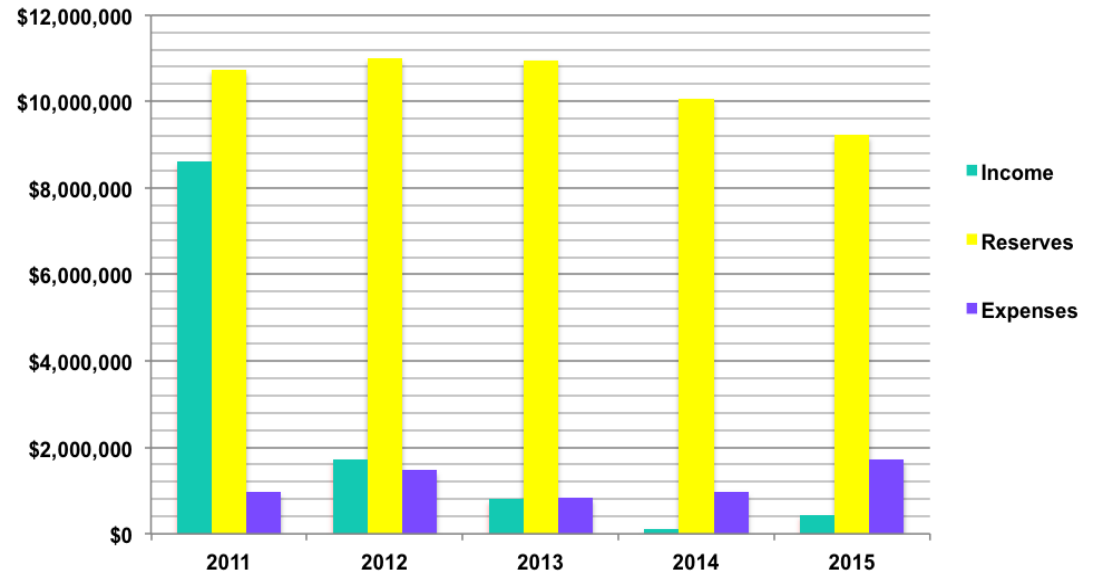
- **Ames Street Residential:** Begin construction of the Ames Street Residences – *Design approved, site work initiated*
- **KSURP/MXD Rezoning:** Adopt Amendment 10 of the Kendall Square Urban Renewal Plan – *KSURP Amendment and MXD Zoning adopted by City Council*
- **CRA Policies:** Adopt and implement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

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

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

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

## Five Year Income and Expenses Chart



## Finances

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

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

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

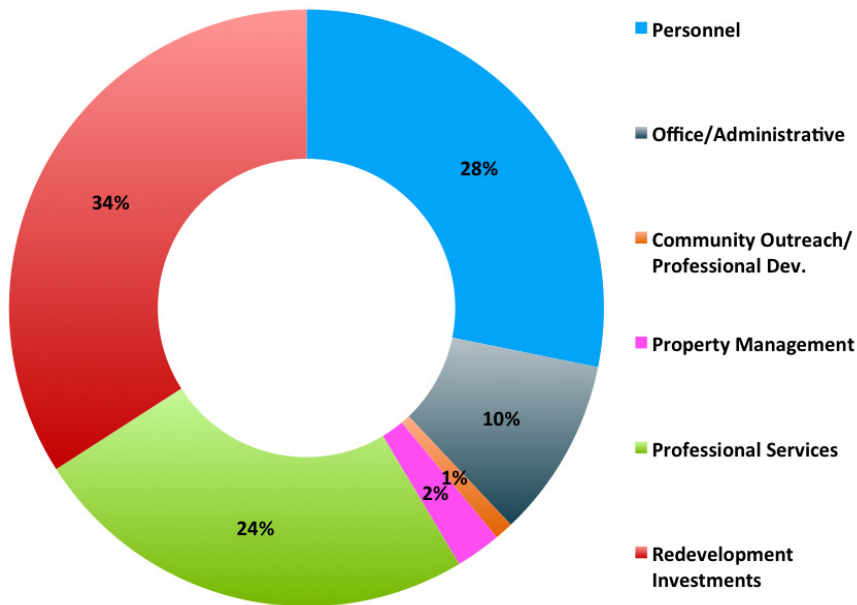
Following discussions with the City of Cambridge Finance Department and CRA auditors and lawyers, a CRA Investment Policy was written and approved by the CRA Board in April 2015 with the goals of investing funds at the highest possible rate of interest reasonably available, taking into account safety,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

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

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

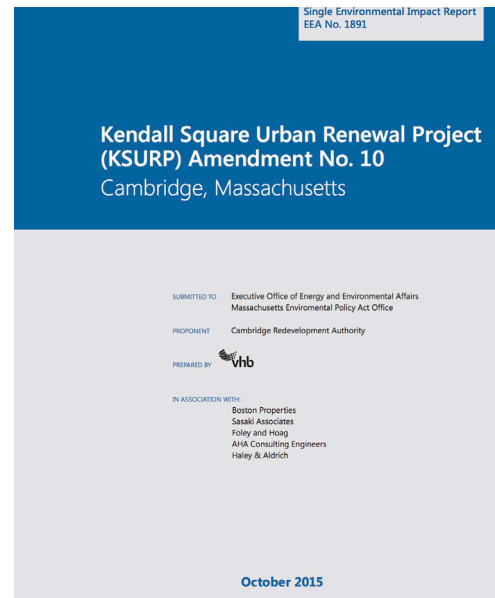
# 2015 Operating Expenses and Budget

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



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

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



## Activities & Projects

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

### Urban Renewal Plan & Zoning

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

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

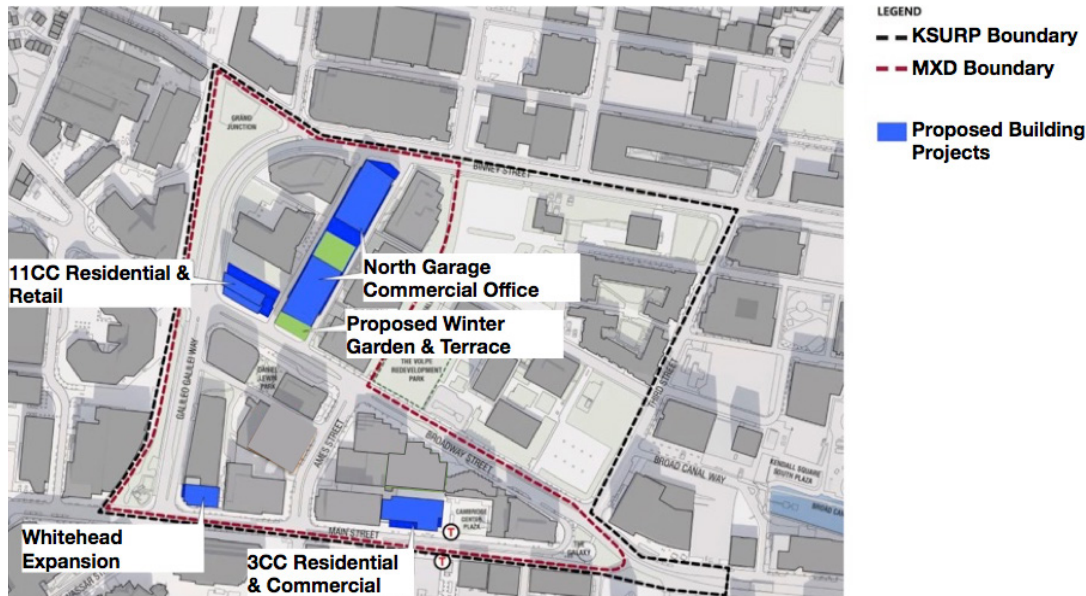
The CRA has worked for two years toward Amendment 10 of the KSURP and the accompanying MXD Zoning Petition. These will enable a new mix of residential, commercial, and retail development and directly reflects the City's K2C2 Plan published in December 2013.

The CRA launched a significant year-long public engagement effort. These efforts included a new coUrbanize online public forum, presentations

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

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

- **Infill Development:** Allow an additional one million square feet (SF) of infill development in the district - 40% of which is required to be multi-family residential.
- **Innovation Space:** At least 10% of the planned 600,000 SF of commercial space is



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

required to be “Innovation Office,” 25% of which is to be set aside for a new below market Innovation Office space program.

- **Residential:** 25% of the required 400,000 SF of residential development will be below market including 20% reserved for low/moderate income households and 5% reserved for middle income households. Additionally, 5% of the new residential development will contain 3-bedroom units which will be dedicated to the below market housing program. The development is anticipated to provide 560 housing units with an estimated 140 of those being below market rate.
- **Retail:** 75% of the ground floor must have an active frontage with a minimum of 25% of that frontage reserved for local and independent retailers. The CRA made a commitment

to create a new program for start-up retail uses.

- **Open Space:** The zoning establishes a new metric of 15% of the land area in the district to be maintained as open space, as well as a strategy for open space activation and programming.
- **Parking:** The zoning removes the minimum parking requirement for commercial development and establishes maximums for all land uses.
- **Sustainability:** The new development must be designed and built to LEED Gold green building standards, and be built solar-ready. Projects must study the feasibility of connecting to district energy systems.

Simultaneously, the CRA worked with consultant

VHB to write the Environmental Impact Report (EIR) required by the State in order to approve the major amendment to the Urban Renewal Plan. The EIR quantifies the impacts of the proposed new development with a detailed analysis of transportation and parking, air quality, greenhouse gas emissions, climate adaptation, stormwater, and more. The EIR includes extensive commitments by the CRA and Boston Properties to mitigate these impacts. This includes a commitment to creating a new Kendall Square Transit Enhancement Program (KSTEP) to support improvements to public transit serving Kendall Square. The final EIR was approved by the Secretary of Energy and Environmental Affairs in November 2015.

The proposed development will allow the area to

### This Page

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

### Opposite Page

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



reach its full potential by providing the opportunity to infill underdeveloped areas and build significant new residential capacity. This will result in a more dynamic, complete urban neighborhood in Kendall Square – one that is more socially vibrant, environmentally responsible, and economically sustainable.

### Development Activities

Boston Properties received the Special Permit from the Planning Board for the 88 Ames Street Residences. This project will deliver 280 units of housing to Kendall Center and up to 14,000 SF of new retail. Utility work began in fall 2015 to prepare the site for the start of construction in spring 2016. The project is anticipated to open in the first half of 2018.

Notable changes in 2015 included additional

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

### Civic Space & Transportation

In the KSURP area, Cambridge DPW continued to rebuild Main Street and extended the project into early 2016. The renovation of Point Park and improvements to CRA's Parcel 6 at the corner of 3rd & Binney were put on hold until the Main Street project is finished. CRA Staff participated in the City's Connect Kendall Open Space

Design Competition. The selection process for a landscape architect is complete and the CRA will be working with Stoss Landscape Urbanism on conceptual and schematic design for Point Park in 2016. Boston Properties and the CRA will complete the design and may begin construction activities in 2016. The Binney Street Park parcel is committed to be transferred from CRA ownership to the City in 2016 per the agreement made for the Google Expansion Project in 2013.

The CRA refinished the wooden benches on the 6th Street Walkway. In collaboration with Biogen and Cambridge DPW, the CRA installed two experimental solar charging "smart benches" at either end of the walkway created by Kendall startup company Soofa Benches.

In March, the CRA published the annual traffic



and parking report for the urban renewal area showing trends over 20 years. The report showed that while new development continues to be added to the district, the automobile trip generation continues to remain level and the public transit mode share remains very high.

### *Grand Junction Greenway*

Early in the 2015 the CRA engaged Halvorson Design Partnership as the landscape architect to design the park elements of the CRA portion of the Grand Junction Greenway project and to execute design drawings in coordination with the existing engineer, Stantec. The CRA then entered into an agreement with the City for the Department of Public Works (DPW) to act as the CRA's on-site construction project manager and its advisor during the procurement process. The project would not have advanced as far as it has

without this partnership with the talented staff at DPW.

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

The contractor worked until the onset of cold weather in early December completing all demolition, excavation (including a small amount of contaminated soils), underground utilities and hardscape work. Final landscaping and the grand opening are anticipated in late spring 2016. CRA Staff devoted substantial time to oversee the

complex construction process, the detailed finish work, the highly regulated handling of contaminated soil, and coordination with the adjacent railroad as well as nearly every type of underground utility.



**This Page**

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

**Opposite Page**

*Exterior perspective of the Foundry building*



***The Foundry Demonstration Project***

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

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

of the process has continued to strengthen the ideas and the implementation of this plan.


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

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

in June, prior to demolition, and then again in November and December, after completion.

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

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



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



### Forward Fund

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

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

The Fund supports specific physical improvement projects that better Cambridge's built environment for the benefit of all the City's residents, workers, and visitors. In the first year,

capital grants could be awarded up to \$10,000 and required a 1:1 match with another source of funding while planning and design grants were given at a maximum of \$2,500.

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

#### Capital Projects

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

The mosaic tile mural uses public art and creative arts events to connect past and present stories of the Port / Area IV neighborhood of

Cambridge. Installation is planned for spring/summer 2016 on the exterior of the Art Center on Windsor Street.

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

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

3. Community Storefront - *EMW Bookstore*  
The EMW storefront is the physical home for a variety of community programs. EMW calls itself "A community space of the 21st century on the



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



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

4. Six Little Free Libraries  
*Area IV Neighborhood Groups*

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

Planning & Design Grants

1. Social Umbrella  
*Green Cambridge, Inc*

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

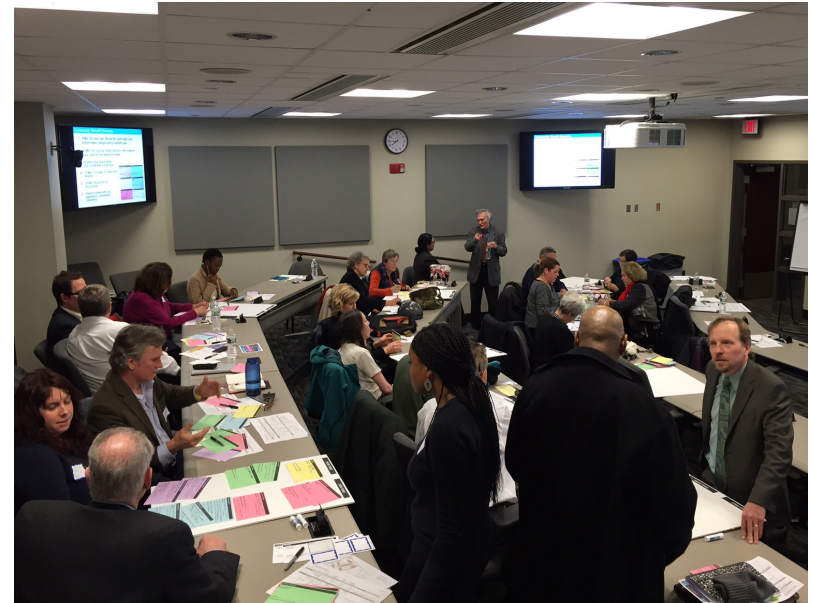
shaded by an umbrella. The more people who sit on it, the more the umbrella opens. The Social Umbrella is designed to create spontaneous engagement between users because it requires several people to come together to fully open the umbrella.

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

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

3. Churchill Court Vestibule Community Planning  
*Just-a-Start Corporation*

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



## Outreach & Learning

Outreach and ongoing dialogue with the community is a central operating principle for the CRA. During the year, the CRA led a number of community meetings related to its ongoing initiatives. Over 15 presentations, forums, neighborhood meetings, or public hearings were held to gather community input related to KSURP Amendment 10 and the accompanying MXD Zoning petition. The topic was discussed at 13 CRA board meetings between 2014-2015 open to the public.

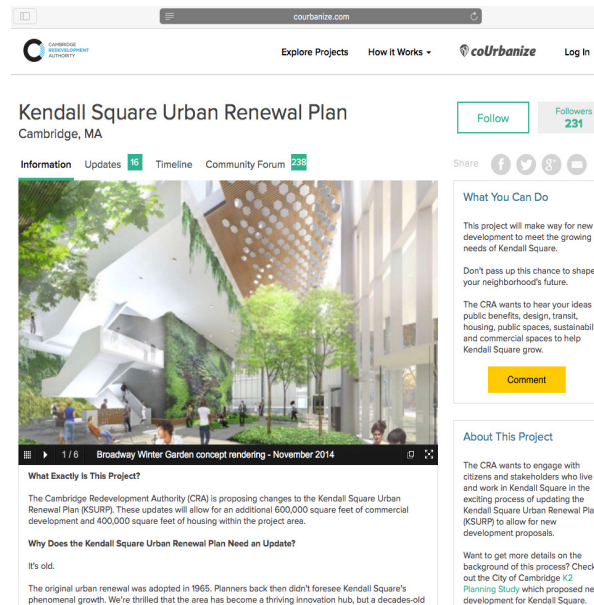
In March 2015, the CRA held a public forum at the Robert W. Healy Public Safety Building in East Cambridge to discuss proposed updates to the KSURP and receive community input regarding the public benefits associated with the development process. Approximately 40 people representing various interests throughout the city were in attendance.

The CRA enhanced its web-based public engagement, utilizing a platform from Kendall-based startup coUrbanize to provide a forum to discuss the KSURP amendment. Since launching in February 2015, the site has received 4,774 site visits, 235 comments, and 230 followers. The CRA also created a unique four-week text message poster campaign throughout the KSURP area with the goal of eliciting feedback from those not typically attending evening meetings. This generated a surge of interest in the coUrbanize website with particular attention to open spaces and underutilized empty spaces. CRA participated in "PARK(ing)" Day with its own space on Ames Street. This event was used to launch the poster campaign, giving Staff a day-long opportunity to interact with the general public on the street in a non-traditional format.

The CRA played a key role in the formation of an EcoDistrict with a broad set of stakeholders across Kendall Square. Staff attended two national EcoDistrict workshops in June and November to further advance the formation of a governance structure. The EcoDistrict launched a major district energy study and a design competition for high density urban bicycle parking.

The CRA Executive Director was appointed to the MassDOT Mobility Task Force. This newly formed group is charged with taking a holistic view of Kendall's transportation issues and assembling long term recommendations for future investments and improvements.

The CRA remains highly involved in the Kendall Square Association (KSA). The CRA Executive Director continued his role on the KSA Board and



**This Page**

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

**Opposite Page**

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

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

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

The CRA seeks to maintain its connections with the community, the City, its partners, and to

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

## STRATEGIC PRIORITIES FOR 2016

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

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

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

February 24, 2016

# Kendall Square Schematic Design & Site Survey









**WHERE WE  
LEFT OFF**

## relevant studies

### Boston Consulting Group

Vitality of innovation needs to be matched with vitality of life

#### **Kendall Square needs an external identity**

Social and professional networking and events

Entertainment—wider selection of amenities (restaurants, bars, cafes, shops)

Commercial amenities—pharmacy, grocery store, laundry

### K2C2

Nurture Kendall's innovation culture

#### **Support a vibrant environment for interaction**

#### **Create great places**

#### **Engage buildings and streets to create lively public areas**

#### **Expand opportunities for Kendall's diverse community to interact**

#### **Lively, walkable streets**

#### **Develop wayfinding strategy**

Promote environmental sustainability

Mix living, working, learning, and playing

### KSA 10 year vision

Attract funding labs/ talent in new fields

Transportation

Address rising prices in commercial real estate

Living and working in Kendall Square

Integrate into the MA ecosystem

Global ecosystem integration

Make innovation spaces more affordable for start-ups

Bring big to small: attract fortune 500

Encourage public events to celebrate innovation and showcase talent

#### **Add signage to let people know where they are and why it is important**

the full life cycle  
of innovation

more diversity in the  
range of industries – bio,  
energy, tech

the frequency and strength of  
academic/industry  
partnerships make KS a force

MIT, Cambridge Innovation  
Center, think tanks,  
entrepreneurial culture, smart  
people, high energy

## how are we different?

density of R&D activity  
within such small confines

one of densest  
innovation clusters in  
world

unique in its depth and  
density of innovation  
raw materials

high energy, innovation, entrepreneurs, pushing the envelope

nerd stereotype: very intelligent and ambitious people but a little socially awkward

we are not as young or hip as SV, or Austin. our origins are more MIT engineers. hipsters nerdy cousin

## what is the current vibe?

the personality is very thoughtful and business oriented with moments of playfulness

lots of brain power, exciting ideas, lots of opportunity to "bump and connect" with people working on interesting things

innovative, funky, hip, always evolving, surprising, unexpected, quirky, edgy, sometimes hidden, mysterious.

could use more play,  
visible creativity, and  
spontaneity

a “common theme”  
to define the area

wayfinding system—where is  
MIT when you get out of T

remains unaddressed is a  
concentrated, coordinated effort  
to promote the research

## what's missing?

experience can be  
cold, hard to capture

a “soul” that touches  
the human spirit  
through culture or art

an exciting central  
gathering space that is  
definable, recognizable  
and memorable

more public art. things that  
activate the public spaces

lacks identity

an engine for generating solutions for the world's problems

the innovative culture of MIT pervades the people and its organizations

there is no greater place to incubate an idea

exciting, happening place to be on the cutting edge of really cool innovations that will change our world

what is the single message?

the concentration and quality of research being done

every day thousands of people work at solving problems, growing industries, finding cures for diseases and making the world a better place



street level experiences  
would offer magic,  
mystery, beauty and fun

trains, buses and bikes are  
everywhere. within the buildings  
are creative ideas being explored  
in labs and lecture halls

Times Square of the R&D world. a  
multi-building museum among the  
streetscapes and lobbies

## what might a visitor experience in the future?

overwhelmed exploring content,  
choosing new interests to  
explore and testing novel ideas

well lit, well marked  
(wayfinding), better  
defined central "place"

it will visually  
look the way it  
feels inside

Kendall packs more intellectual capital per square mile than any place on the planet

density

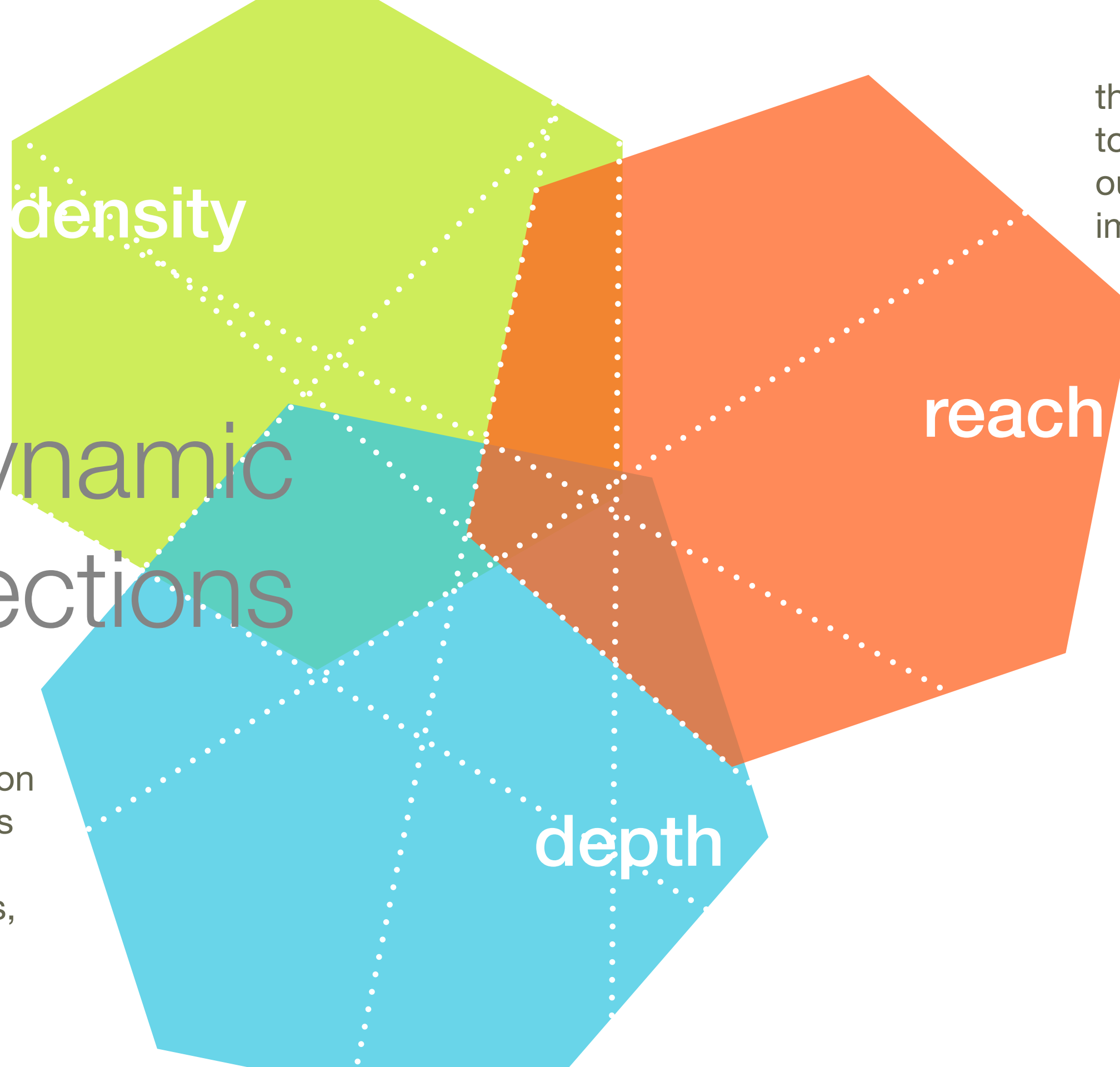
the world comes to Kendall and our solutions impact the world

reach

dynamic intersections

Kendall innovation defies categories spanning IT, bio, life sciences, energy, robotics

depth





## landmark

prominent physical features of such distinction that it can be used as a reference point for all.

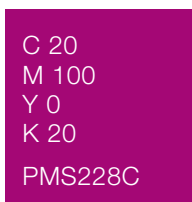
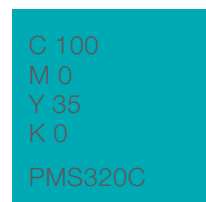
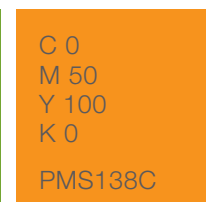
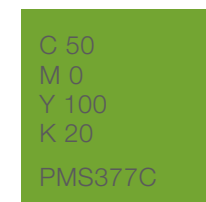
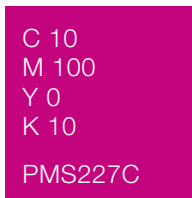
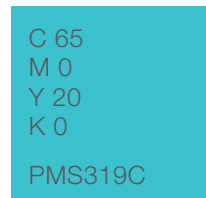
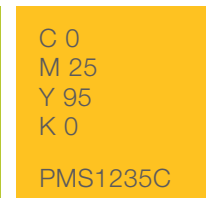
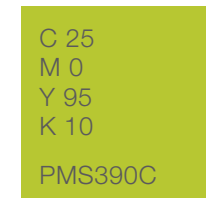
## wayfinding

signage or other directional indicators that provide orientation, scale and navigational cues.

## experiential

installations or frameworks that engage the visitor and support planned or spontaneous activities.

SHARED  
VALUES  
COMMON  
GROUND



KSA blue

KSA gray



# WAYFINDING PROGRAM



**Kiosk**



**Phone**



**Walking map**



**Human**





## Alice

Managing partner coming from Seaport



## Henri

Researcher from Zurich, visiting Kendall to attend a symposium.



## Matt

New MIT student, visiting Kendall to explore the area.



## The Meyers

Family from Ohio, visiting Boston for the first time.



Limited



**Alice**

Managing partner coming from Seaport



Phone



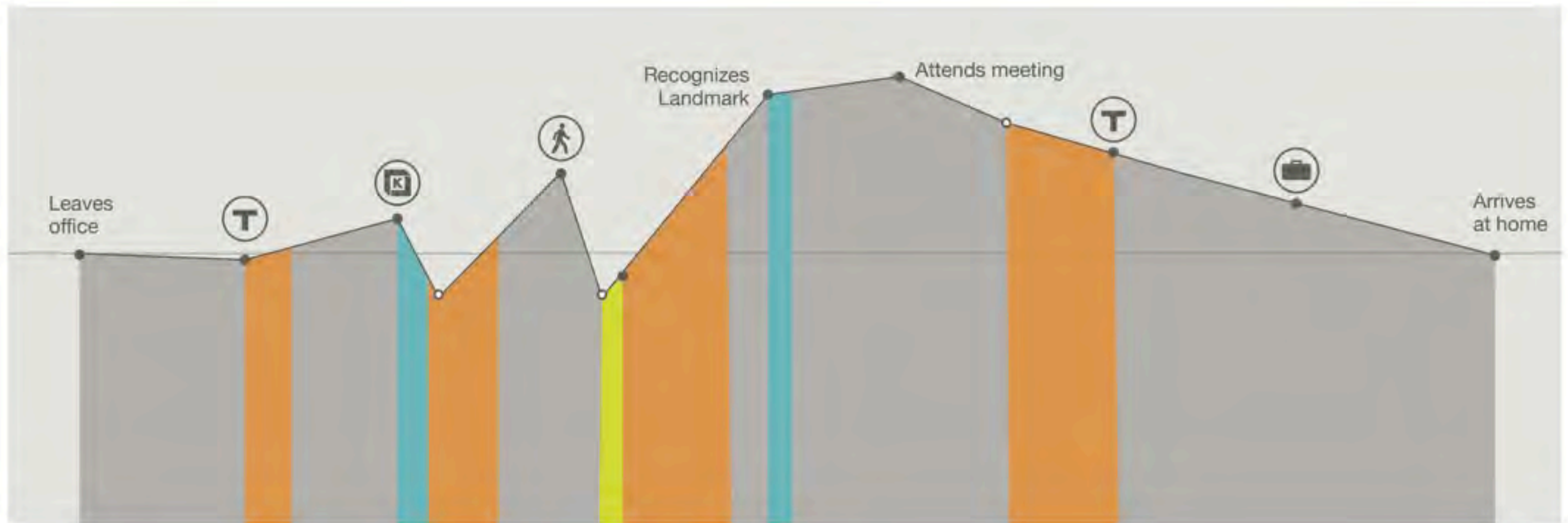
Kiosk



Walking Map



Verbal Directions





Limited



**Alice**

Managing partner coming from Seaport



Phone



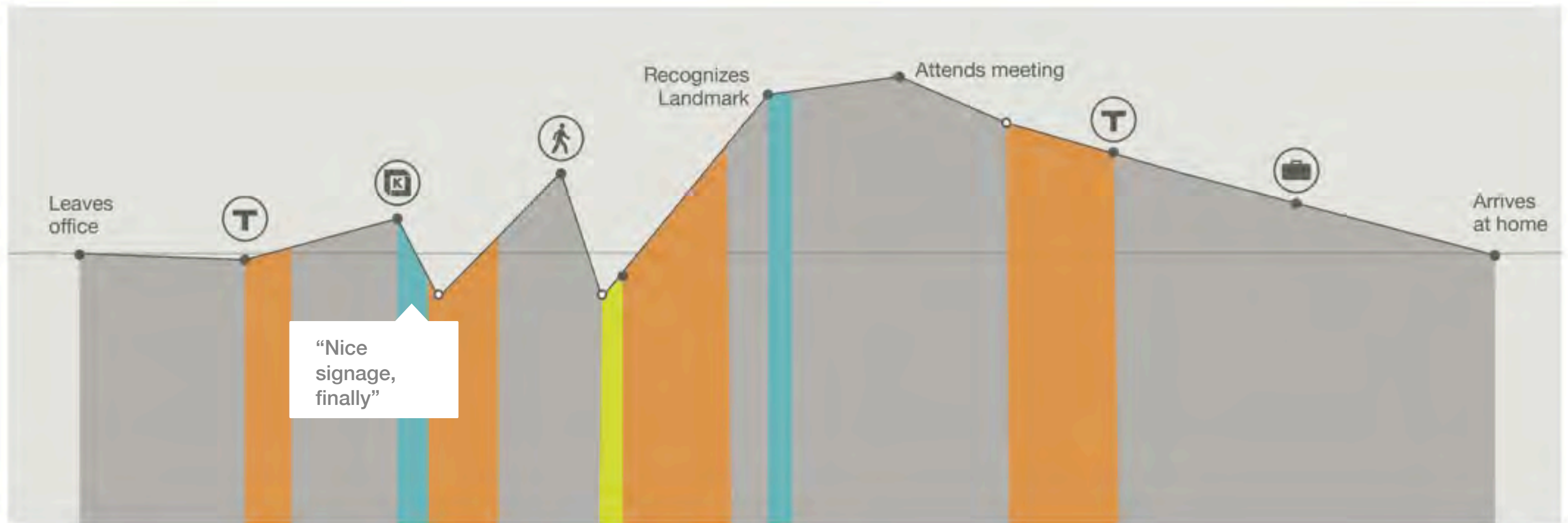
Kiosk



Walking Map



Verbal Directions





Limited



**Alice**

Managing partner coming from Seaport



Phone



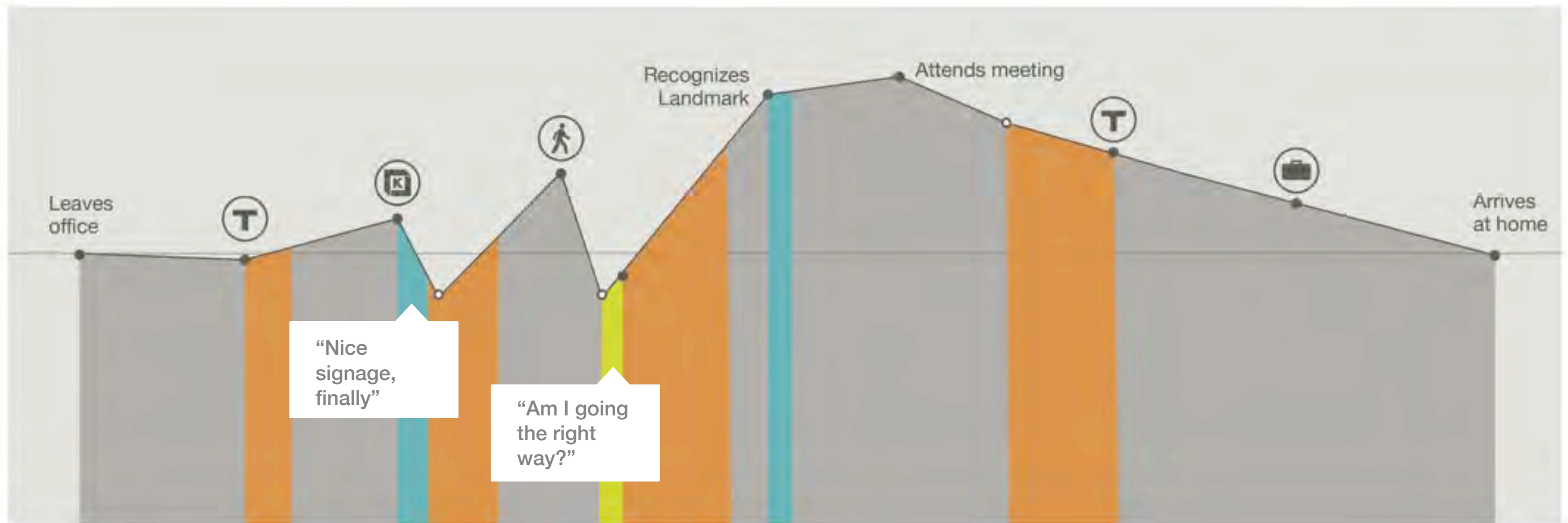
Kiosk



Walking Map



Verbal Directions



"Nice signage, finally"

"Am I going the right way?"



Limited



**Alice**

Managing partner coming from Seaport



Phone



Kiosk



Walking Map



Verbal Directions





Moderate



**Henri**

Researcher from Zurich, visiting Kendall to attend a symposium.



Phone



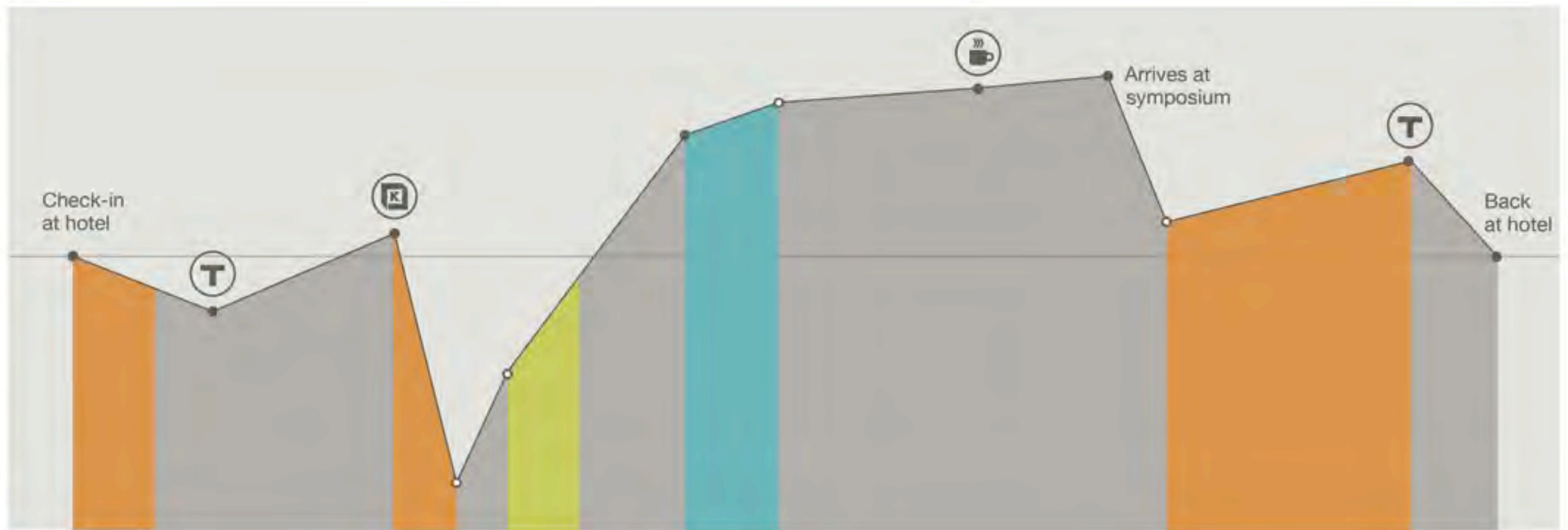
Kiosk



Walking Map



Verbal Directions





Moderate



**Henri**

Researcher from Zurich, visiting Kendall to attend a symposium.



Phone



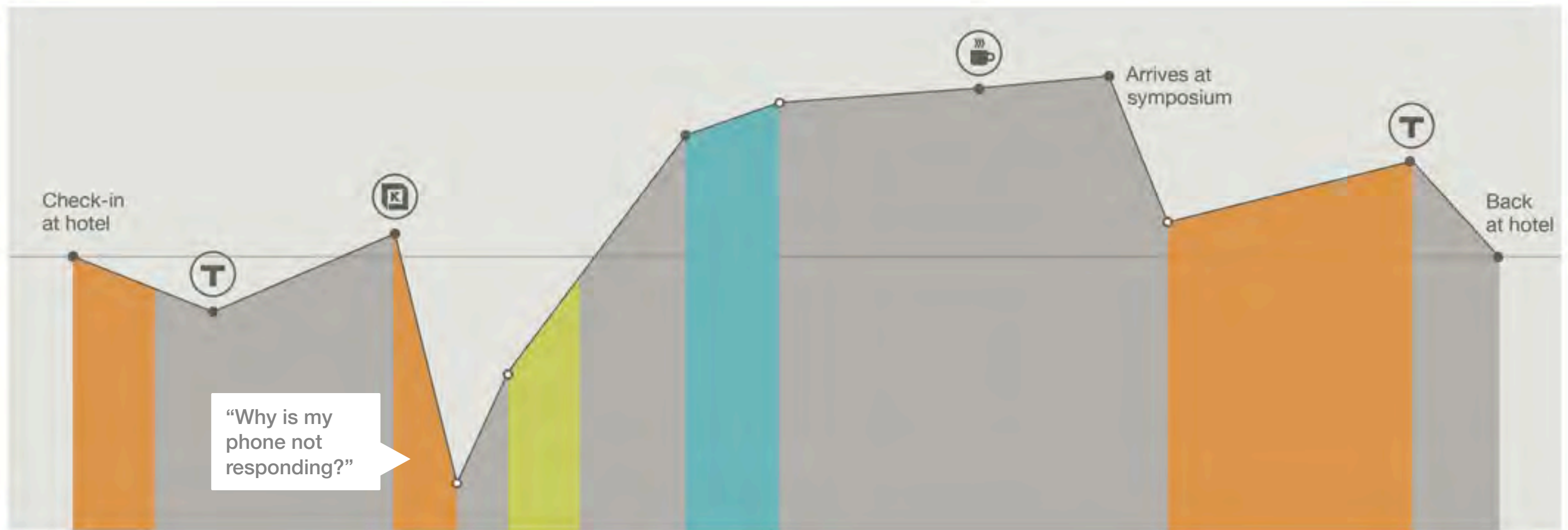
Kiosk



Walking Map



Verbal Directions





Moderate



**Henri**

Researcher from Zurich, visiting Kendall to attend a symposium.



Phone



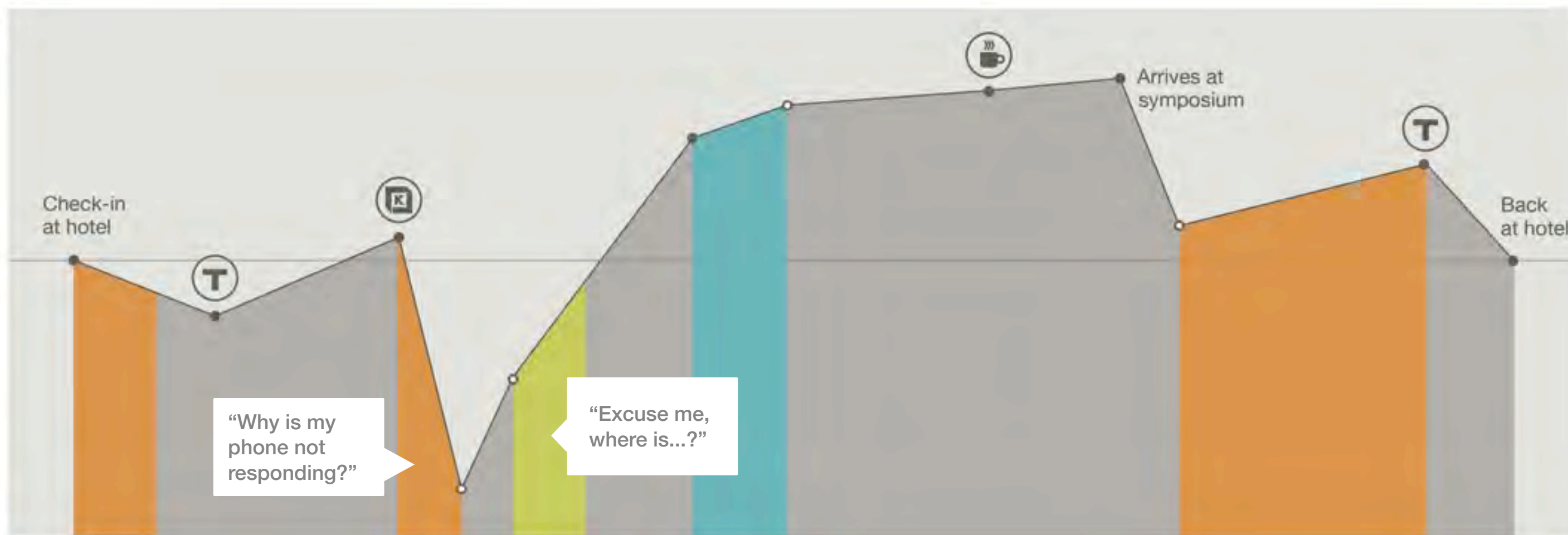
Kiosk



Walking Map



Verbal Directions







Moderate



**Henri**

Researcher from Zurich, visiting Kendall to attend a symposium.



Phone



Kiosk



Walking Map



Verbal Directions





Moderate



# Henri

Researcher from Zurich, visiting Kendall to attend a symposium.



Phone



Kiosk



Walking Map



Verbal Directions





Unlimited



**Matt**

New MIT student, visiting Kendall to explore the area.



Phone



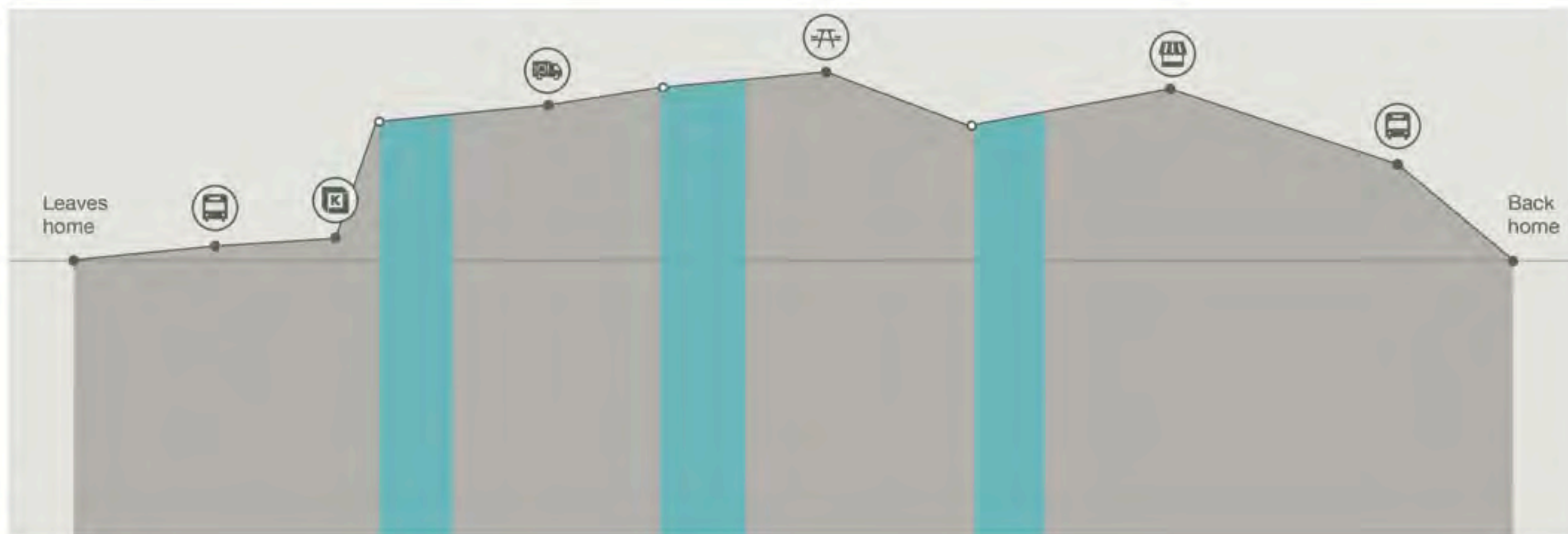
Kiosk



Walking Map



Verbal Directions





Unlimited



**Matt**

New MIT student, visiting Kendall to explore the area.



Phone



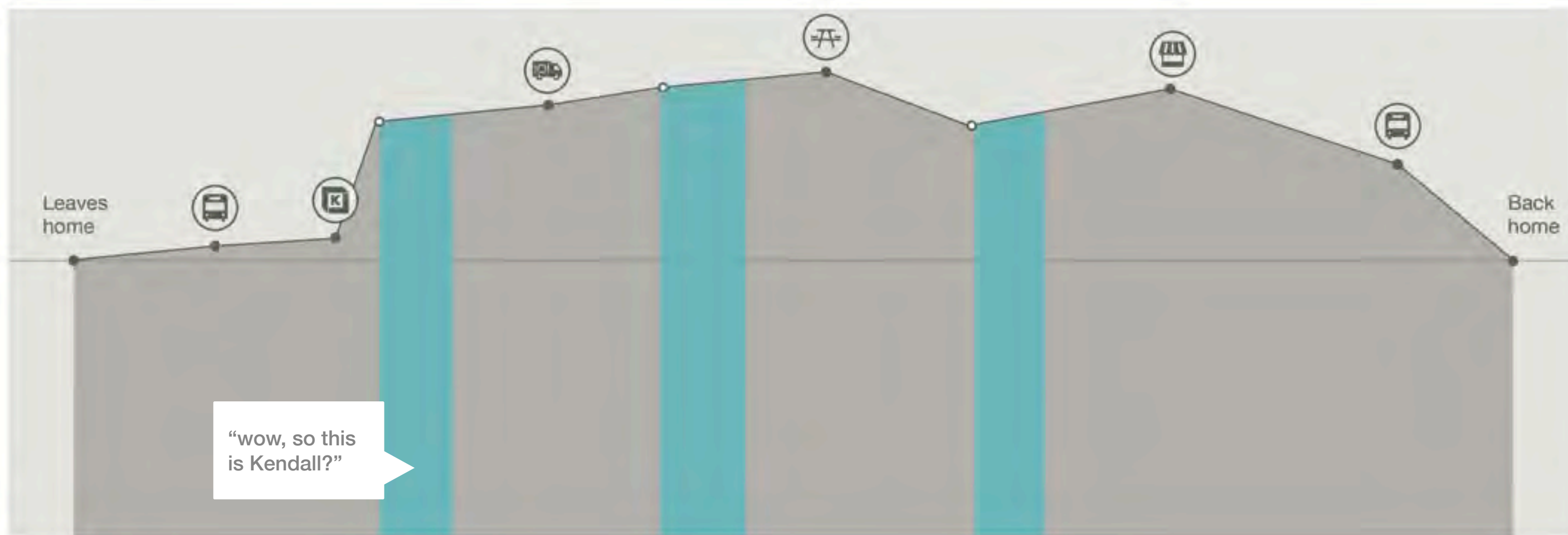
Kiosk



Walking Map



Verbal Directions



"wow, so this is Kendall?"



Unlimited



**Matt**

New MIT student, visiting Kendall to explore the area.



Phone



Kiosk



Walking Map



Verbal Directions





Unlimited



**Matt**

New MIT student, visiting Kendall to explore the area.



Phone



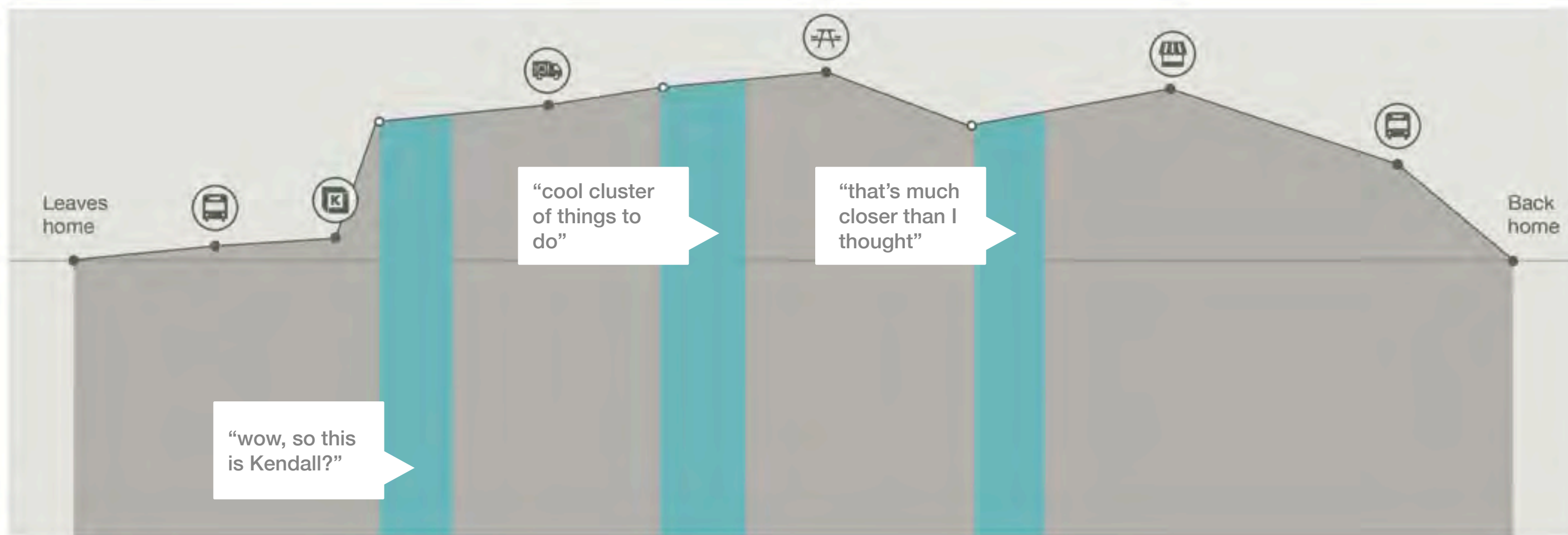
Kiosk



Walking Map



Verbal Directions



Leaves home



Back home

"cool cluster of things to do"

"that's much closer than I thought"

"wow, so this is Kendall?"



Unlimited



# The Meyers

Family from Ohio, visiting Boston for the first time.



Phone



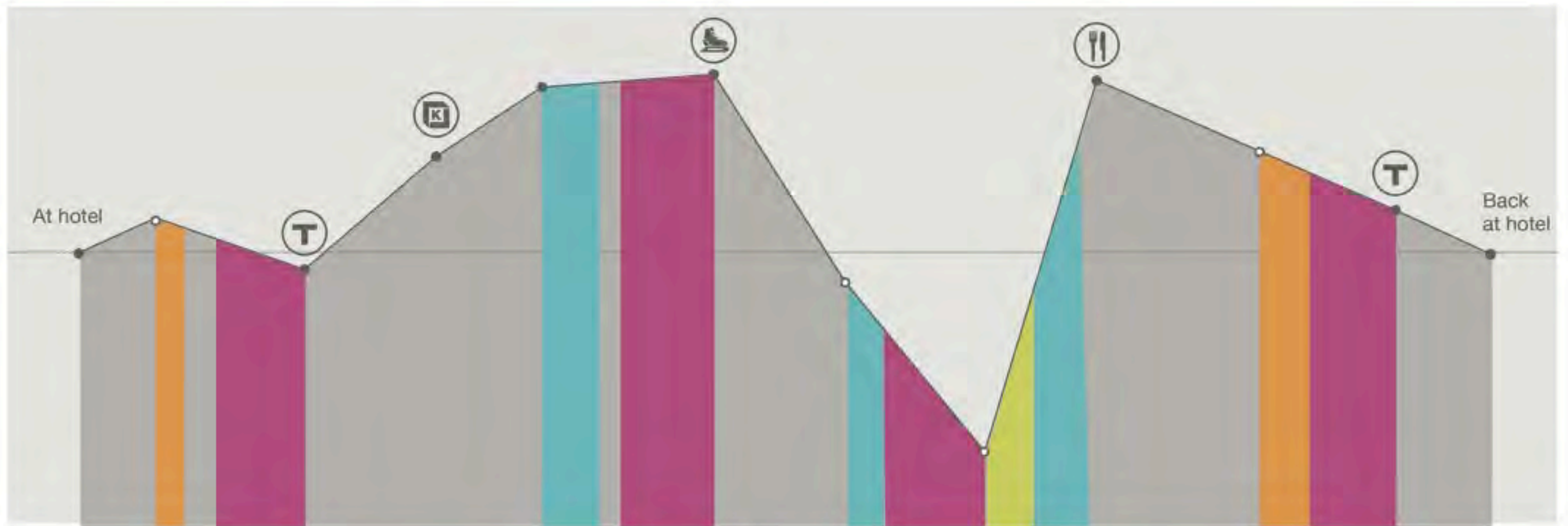
Kiosk



Walking Map



Verbal Directions





Unlimited



## The Meyers

Family from Ohio, visiting Boston for the first time.



Phone



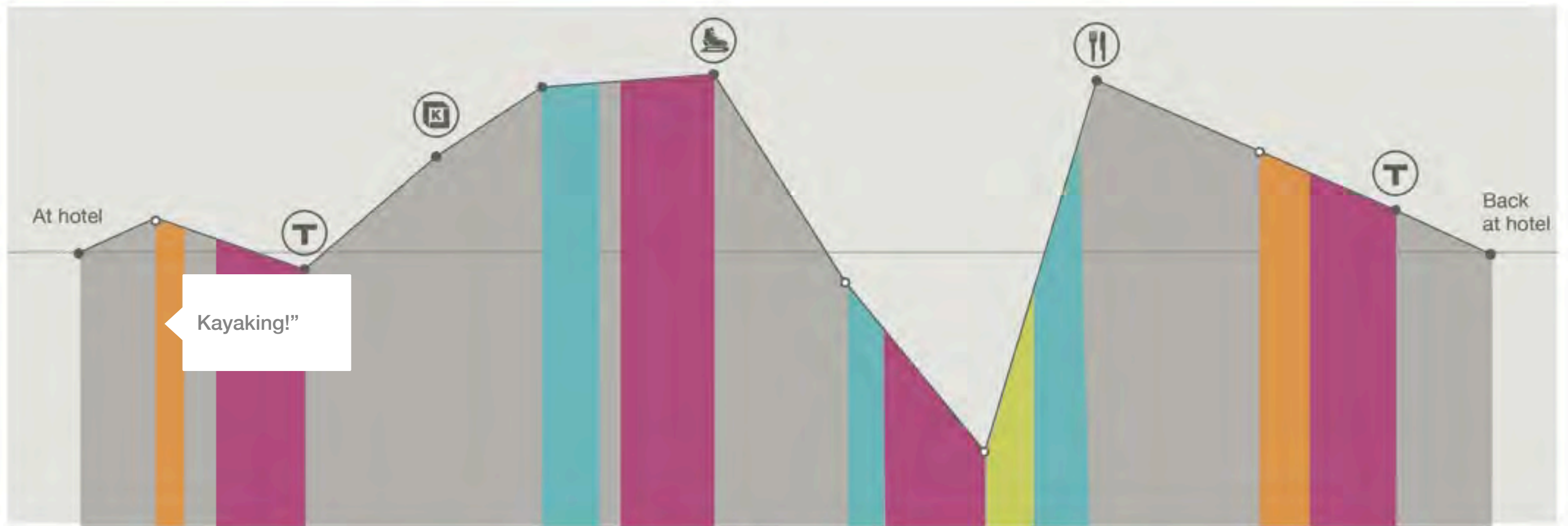
Kiosk



Walking Map



Verbal Directions









Unlimited



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Phone



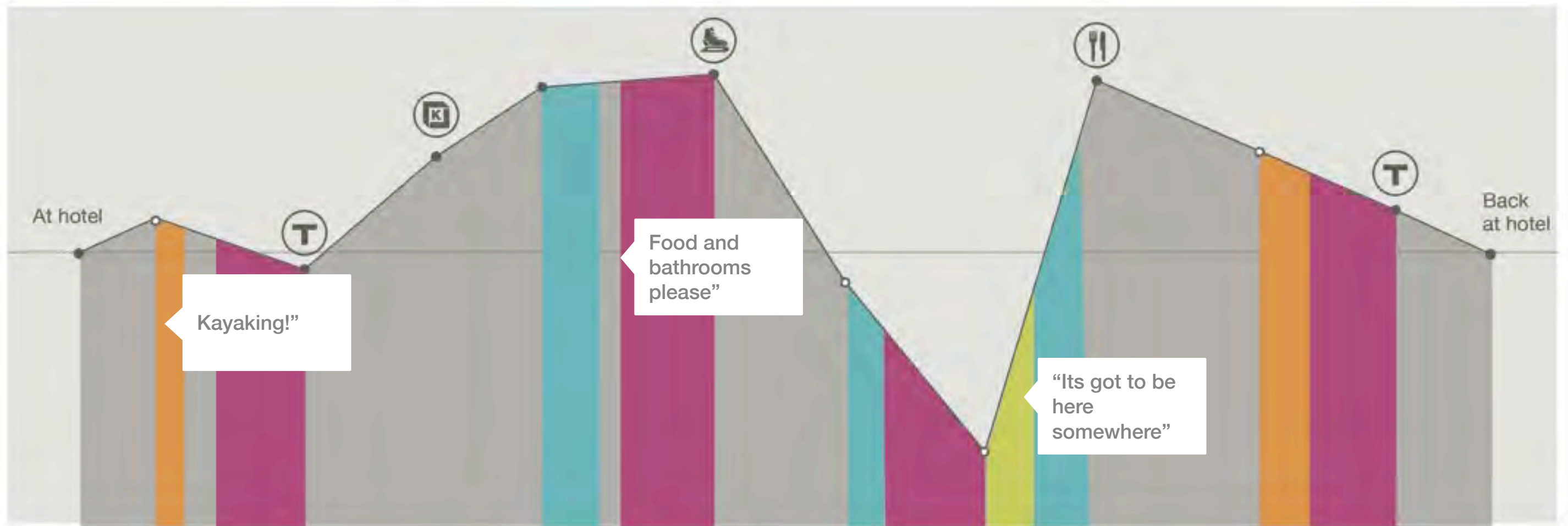
Kiosk



Walking Map



Verbal Directions



Kayaking!"

Food and bathrooms please"

"Its got to be here somewhere"



Unlimited



# The Meyers

Family from Ohio, visiting Boston for the first time.



Phone



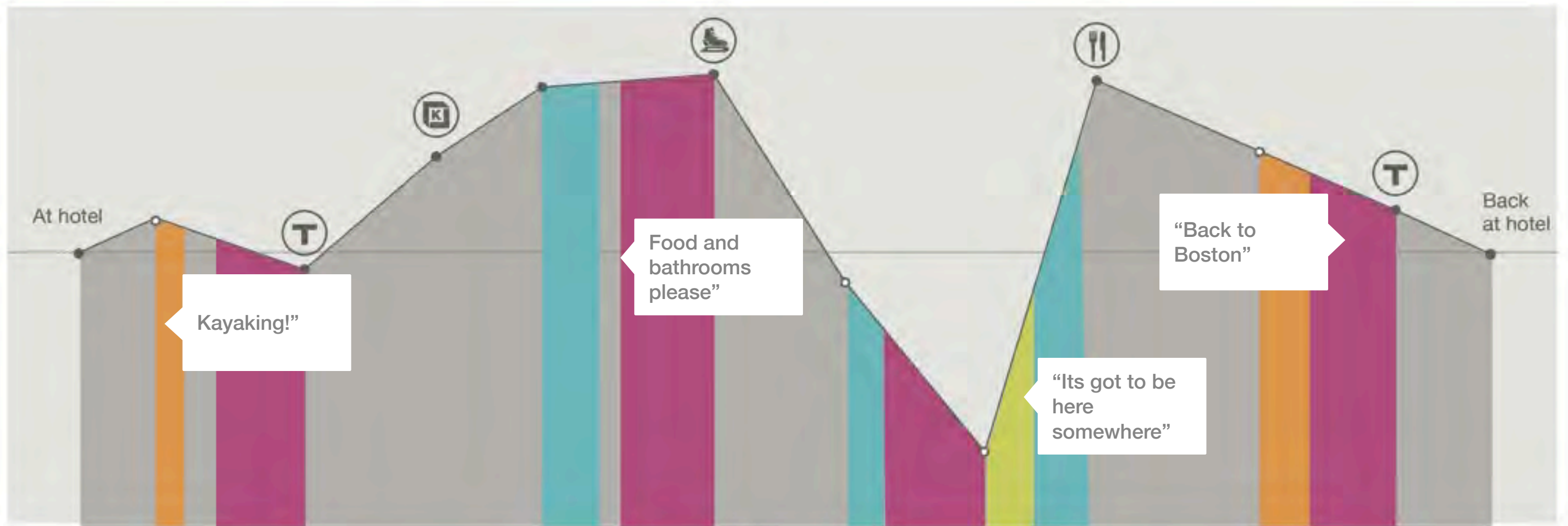
Kiosk



Walking Map



Verbal Directions





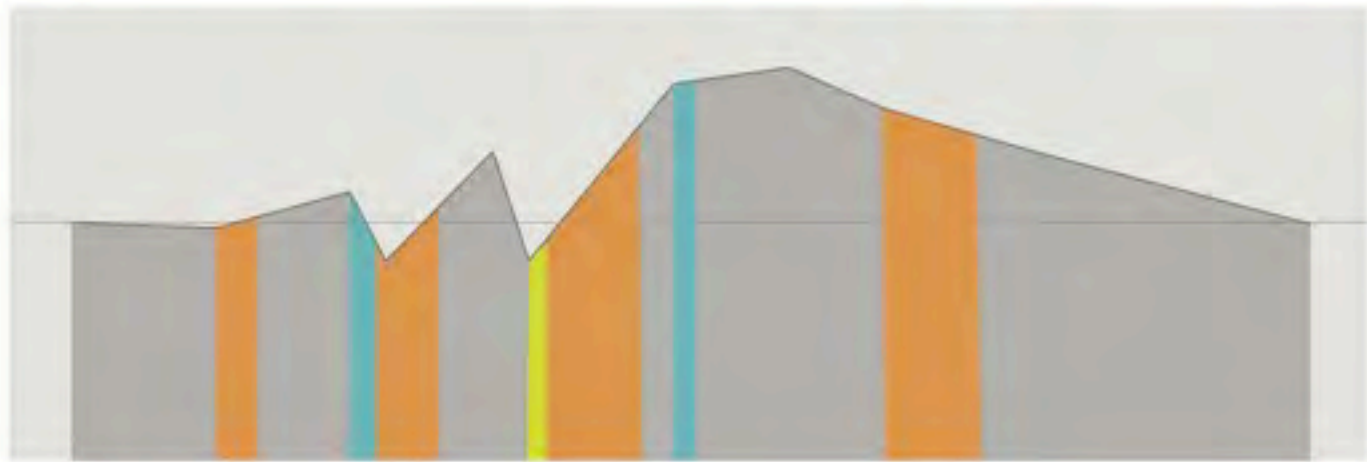
Henri



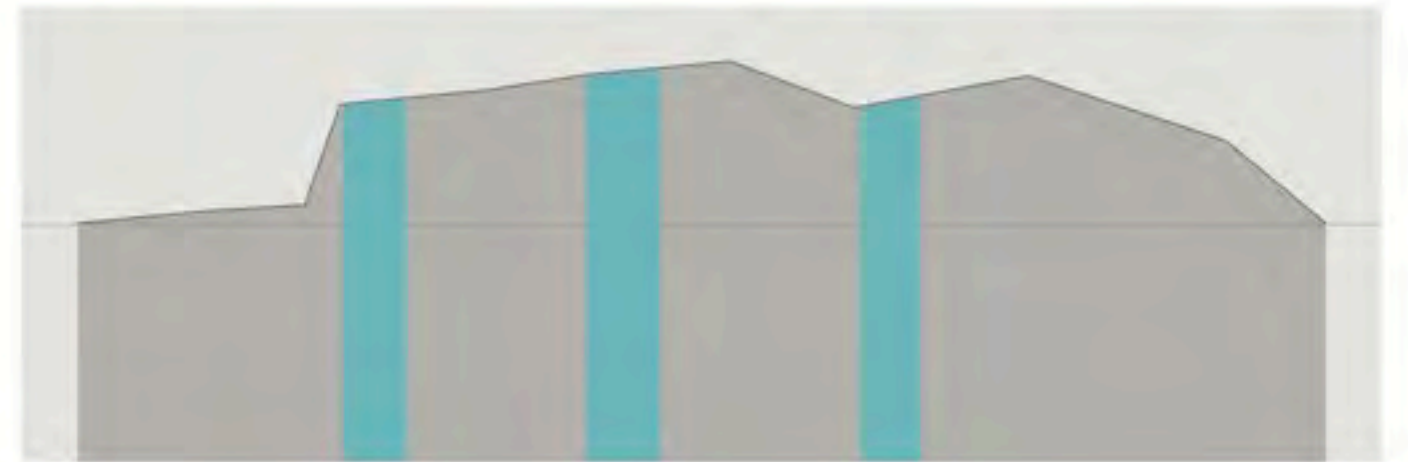
The Meyers



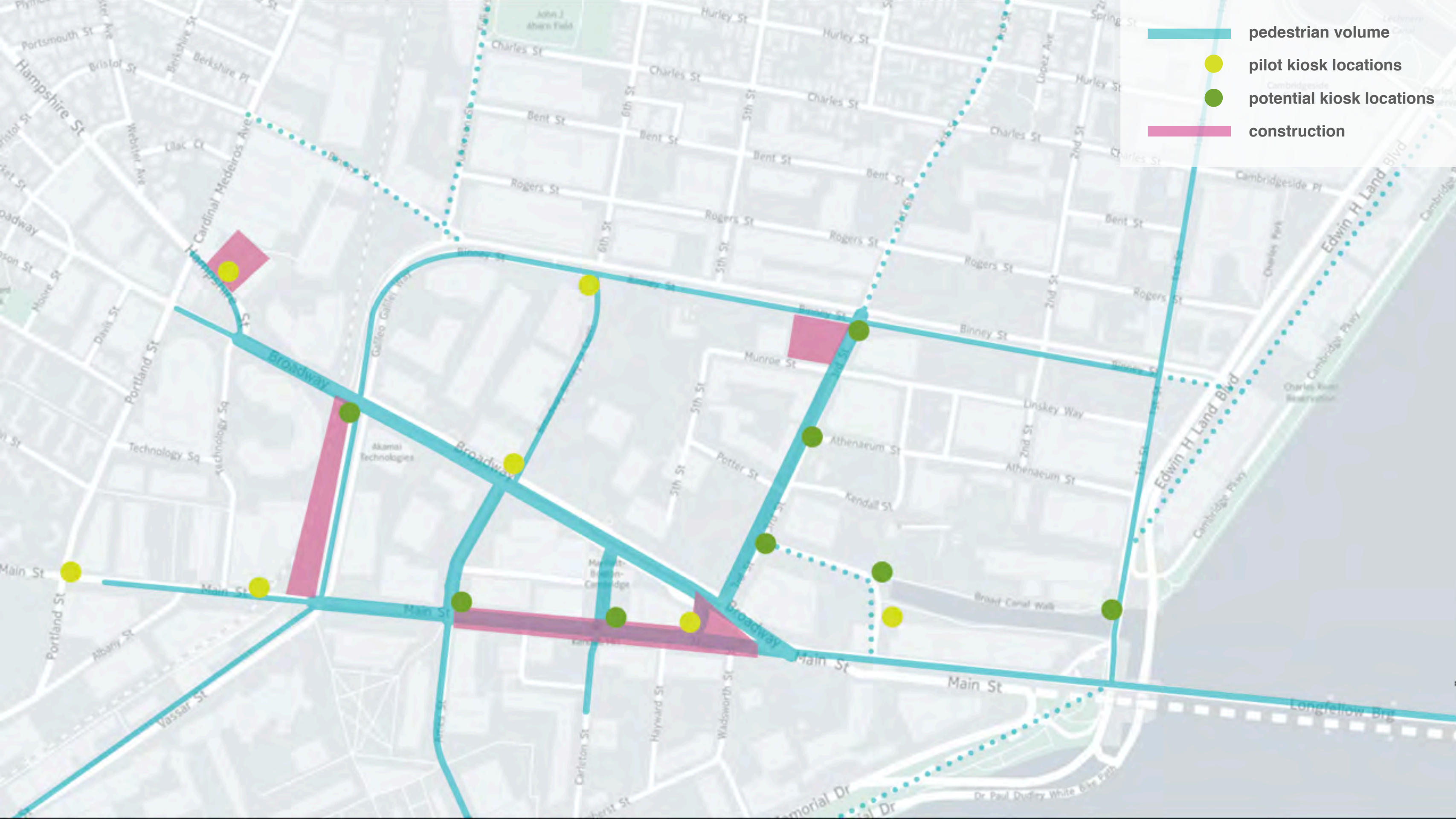
Alice



Matt

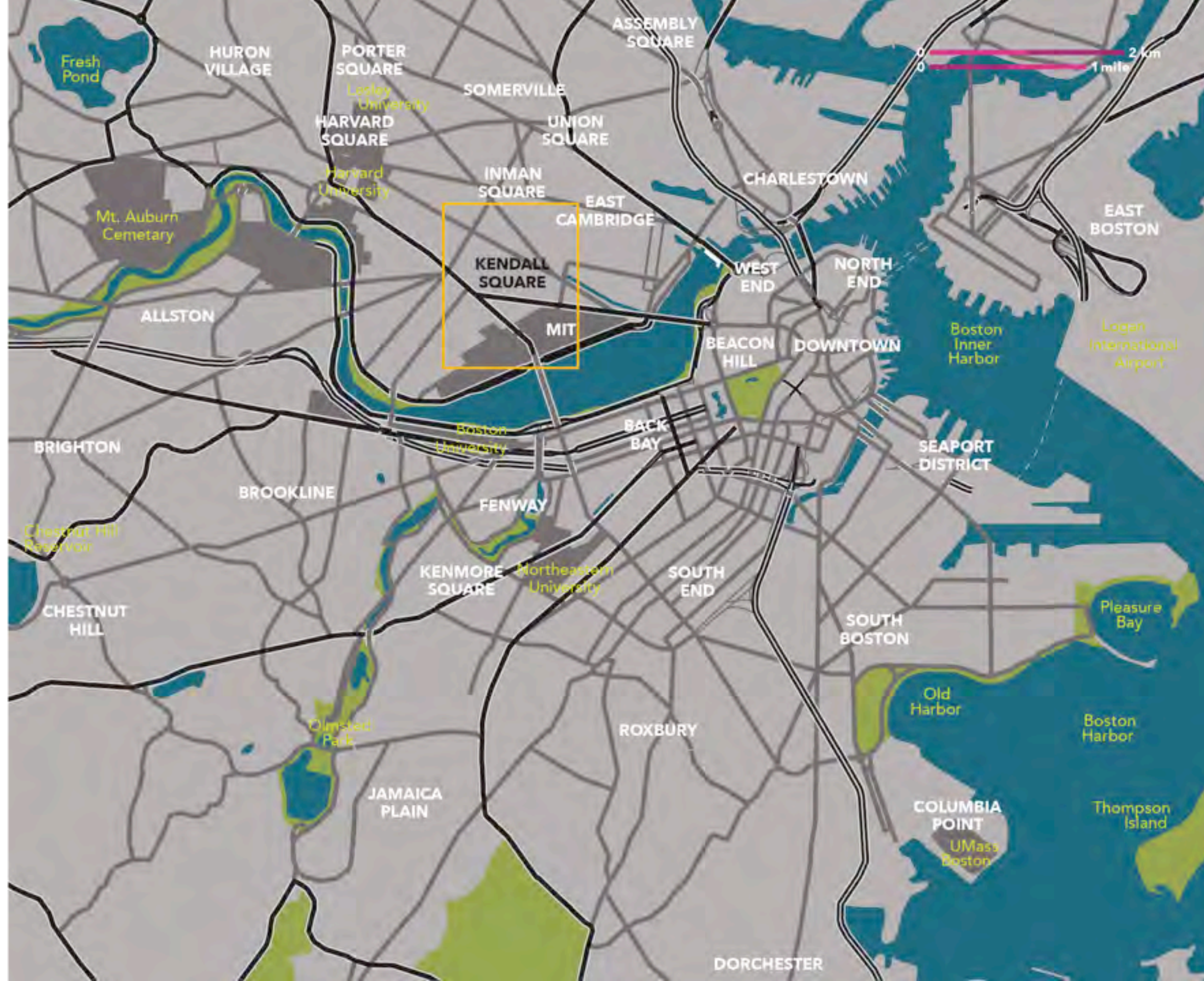






- pedestrian volume
- pilot kiosk locations
- potential kiosk locations
- construction

**MAPPING**



Fresh Pond

HURON VILLAGE

PORTER SQUARE

Lesley University

HARVARD SQUARE

Harvard University

SOMERVILLE

UNION SQUARE

INMAN SQUARE

EAST CAMBRIDGE

CHARLESTOWN

EAST BOSTON

Mt. Auburn Cemetary

ALLSTON

KENDALL SQUARE

MIT

WEST END

NORTH END

Boston Inner Harbor

Logan International Airport

BRIGHTON

BROOKLINE

FENWAY

BACK BAY

SEAPORT DISTRICT

Chestnut Hill Reservoir

KENMORE SQUARE

Northeastern University

SOUTH END

CHESTNUT HILL

Olinsted Park

JAMAICA PLAIN

ROXBURY

SOUTH BOSTON

Pleasure Bay

Old Harbor

Boston Harbor

COLUMBIA POINT

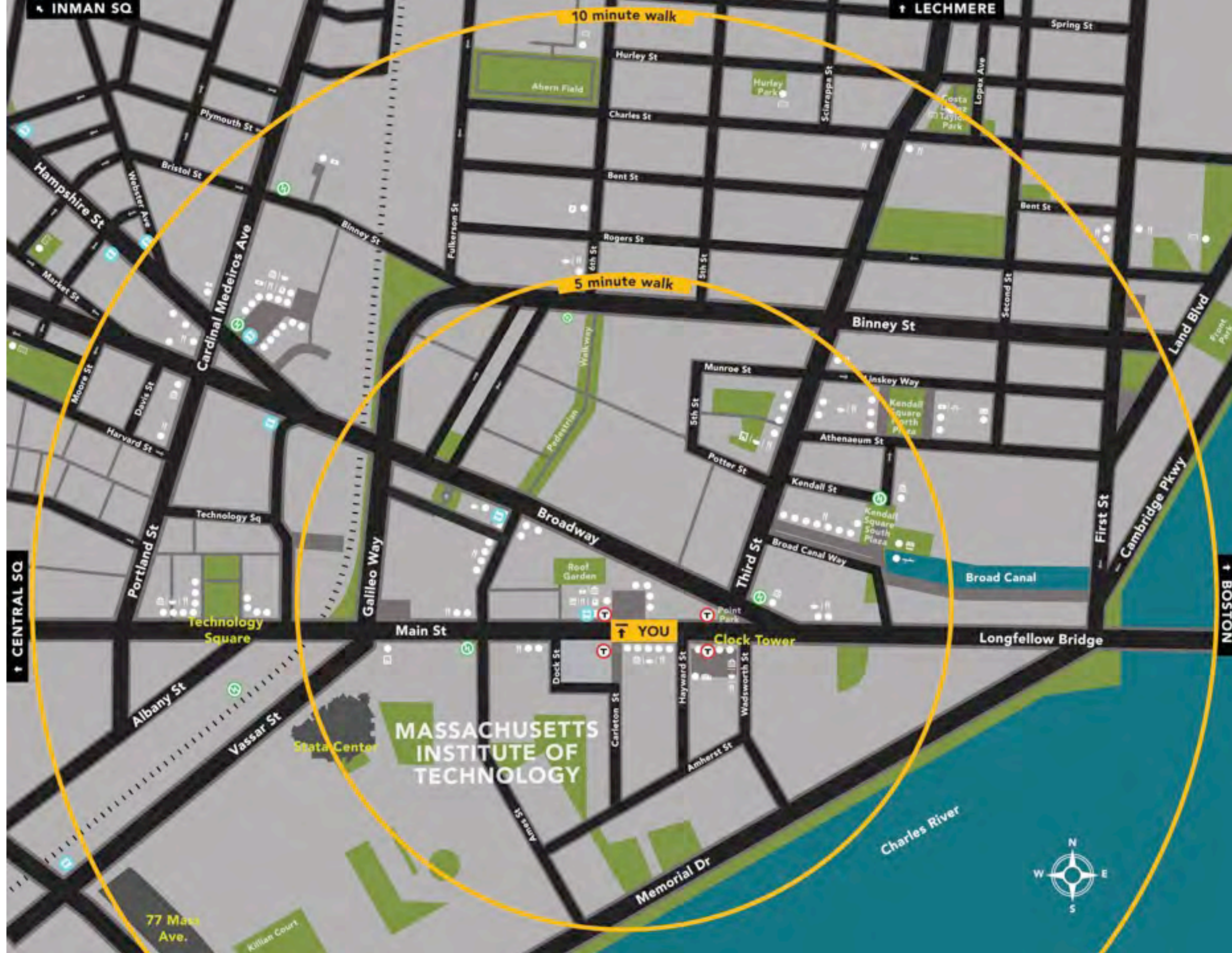
UMass Boston

Thompson Island

DORCHESTER

0 1 mile 2 km





10 minute walk

5 minute walk

YOU

MASSACHUSETTS  
INSTITUTE OF  
TECHNOLOGY



INMAN SQ

LECHMERE

CENTRAL SQ

BOSTON

77 Mass Ave.

Technology Square

Stata Center

Clock Tower

Charles River

Longfellow Bridge

MASSACHUSETTS  
INSTITUTE OF  
TECHNOLOGY

<b>PRIORITY</b>	<b>CONTENT</b>
<b>1</b>	your location 5/10 minute walk
<b>2</b>	landmarks major streets public transportation water and green space points of interest
<b>3</b>	minor streets sidewalks / plazas north arrow neighborhoods
<b>4</b>	train tracks one way streets landmark footprints
<b>not including</b>	crosswalks taxi stands parking bike lanes bus routes street numbers companies restrooms

PRIORITY	CONTENT
1	your location 5/10 minute walk
2	landmarks major streets <b>public transportation</b> water and green space points of interest
3	minor streets sidewalks / plazas north arrow neighborhoods
4	train tracks one way streets landmark footprints
<b>not including</b>	crosswalks taxi stands parking bike lanes bus routes street numbers companies restrooms



hubway



bus stop



the T

PRIORITY	CONTENT
1	your location 5/10 minute walk
2	landmarks major streets public transportation water and green space <b>points of interest</b>
3	minor streets sidewalks / plazas north arrow neighborhoods
4	train tracks one way streets landmark footprints
<b>not including</b>	crosswalks taxi stands parking bike lanes bus routes street numbers companies restrooms



farmers market



sitting area



arts & entertainment



restaurant



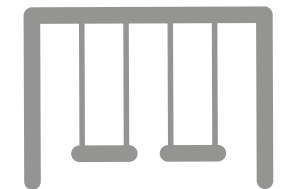
post office



shopping



police station



playground



food truck



bank/atm

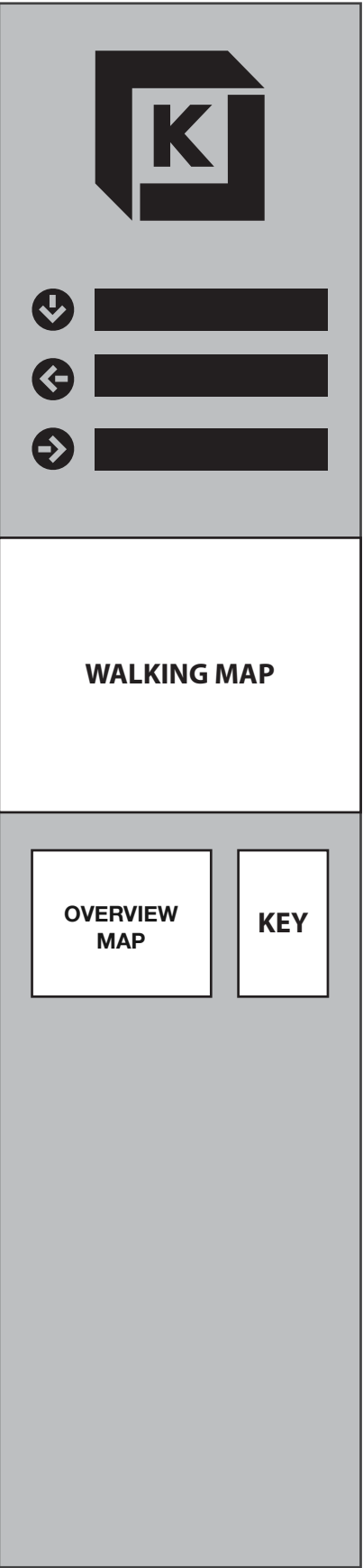


café

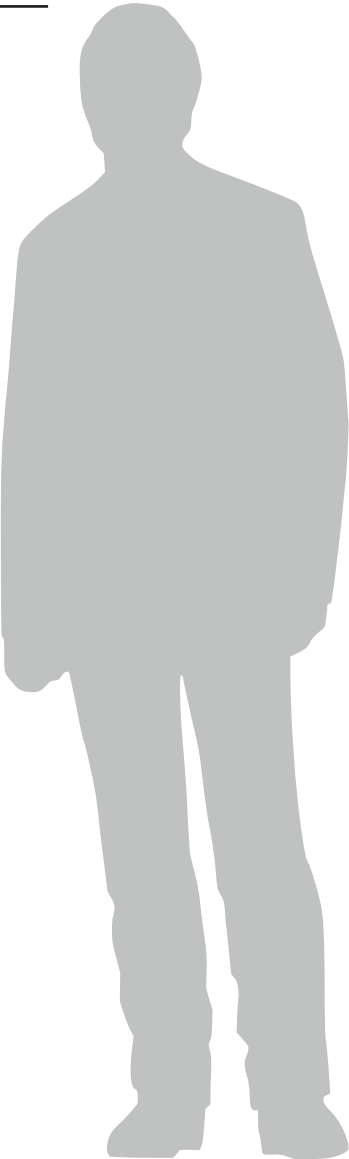


gallery

# DESIGN VOCABULARY

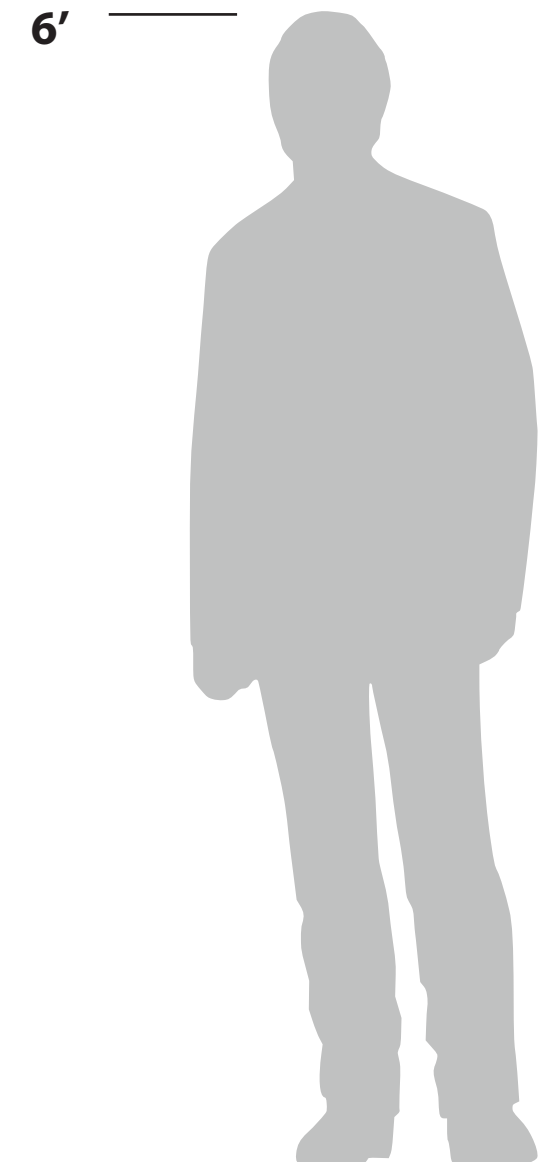
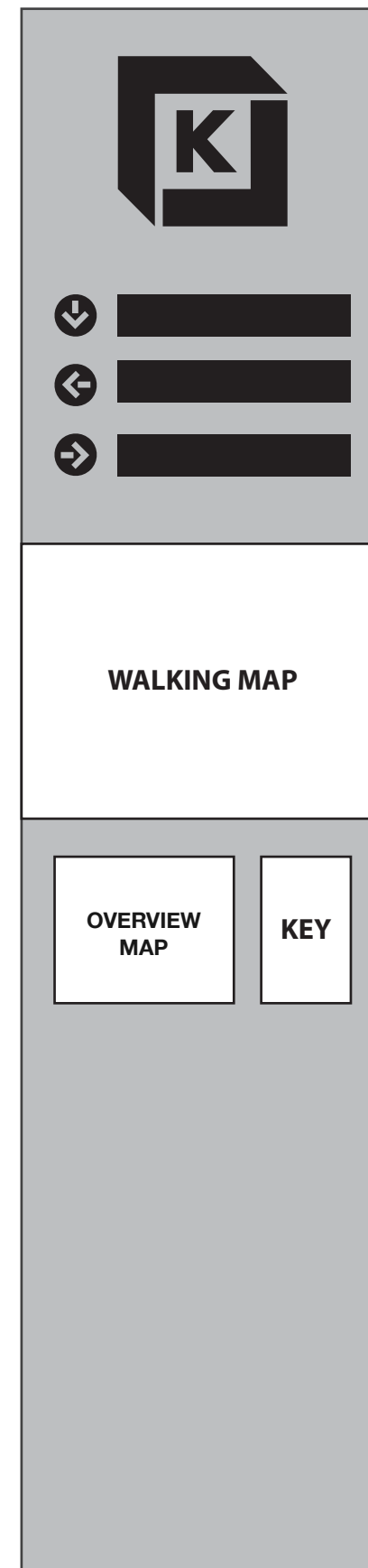


6'





level 1  
beacon provides distance  
cue for final destination





Alice

level 1  
beacon provides distance  
cue for final destination



Henri

level 2  
quick sense  
of key destination

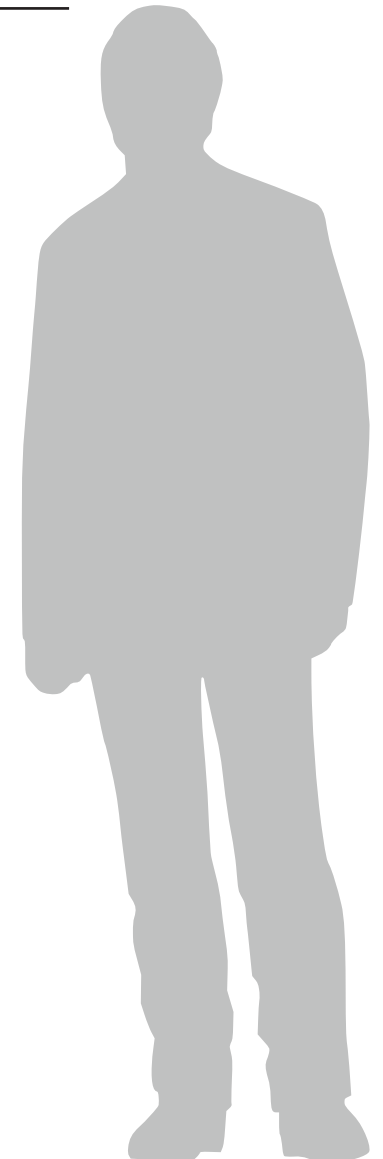


WALKING MAP

OVERVIEW  
MAP

KEY

6'







Alice

level 1  
beacon provides distance  
cue for final destination



Henri

level 2  
quick sense  
of key destination



Matt

level 3  
provides detailed  
features and navigation  
across the district

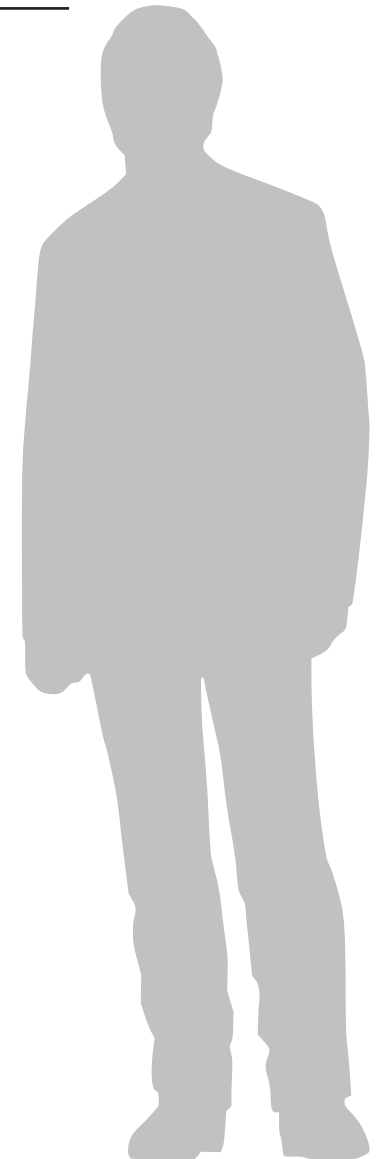


WALKING MAP

OVERVIEW  
MAP

KEY

6'





Alice

level 1  
beacon provides distance  
cue for final destination



Henri

level 2  
quick sense  
of key destination



Matt

level 3  
provides detailed  
features and navigation  
across the district



The Meyers

level 4  
overview map provides  
context in relation to  
greater Cambridge/Boston

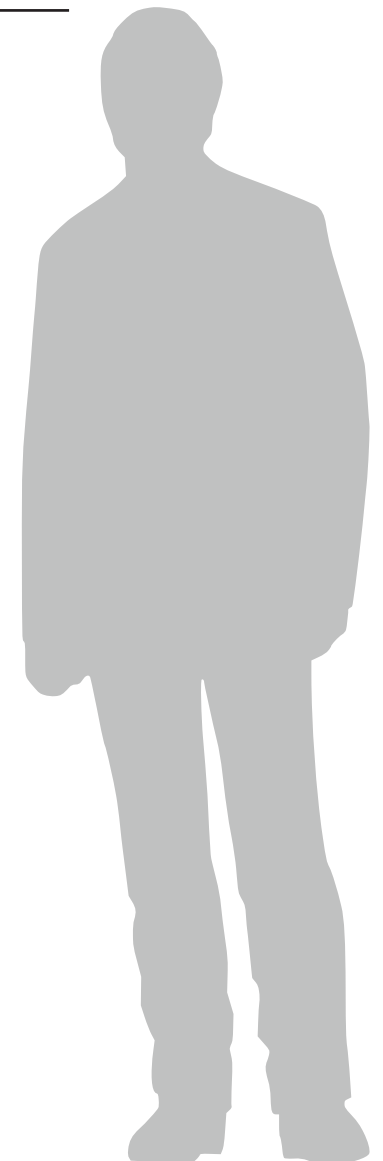


WALKING MAP

OVERVIEW  
MAP

KEY

6'









1



2



3

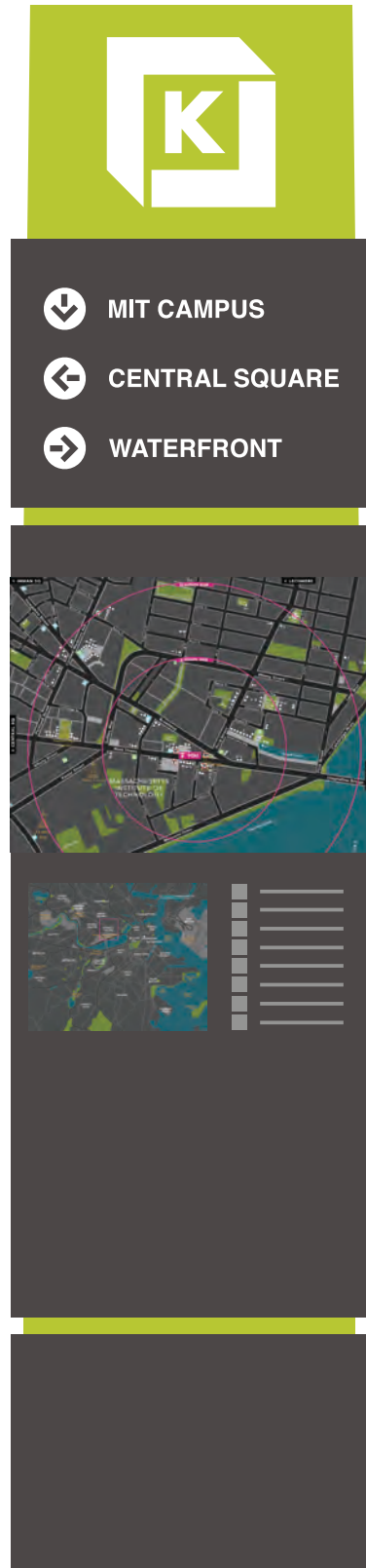


2/24/2016

1



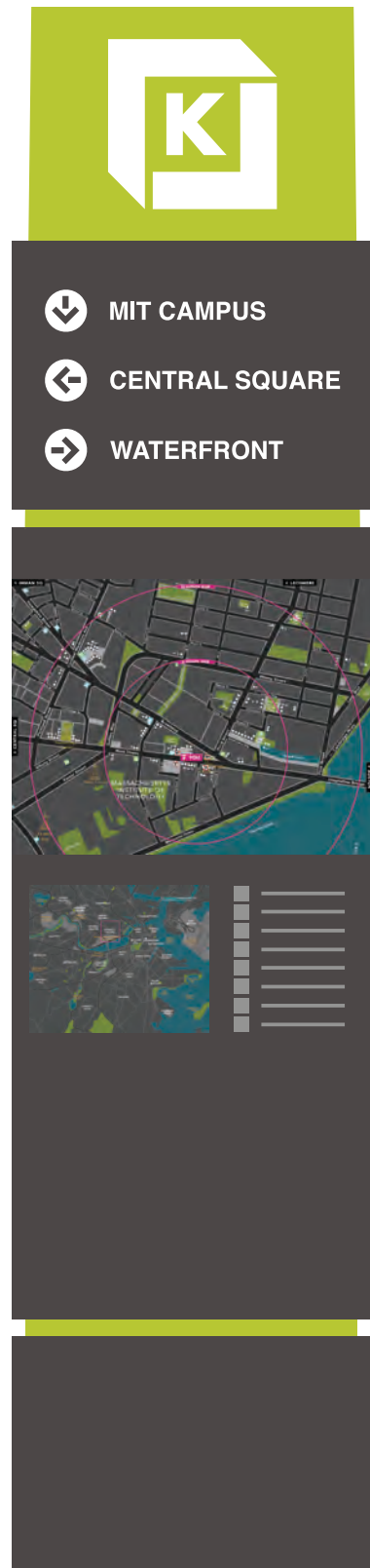
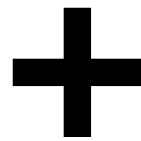
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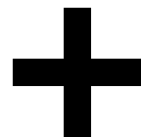
3



2/24/2016



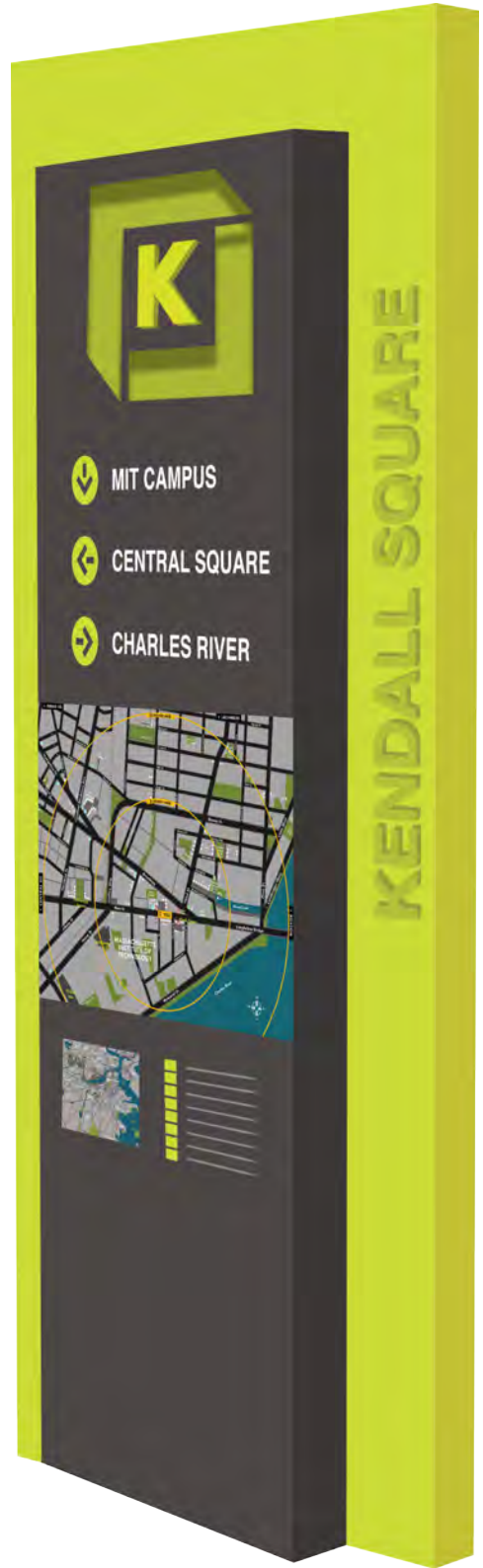




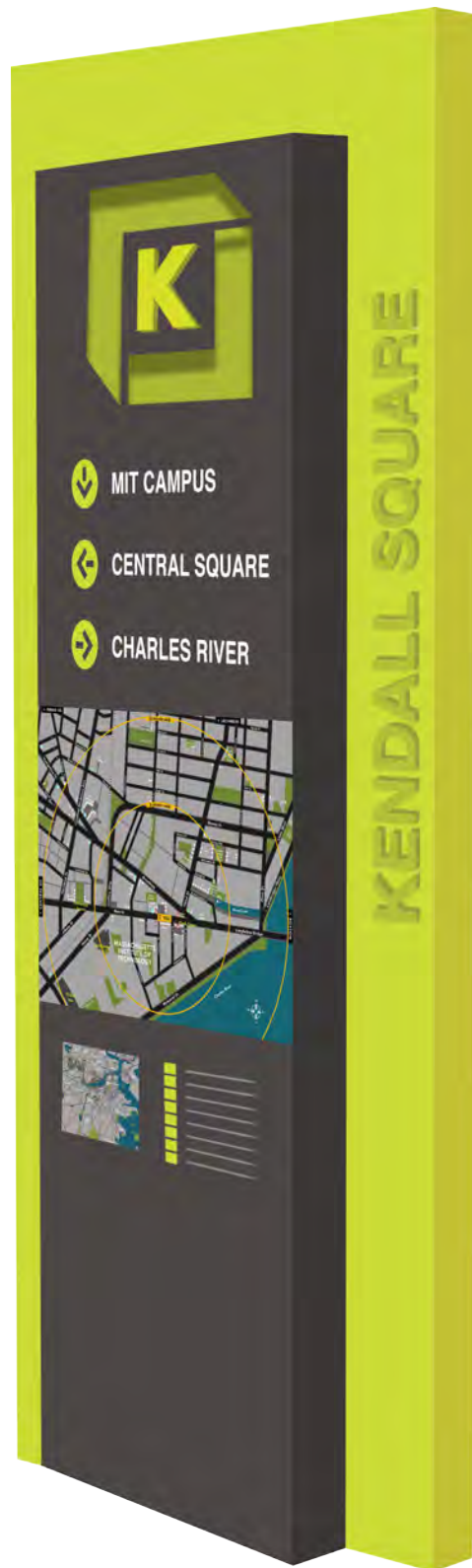
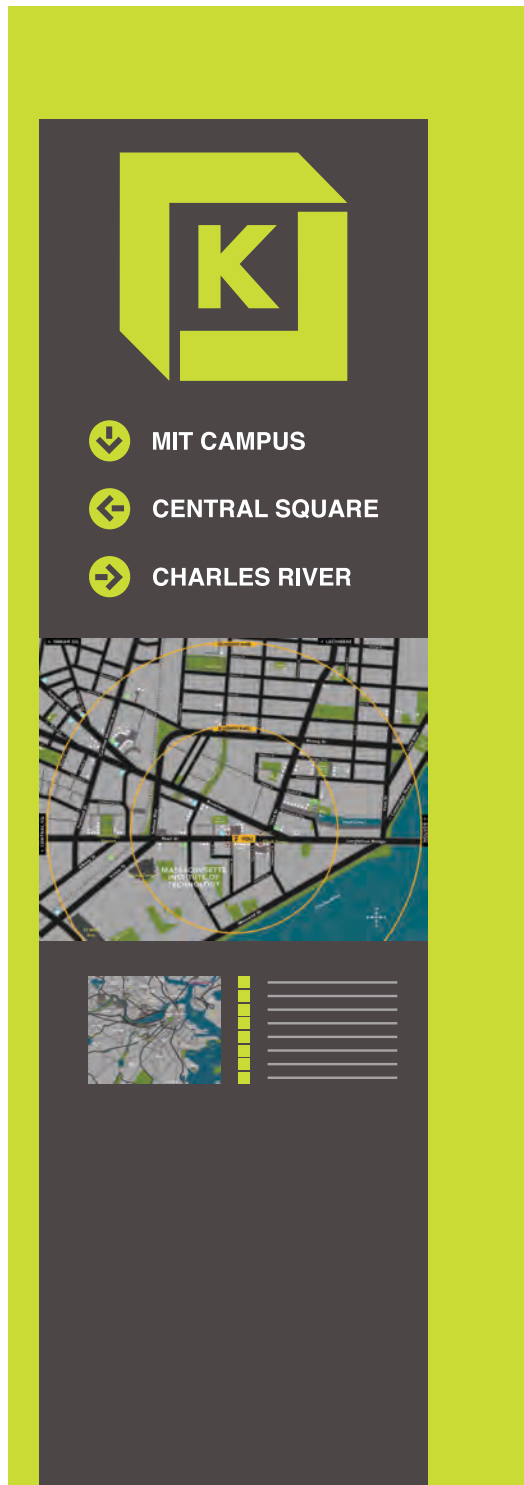
## Consolidated Feedback:

1. Increase visual impact of signature color
  - Inner green sleeve protruding top and side (asymmetrical)
  - Add Kendall Square name to overhanging green sleeve
  - Include visible panel breaks
2. Stronger street presence (Beacon)
  - Increase size and proportions
  - Increase visibility of the K logo on the top
  - Detail ideal locations based on foot traffic
  - Increased visibility of directional text
3. Map
  - Heads Up vs. North Facing
  - Color and Contrast
  - Revised nomenclature
  - Conform to ADA standards
  - Installation/Fabrication





2/24/2016

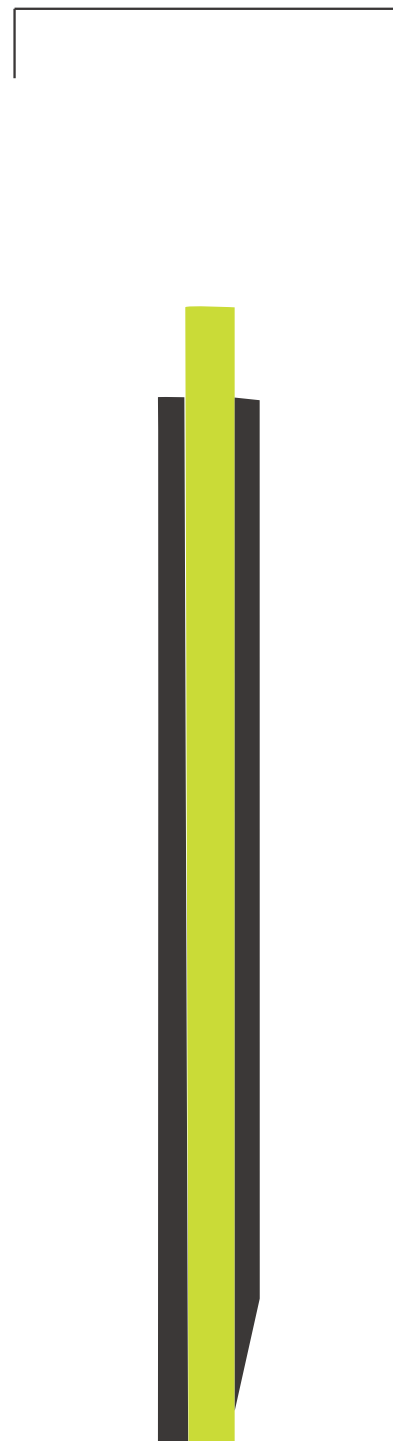




### Top Views

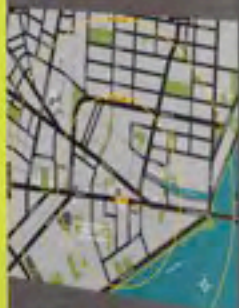


### Side View





- MIT CAMPUS
- CENTRAL SQUARE
- CHARLES RIVER



KENDALL SQUARE



Fidelity



rebecca's cafe



Kendall

walking map



## Materials / Maintenance

---

- Fabricated aluminum panel system (ease of maintenance, lower cost)
- The maps directly imaged on the panels (durability)
- UV ink for increased visibility
- Top coated for 5 year fade resistance
- ADA compliant



2/24/2016

## **Next Steps**

### **Today:**

- **determine kiosk design direction**
- **gather feedback on design and content of kiosk and map**

### **Moving forward:**

- **incorporate feedback on map and kiosk**
- **regulatory review with CRA**
- **confirm kiosk locations and orientation with each property owner**
- **finalize key destinations and map orientation specific to each kiosk**
- **additional signage recommendations**
- **update fabrication costs**
- **design detailing, production and installation**





"A sense of place is a unique collection of qualities and characteristics – **visual, cultural, social, and environmental** – that provide meaning to a location.

Sense of place is what makes one city or district different from another, but sense of place is also what makes our physical surroundings worth caring about."

Edward T. McMahon  
**The Distinctive City**

# BYTES AT THE COOP

## **EXTERIOR SIGNAGE SYSTEM**

DESIGN INTENT

1.22.16



**selbert perkins design collaborative**

5 Water Street, Arlington MA 02476

T 781.574.6605 | [www.selbertperkins.com](http://www.selbertperkins.com)

# 01 **Project Info**

# BYTES AT THE COOP

Project Colors



**P1**  
MP33653  
Black Stallion



**V1**  
3M 3630-22  
Black



**V2**  
A8001-0  
White



**V3**  
A5861-S  
Etchmark



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**client:**



**project:**

Bytes at the Coop  
Exterior Signage System

**date:**

22 January 2016

**revisions:**

rev	descrip	by	date
△			
△			
△			
△			
△			
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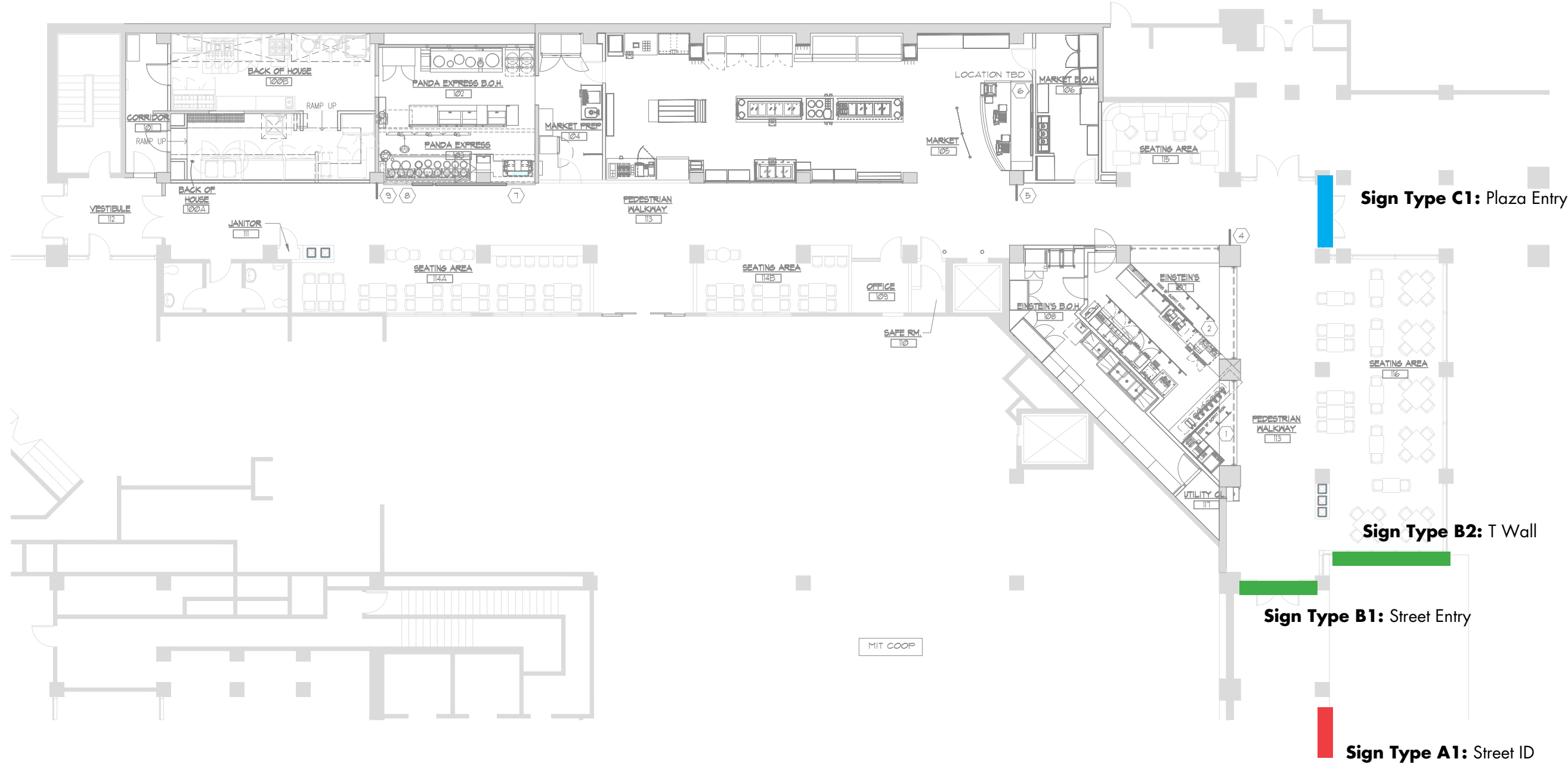
**title:**

Project Standards

**sheet:**

# 02 **Sign Location Plan**

\*Fabricator to conduct site survey to verify site conditions and other details prior to shop drawing creation



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client:



project:

Bytes at the Coop  
Exterior Signage System

date:

22 January 2016

revisions:

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rev	descrip	by	date

title:

Sign Location Plan

sheet:

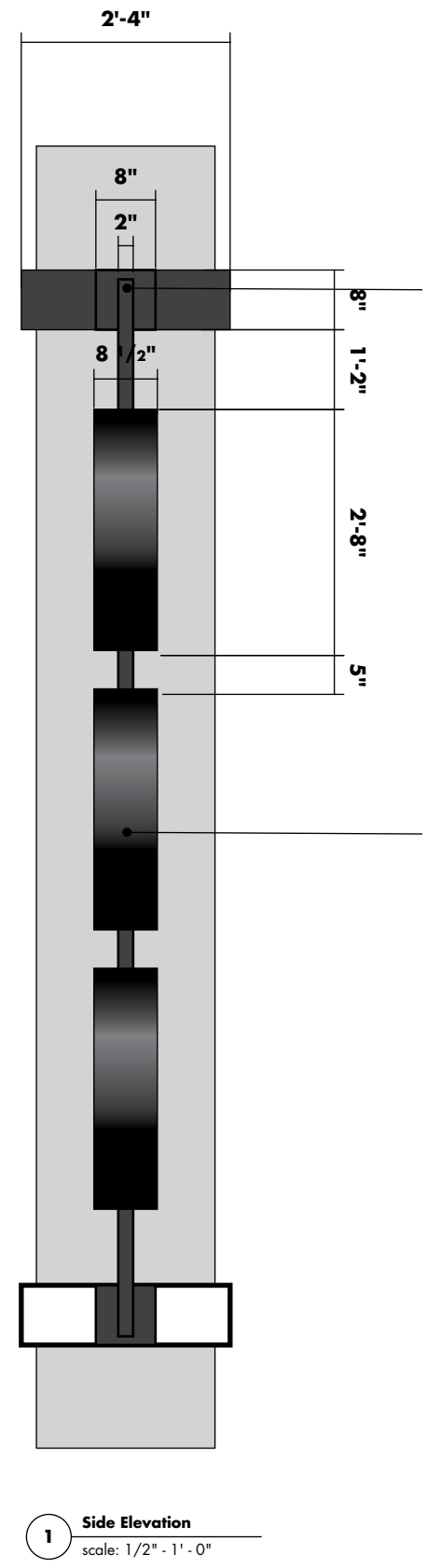
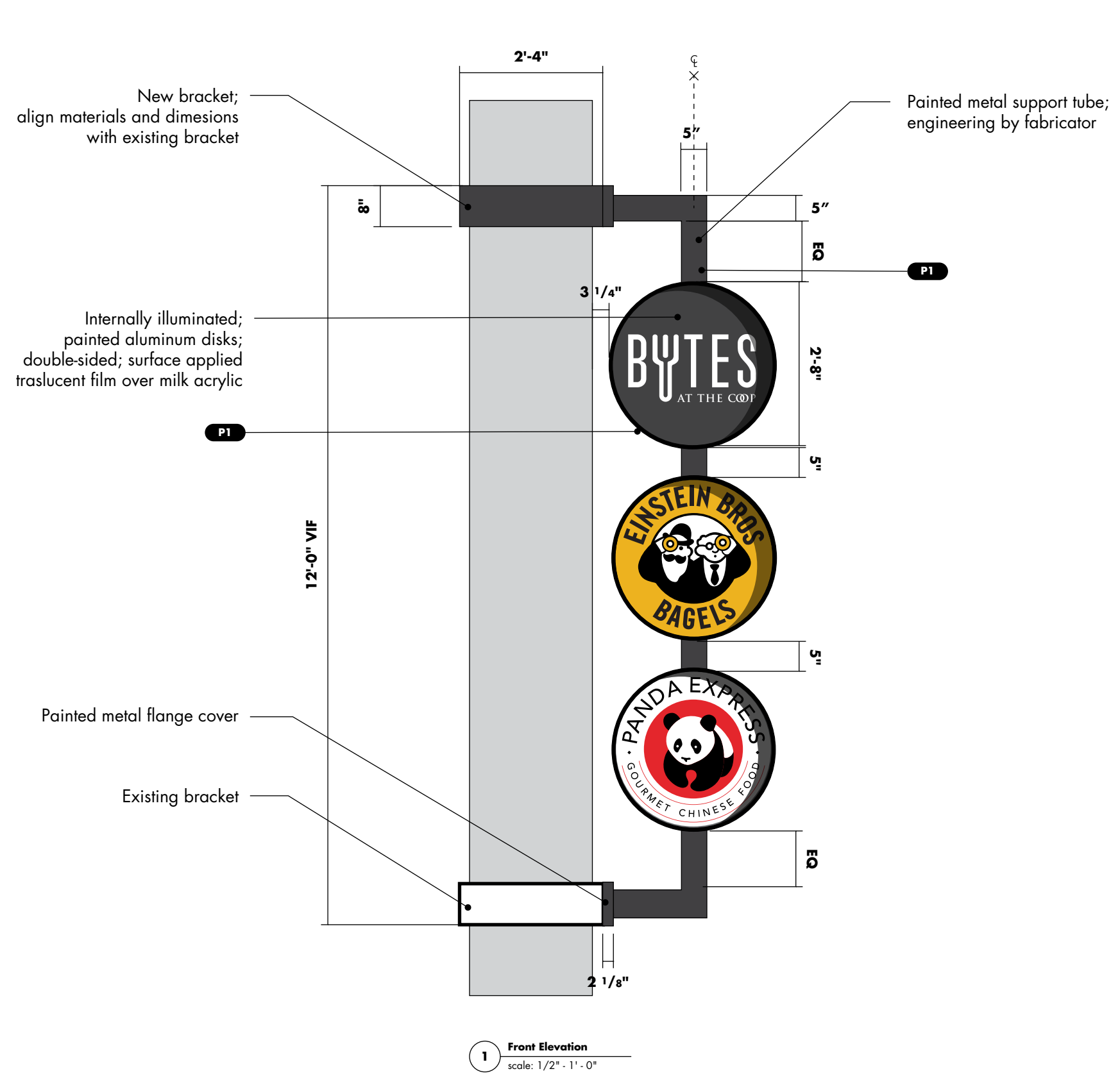
5

03

## **Exterior Signage**



\*Fabricator to conduct site survey to verify site conditions and other details prior to shop drawing creation



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client:



project:

Bytes at the Coop  
Exterior Signage System

date:

22 January 2016

revisions:

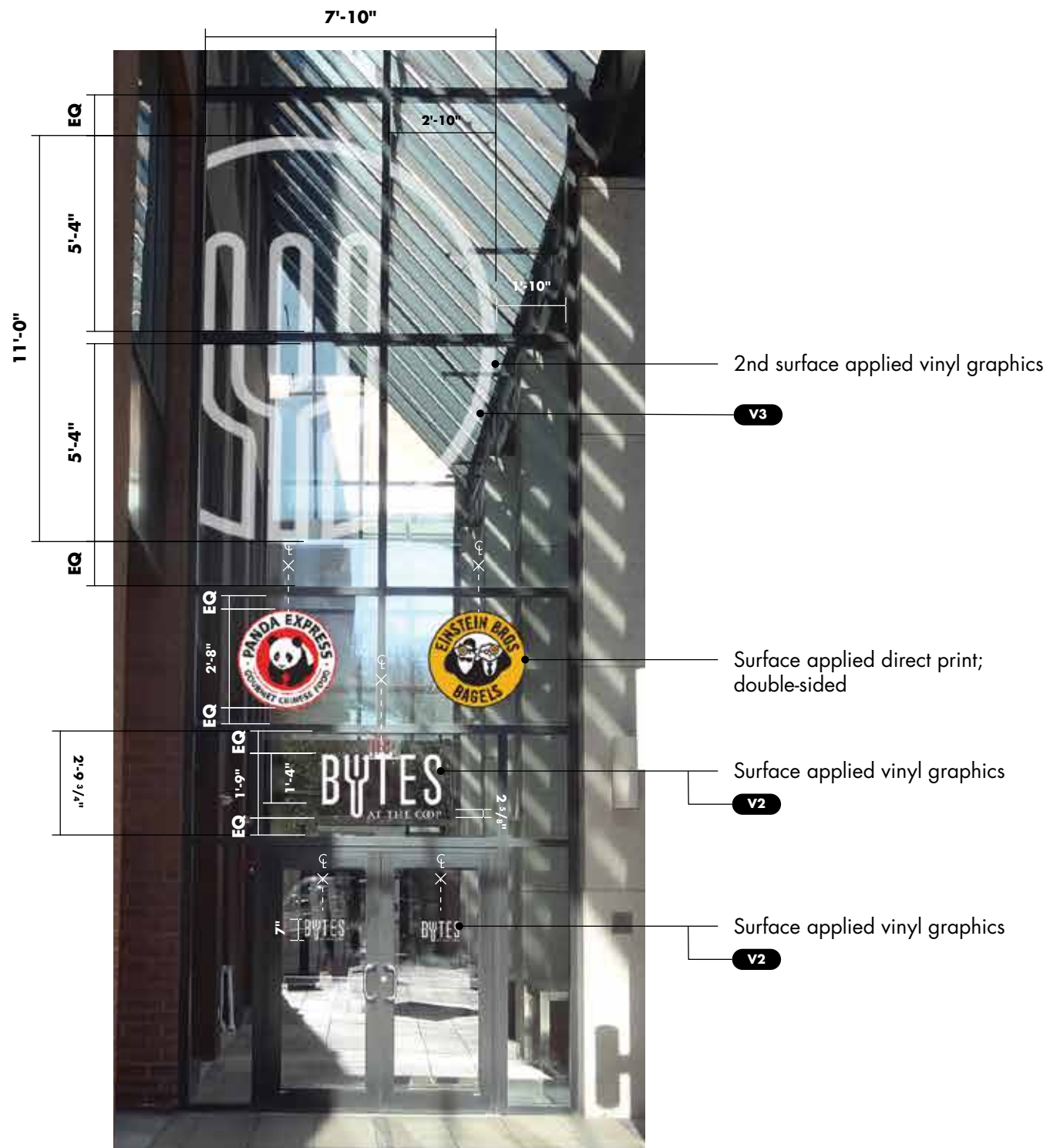
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△			

title:

**A1**  
Street ID

sheet:

\*Fabricator to conduct site survey to verify site conditions and other details prior to shop drawing creation



1 Elevation  
no scale



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client:



project:

Bytes at the Coop  
Exterior Signage System

date:

22 January 2016

revisions:

△			
△			
△			
△			
△			
△			
rev	descrip	by	date

title:

**B1**  
Street Entry

sheet:

**8**

\*Fabricator to conduct site survey to verify site conditions and other details prior to shop drawing creation



1 Elevation  
no scale



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**client:**



**project:**

Bytes at the Coop  
Exterior Signage System

**date:**

22 January 2016

**revisions:**

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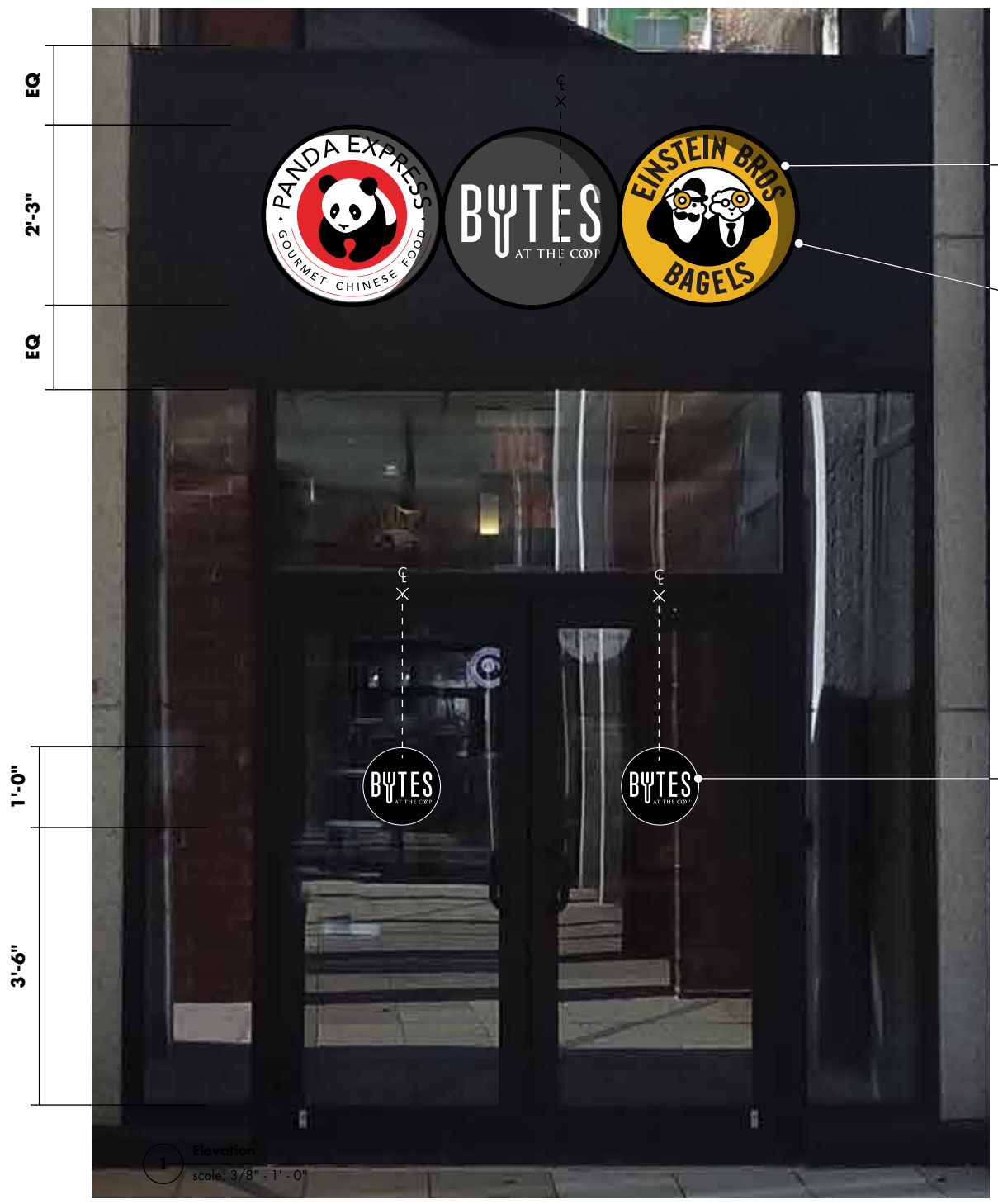
**title:**

**B2**  
T Wall

**sheet:**

**9**

\*Fabricator to conduct site survey to verify site conditions and other details prior to shop drawing creation



Internally illuminated;  
painted aluminum disks;  
double-sided; surface applied  
translucent film over milk acrylic

P1

Surface applied direct print;  
double-sided

1 Elevation  
scale: 3/8" = 1' - 0"

1 Elevation  
no scale



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client:



project:

Bytes at the Coop  
Exterior Signage System

date:

22 January 2016

revisions:

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rev	descrip	by	date

title:

C1  
Plaza Entry

sheet:

10





**Budget vs. Actuals  
January 2016**

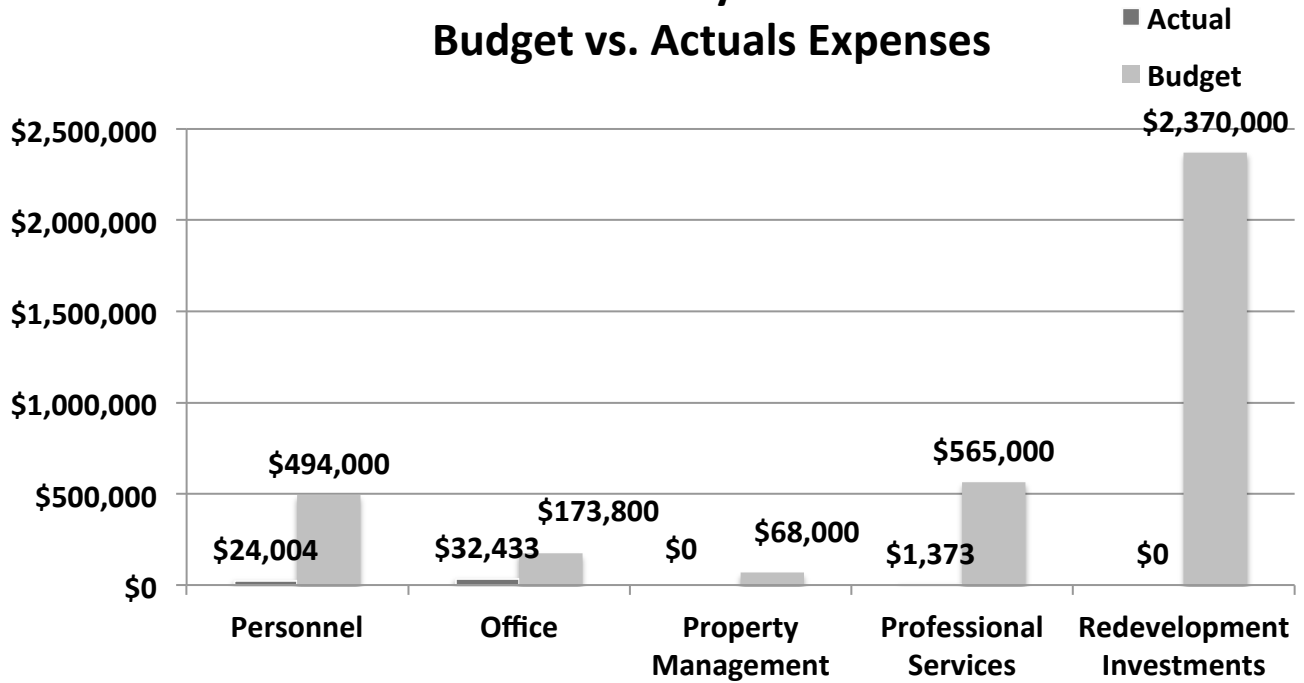
	Total	
	Actual	Budget
<b>Income</b>		
<b>4000 Income</b>		
4100 Discounts given		0.00
<b>4200 Operating Revenue</b>		
4210 Grants	152,467.68	152,468.00
4220 Proceeds from sale of development rights		0.00
4230 Reimbursed Expenses		2,000.00
<b>4240 Rental Income</b>		
4241 Lot License Agreements		2,000.00
4242 Foundry Ground Lease		40,000.00
4243 Parcel Six Rental Space		4,200.00
Total 4240 Rental Income	<b>\$ 0.00</b>	<b>\$ 46,200.00</b>
4250 Other		55,000.00
Total 4200 Operating Revenue	<b>\$ 152,467.68</b>	<b>\$ 255,668.00</b>
<b>4300 Other Income</b>		
4310 Dividend Income		5,000.00
4320 Interest Income	181.30	90,000.00
Total 4300 Other Income	<b>\$ 181.30</b>	<b>\$ 95,000.00</b>
Total 4000 Income	<b>\$ 152,648.98</b>	<b>\$ 350,668.00</b>
Total Income	<b>\$ 152,648.98</b>	<b>\$ 350,668.00</b>
Gross Profit	<b>\$ 152,648.98</b>	<b>\$ 350,668.00</b>
<b>Expenses</b>		
<b>6000 Operating Expenses</b>		
<b>6100 Personnel</b>		
6110 Salaries	21,725.54	320,000.00
<b>6120 Payroll Taxes</b>		
6121 Medicare & OASDI (SS)	435.92	10,000.00
6122 Payroll Taxes - Fed & MA		0.00
6123 Unemployment & MA Health Ins	95.58	400.00
Total 6120 Payroll Taxes	<b>\$ 531.50</b>	<b>\$ 10,400.00</b>
<b>6130 Personnel and Fringe Benefits</b>		
6131 Insurance - Dental	567.68	4,800.00
6132 Insurance - Medical (for Employees)		40,000.00
6133 Pension Contribution (Employees & Retirees)		42,000.00
6134 T Subsidy	407.50	4,800.00
6135 Workers Comp & Disability Insurance	772.00	2,000.00
Total 6130 Personnel and Fringe Benefits	<b>\$ 1,747.18</b>	<b>\$ 93,600.00</b>
6140 Insurance - Medical (for Retirees, Survivors)		70,000.00
Total 6100 Personnel	<b>\$ 24,004.22</b>	<b>\$ 494,000.00</b>

	Total	
	Actual	Budget
<b>6200 Office</b>		
<b>6210 Community Outreach</b>		
6211 Materials		3,000.00
6212 Public Workshops		500.00
6213 Other	146.31	1,000.00
<b>Total 6210 Community Outreach</b>	<b>\$ 146.31</b>	<b>\$ 4,500.00</b>
<b>6220 Marketing &amp; Professional Development</b>		
6221 Advertising	330.00	4,000.00
6222 Conferences and Training	15.00	4,000.00
6223 Dues and Membership	300.00	4,000.00
6224 Meals		500.00
6225 Recruiting		300.00
6226 Staff Development		8,000.00
6227 Subscriptions		100.00
6228 Travel	14.66	500.00
<b>Total 6220 Marketing &amp; Professional Development</b>	<b>\$ 659.66</b>	<b>\$ 21,400.00</b>
<b>6230 Insurance</b>		
6231 Art and Equipment	1,423.75	4,200.00
6232 Commercial Liability	5,226.00	3,400.00
6233 Special Risk	2,006.00	4,000.00
<b>Total 6230 Insurance</b>	<b>\$ 8,655.75</b>	<b>\$ 11,600.00</b>
<b>6240 Office Equipment</b>		
6241 Equipment Lease	334.53	6,200.00
6242 Equipment Purchase (computers, etc.)		1,200.00
6423 Furniture		300.00
<b>Total 6240 Office Equipment</b>	<b>\$ 334.53</b>	<b>\$ 7,700.00</b>
<b>6250 Office Space</b>		
6251 Archives (Iron Mountain)	441.45	5,100.00
6252 Office Rent	16,258.66	100,000.00
6253 Office Utilities	700.00	4,200.00
6254 Other Rental Space	4,409.00	4,800.00
6255 Parking		300.00
6256 Repairs and Maintenance		500.00
<b>Total 6250 Office Space</b>	<b>\$ 21,809.11</b>	<b>\$ 114,900.00</b>
<b>6260 Office Management</b>		
6261 Board Meeting Expenses	53.48	500.00
6262 Office Expenses	31.86	600.00
6263 Office Supplies	62.22	1,000.00
6264 Postage and Delivery		200.00
6265 Printing and Reproduction		400.00
6266 Software	209.93	800.00
6267 Payroll Services	90.88	1,000.00
6268 Financial Service Charges		100.00
<b>Total 6260 Office Management</b>	<b>\$ 448.37</b>	<b>\$ 4,600.00</b>
<b>6270 Telecommunications</b>		
6271 Internet	250.00	3,000.00
6272 Mobile	60.69	2,000.00
6273 Telephone	35.00	2,000.00
6274 Website & Email Hosting	33.33	900.00
6275 Information Technology		1,200.00
<b>Total 6270 Telecommunications</b>	<b>\$ 379.02</b>	<b>\$ 9,100.00</b>
<b>Total 6200 Office</b>	<b>\$ 32,432.75</b>	<b>\$ 173,800.00</b>

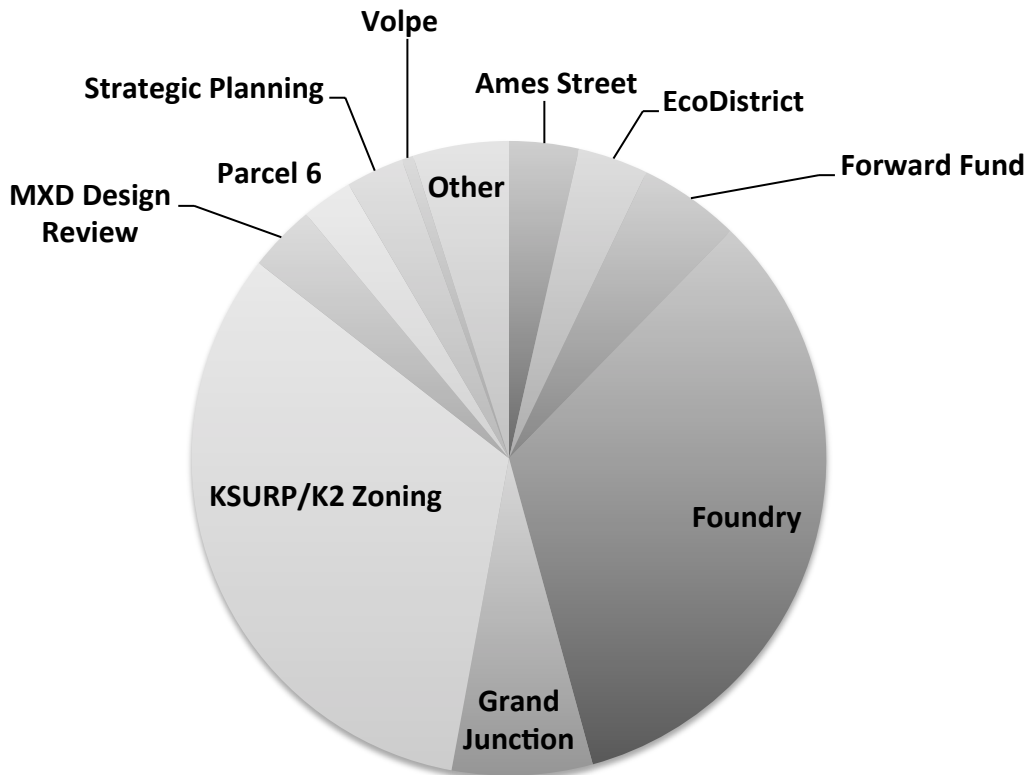
	Total	
	Actual	Budget
<b>6300 Property Management</b>		
6310 Contract Work		5,000.00
6320 Landscaping Maintenance		20,000.00
6330 Repairs		5,000.00
6340 Snow Removal		35,000.00
6350 Utilities		
6351 NSTAR Gas & Electric		3,000.00
6352 Water		0.00
Total 6350 Utilities	\$ 0.00	\$ 3,000.00
6360 Other		
Total 6300 Property Management	\$ 0.00	\$ 68,000.00
<b>Total 6000 Operating Expenses</b>	<b>\$ 56,436.97</b>	<b>\$ 735,800.00</b>
<b>7000 Professional Services</b>		
7001 Construction Management		24,000.00
7002 Design - Architects		55,000.00
7003 Design - Landscape Architects		50,000.00
7004 Engineers and Survey		10,000.00
7005 Legal		180,000.00
7006 Real Estate & Finance		40,000.00
7007 Planning and Policy		60,000.00
7008 Retail Management / Wayfinding		10,000.00
7009 Accounting	780.36	15,000.00
7010 Marketing / Graphic Design		5,000.00
7011 Temp and Contract Labor	592.50	2,000.00
7012 Web Design / GIS		20,000.00
7013 Land Surveys		5,000.00
7014 Records Management / Archivist		30,000.00
7015 Energy & Environmental Planning		55,000.00
7016 Other		4,000.00
<b>Total 7000 Professional Services</b>	<b>\$ 1,372.86</b>	<b>\$ 565,000.00</b>
<b>8000 Redevelopment Investments</b>		
8100 Capital Costs		250,000.00
8200 Forward Fund		80,000.00
8300 Real Estate Acquisitions		
8400 Foundry Reserve Funds		2,040,000.00
<b>Total 8000 Redevelopment Investments</b>	<b>\$ -</b>	<b>\$ 2,370,000.00</b>
<b>Total Expenses</b>	<b>\$ 57,809.83</b>	<b>\$ 3,670,800.00</b>
<b>Net Operating Income</b>	<b>\$ 94,839.15</b>	<b>\$ (3,320,132.00)</b>
<b>Net Income</b>	<b>\$ 94,839.15</b>	<b>\$ (3,320,132.00)</b>



## Cambridge Redevelopment Authority January 2016 Budget vs. Actuals Expenses



## Total Expenses by Project



February 1, 2016

# Foundry

101 Rogers Street, Cambridge, MA

## REQUEST FOR PROPOSALS

Issued: Monday, February 1, 2016

Due: **Wednesday, April 27, 2016, 4:00 pm**



255 Main Street | 4<sup>th</sup> floor | Cambridge, MA 02142 | 617-492-6800  
[cambridgeredevelopment.org](http://cambridgeredevelopment.org)

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## 1.0 RFP PROJECT NOTICE

The Cambridge Redevelopment Authority (CRA), in consultation with the City of Cambridge (City), is issuing this developer Request for Proposals (RFP) for the city-owned building known as the Foundry at 101 Rogers Street in Cambridge, Massachusetts (the “Foundry” or the “Property”). Based on the responses to the Request for Qualifications (RFQ), the CRA qualified five teams (collectively, “Responders”) to proceed to the RFP phase of the development process, during which they will compete for designation as the developer and operator of the Property (the “Development Entity”); one of the qualified Responders has declined to move forward into the RFP phase.

The CRA seeks to designate a Development Entity with exceptional experience, creativity, and capability to transform Kendall Square’s vacant Foundry into a thriving, innovative center that offers a collaborative environment with a mix of uses that could include cultural, arts, educational, manufacturing, and commercial uses. The project will require expertise in both the development phase and the operational phase, in particular the ability to curate a variety of creative programs that can coexist and interact within the 53,000 sf building. The City has leased the Property to the CRA, and the Development Entity will enter into a long-term Sublease with the CRA.

RFP responses are due on **Wednesday, April 27, no later than 4:00 pm.**

## 2.0 OVERVIEW OF THE RFP

<i>RFP Deadlines</i>	<i>Date</i>
Issue RFP	Monday, February 1, 2016
Information Session	Wednesday, March 2, 2016, 10 am to noon
Questions Due	Friday, March 11, 2016, 4:00 pm
RFP Response Due	<b>Wednesday, April 27, 2016, 4:00 pm</b>

*For the RFP, each Responder must submit a proposal as a complete team including both real estate development and operational management for the building and its programs. Based on the review of the RFQ submittals, this RFP is tailored wherever possible to clarify specific requirements and expectations of the CRA consistent with the Foundry Demonstration Project Plan, which are also evident in the evaluation criteria (Section 6). As long as one Responder remains a lead member of the project team, it is possible to combine differently and/or reform a team for the RFP, adding capacity as needed. Additional qualifications may be submitted as an appendix to the response to the RFP.*

The purpose of the RFP selection process is to review each project proposal in detail to evaluate the feasibility of the proposal from a design, program, financial and operational perspective, and to ensure that it will achieve the public policy goals laid out in the Foundry Building Demonstration Project Plan and City-CRA Lease Agreement and Term Sheet (the "Governing Documents"), available on the [CRA website](#)). The RFP evaluation will also involve scrutiny as to the Development Entity's ability to implement the project in a timely way, including a finance plan that demonstrates capacity to make building improvements and to sustain the building's operation (Foundry Demonstration Plan, May 4, 2015).

The Information Session will be an opportunity to ask specific questions of CRA and City staff. Access to the Foundry will be made by appointment so that the Responders can tour the building on their own and review the current condition, since the interior partitions have now been demolished. Please note that the building is still not ADA compliant. Each Responder is responsible for its own due diligence in regard to review and analysis related to all aspects of the project, including physical conditions, environmental conditions, applicable zoning, required permits and approvals, and other development, financial, and legal considerations.

All inquiries concerning this RFP must be addressed to the following person:

Thomas Evans, Executive Director  
Cambridge Redevelopment Authority  
255 Main Street, 4th floor  
Cambridge, MA 02142  
Phone: 617-492-6800  
Email: [foundry@cambridgeredevelopment.org](mailto:foundry@cambridgeredevelopment.org)

Any addenda will be emailed to the contact on file and will also be posted on the CRA website. It is the responsibility of Responders to ensure that they obtain all information pertaining to this RFP.

All questions must be submitted by the date indicated above. Responders should note that all questions, requests for clarifications and exceptions, including those relating to the terms and conditions of the contract, must be submitted in writing, and e-mail is preferred. Submissions made in any other format will not be given a direct response. Answers to all questions of a substantive nature will be provided to all Responders in the form of an addendum to this RFP via the CRA website at the following address: [www.cambridgeredevelopment.org/foundry](http://www.cambridgeredevelopment.org/foundry). Responders are responsible for ensuring that they receive all addenda.

Submissions are due on the date indicated above and must be submitted to the address above. Any response received after the time specified will be considered a late response and will be disregarded. See Section 5 for detailed information on submission requirements.

All materials submitted to the CRA in response to the RFP will become the property of the CRA and the City and, unless specifically exempted, should be considered to be

public records under Massachusetts law (Appendix 8.1, Form A). See Section 7.0, below, for additional details. The CRA reserves the right to post materials submitted by Responders on its website at the appropriate time. As part of the selection process, the CRA will invite some or all of the Responders to participate in interview(s) and a community presentation.

## 3.0 PROJECT UPDATES AND PROJECT INFORMATION

The RFQ provides detailed information on the project background, existing conditions, description of the Property, and building information. Relevant sections are included here in Appendix 8.2. Over the past several months, the CRA and the City have been working together to advance the project. Information that supplements the RFQ is provided below for informational purposes, although Responders are responsible for their own due diligence

### 3.1 Foundry Advisory Committee

A seven-member Foundry Advisory Committee has been established to make recommendations to the City Manager and Executive Director of the CRA. The role of the Foundry Advisory Committee is to review potential uses, programs, and use of shared spaces for creativity and innovation at the Foundry in light of the Project Vision and Objectives over the life of the building and to offer advice on these issues to the CRA and the City Manager (see the [CRA website](#) for a list of the Foundry Advisory Committee members).

### 3.2 Interior Demolition Project

In August 2015, the City engaged a contractor to remove interior partitions and obsolete building systems in order to reveal the structure and the potential of the building. This work has recently been completed. As-built plans and a photo documentation of the building before interior demolition is posted on the [CRA website](#). The cost of this project was approximately \$0.7 million and was funded from the \$6 million allocated by the City for capital improvements to the Foundry.

### 3.3 Environmental Status

Environmental documents related to this site can be found on line:

<https://www.dropbox.com/sh/qjww4x2i900rmd2/AAD0dZUQMw3IEUcy9-4FZUTEa?dl=0>

### 3.4 Historic Status

The Foundry Building was built in 1890 by the Blake & Knowles Co., a nationally-important manufacturer of pumps and pumping engines. In 1997, the adjacent Blake and Knowles Steam Pump Historic District was listed on the National Register of Historic Places. At that time, the Foundry was not recommended for listing because it had been “considerably altered” (Massachusetts Historical Commission Nominating Form, [CRA](#)

[website](#)). However, the Cambridge Historical Commission regards the building as 'significant' under the ordinance, and it could still be nominated for listing in the future.

### **3.5 Street Rights-of-Way, Storm Drainage, and Utility Systems**

The Property has frontage on Bent Street, which is a public way, and Rogers Street, which is a private way with a public access easement. Over the years, the City of Cambridge has been snow plowing the vehicular right-of-way and maintaining the main sewer, water, and storm drain systems on Rogers Street. The Development Entity will be responsible for improvements and maintenance of the adjacent streetscape on Rogers Street and all lateral utility connections and upgrades in compliance with all applicable laws, rules and regulations. The Foundry currently has a single water connection to provide both potable water and fire suppression; an additional connection will be required to separate these systems. The Equity Residential project at 249 Third Street has proposed some streetscape improvements to the section of the private way (Rogers Street) abutting its property. Information about privately owned utilities, such as electric, telephone, data, and gas, should be obtained from the applicable utility companies. The City has provided a link, for informational purposes only, to utility drawings in the area and makes no representation as to the same:

<http://www2.cambridgema.gov/TheWorks/departments/engnr/Outgoing/Rog101.zip>

### **3.6 Proposed Development at 249 Third Street**

Equity Residential owns the property adjacent to the Foundry at 249 Third Street and has proposed a 70,377 sf project with 84 residential units and parking to be located mostly off-site (249 Third Street Project). The Planning Board voted to grant a special permit to this project on October 6, 2015. The approved version of the plans and additional information are available at the City website:

<https://www.cambridgema.gov/cdd/zoninganddevelopment/specialpermits/specialpermits>

## **4.0 PROJECT REQUIREMENTS AND GUIDELINES**

The following project requirements and guidelines are consistent with and clarify the public policy goals laid out in the Governing Documents (Foundry Building Demonstration Project Plan and City-CRA Lease Agreement and Term Sheet, available on the [CRA website](#)). The Vision and Objectives included in Section 4.1 below are the result of an extensive community process with multiple community meetings and are important considerations for the evaluation criteria in Section 6.0.

### **4.1 Project Vision and Objectives**

#### ***Vision***

The vision statement for the project is informed by community input and has been developed to cover the broad range of possible uses that may utilize the Foundry building throughout the life of the project. While different development proposals will likely provide



various schemes for overlapping uses within the building, the details of programs, tenants, and interior designs may be modified over time to meet the evolving needs of the community.

*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.*

### **Objectives**

On March 17, 2014, the City Council requested that the City Manager engage residents and stakeholders in a community process to refine the objectives of the redevelopment of the Foundry into a multi-purpose community center. Community input from many workshops and meetings held throughout 2013 and 2014 helped define the key project objectives below.

#### Innovative Programs

- Foster a center of creativity and innovation through the shared use of space populated with complementary uses.
- Create mentorship, internship, apprenticeship, workforce training, and educational programs for Cambridge residents that can directly benefit and engage the surrounding community.
- Include significant training opportunities in the areas of science, technology, engineering, arts, and math (STEAM) fields that can effectively introduce and prepare Cambridge residents for the existing and growing professional fields that have emerged in Kendall Square area over the past several years.
- Capitalize on the commercial success of Kendall Square's redevelopment to create a unique collaborative environment as a citywide resource, with a diverse mix of cultural, educational, and commercial uses emphasizing youth and senior engagement, with a particular focus on under-represented, lower income households.

#### Building and Site Development

- Create physical assets (a renovated structure, new facilities, and equipment) that will support viable economic activity and promote business growth and job creation within the Foundry in a manner that can be sustained in the years to come.
- Bring the Foundry into productive use for the community with universal accessibility and prevent the Property from falling into disrepair
- Highlight the historic architectural elements of the building and connect the building to its site and surrounding, including new streetscape.

## Operational and Financial Structure

- Leverage multiple funding sources to provide a financially sustainable building operation, while providing space for community, cultural, and educational functions at rents commensurate with those uses.
- Maximize the extent of public and/or community uses of the building and provide a structure for ongoing management and oversight of those uses.
- Pilot and report techniques for the adaptive reuse of an industrial building into a center of innovation and creativity, utilizing public private partnership both as a financing tool and a model of collaborative economic and cultural development.

As with all redevelopment projects, the Property would be appraised by the CRA with and without the “re-use restrictions” in place so as to gain a sense of the “opportunity cost” to redevelop the Property in the manner set forth in the Plan.

## ***Viable Uses***

The overall goal of the project is to create a unique collaborative space for a variety of uses consistent with the Vision and Objectives above. The list of viable uses below allows for flexibility and a wide range of uses that could be incorporated into redevelopment concepts; however, strong preference will be given to proposals with uses that will directly benefit and engage the surrounding community through programs for Cambridge residents. Redevelopment concepts should highlight successful public and private partnerships, as well as the important work of community-based non-profit organizations. The building should remain reasonably open and accessible to the general public, especially on the ground floor. Proper consideration should be given to ensure that uses are compatible with one another.

Acceptable programmatic and space utilizations are listed below (in alphabetical order). Many of these elements could be programs that are mixed, synergistic, or operating in shared spaces. Due to space limitations however, it is understood that not all of these uses could be adequately accommodated at one time in the Foundry building:

- Assembly space including performance areas, black box and other theaters, and informal gathering spaces
- Community kitchen and food preparation space
- Early childhood education/day care use
- Family-based commercial recreation
- Gallery spaces including museums and library areas
- Office and lab space for companies, start-ups, individual enterprises, shared use, public agencies, and non-profit organizations
- Parking
- Retail including small shops, cafes, and restaurants
- Start-up manufacturing, fabrication (“maker”) space
- Studio space for arts, performing arts, and other uses
- Workforce development including community education and job training centers
- Youth and senior programming

The distribution of uses in the building will likely change as community needs, market conditions, and technology evolve over time. Single uses that occupy 100% of the building square footage (not counting parking) such as residential, single tenant office/lab, university or other institution with classroom, lab, office providing service only to students and/or faculty, are not consistent with the development objectives that have emerged throughout the process up to this point and will not be considered as feasible outcomes. Similarly, any office space allocated for below market rents should ideally be targeted to multiple community-based users rather than a single non-profit or public agency use.

The redevelopment process and governance model are designed to maximize the public and community-based elements of the building's program and ensure compliance with these objectives through minimum thresholds for the amount of below market rate space for community-oriented uses and maximum allowances for market rate commercial uses, such as office, lab, retail, or restaurant.

## **4.2 Zoning, Approvals, and Permits**

The Development Entity will be required to obtain any and all permits and/or licenses and other processes or requirements of applicable federal, state, and local laws, rules and regulations for the redevelopment and operation of the Property, including, but not limited to, zoning requirements and those elements highlighted below.

### ***Design Review***

Because the project will involve a change of use of more than 50,000 square feet, it will require a Project Review Special Permit from the Planning Board, under Section 19.20 of the City of Cambridge Zoning Ordinance, which includes a Transportation Impact Study (TIS) and urban design review. The Foundry is not located within the Kendall Square Urban Renewal Area and is therefore not subject to formal design review by the CRA. The CRA will, however, review all aspects of the project, including its design, as a part of its role as the tenant of the Property under the Lease.

### ***Sustainability***

The project will be subject to Section 22.20 of the Zoning Ordinance, Green Building Requirements. The project is included in the Kendall Square EcoDistrict, which seeks to bring together public and private partners to innovate sustainable neighborhoods of the future.

### ***Parking***

The project will be subject to the City's parking and bicycle parking requirements in Article 6.000 of the Zoning Ordinance; however, special permit relief as available under the Ordinance may be sought if there is a rational evidence-based justification for modifying the requirements. The CRA would support a review of the current parking requirement for the Property.

### ***Historic***

At the local level, the Foundry building is subject to Cambridge's Demolition Delay Ordinance, which applies when more than 25% of the exterior is demolished. As a "significant" building, the Historical Commission's goals for the building include a careful cleaning and restoration of the exterior masonry and use of historically-appropriate windows. Apart from the original structural elements, no interior features are considered significant.

### **4.3 Design Guidelines**

Renovation of the Foundry should take into account its original industrial character and architectural features, while also designing for current and future needs of the proposed use and tenancy mix. Opportunities to create additional high-bay space by removing sections of the floor are one means of increasing interior light, visual and physical connections, and/or legibility, and may be necessary to accommodate certain programs. In addition to complying with ADA requirements, meeting universal design principles is encouraged. The Foundry also must comply with all City of Cambridge requirements, including, but not limited to the City's policy regarding unisex bathrooms.

The site design shall address the streetscape portion on Rogers Street, which in coordination with the Equity improvements, will link the site with Third Street and the nearby Rogers Street Park. Different possible uses for the side yard may be proposed and should consider the proposed 249 Third Street Project on the adjacent site.

Designation as the Development Entity does not constitute building design approval. The project will be subject to design review by the Cambridge Planning Board pursuant to Article 19 of the Cambridge Zoning Ordinance, including any modifications to the building envelope. Some modifications to the building entrances are expected, as the current building configuration is not ADA compliant. Other modifications to the building envelope may be desirable, especially as a means of achieving the goals of the community and the community programs.

### **4.4 Program Guidelines**

Zoning for the Foundry (Section 13.59.10 of the Ordinance) requires that a minimum of 10,000 square feet be dedicated to educational, cultural or institutional uses. However, based on community input, the current aspirational goals are to develop a building program that incorporates community-based uses in the majority of the building, operates with a schedule that welcomes the public throughout the day and evening, including a flexible space for community meetings, and has all tenants contributing to the Project Vision and Objectives. The Development Entity will be responsible for selecting individual tenants and for curating the overall use and management of the tenants, including the community uses, consistent with the Project Vision and Objectives and the overall governance structure.

Section 6 of this RFP highlights selection criteria related to public benefit, inclusivity, creativity and flexibility in support of the Project Vision and Objectives, rather than just a simple square foot measure of space set aside for community use. In regards to tenants, the term “non-profit” is not always synonymous with below market or community uses, nor do private uses necessarily align with market rate rents. Consistent with these guidelines, the CRA is seeking to shape a dynamic program incorporating community uses that may not be able to pay market rate rents.

Some interested tenants have submitted letters of interest, all of which are posted on the [CRA website](#). Responders are encouraged to review that information.

#### **4.5 CRA Office Space**

The CRA shall have the right to occupy up to 2,000 net square feet within the Property for its own corporate purposes and for which it shall pay an agreed upon market rent (reference City/CRA Lease), and will also retain the right to hold public meetings on a periodic basis in the shared common space of the Property. This space that the CRA occupies shall not be treated as a community use.

#### **4.6 Governance Structure**

The City will retain ownership of the Foundry and has executed a 50-year Lease with the CRA (available for review on the [CRA website](#)). The CRA will execute a coterminous 50-year Sublease with the Development Entity. This term is the maximum term that will be set for the Sublease, although provisions for extensions may be considered. The Sublease between the CRA and the Development Entity will include performance criteria, remedies, and termination provisions to ensure that the Property remains true to the Project Vision and Objectives.

The proposed governance model is designed to ensure public objectives and transparency along with protection and oversight of the Property. The CRA will serve as the steward of the Property and, with the assistance of the Foundry Advisory Committee, will monitor the community programming and uses within the Foundry over the life of the building in light of the Project Vision and Objectives. The Foundry Advisory Committee will interact with and advise the Executive Director of the CRA and the City Manager, and also will provide an annual report to the CRA Board and the City Manager. The City Manager will approve the Sublease and any major capital improvements.

#### **4.7 Financial Structure**

##### ***City and CRA Financial Commitments***

The financial commitments from the City and the CRA are documented in the Demonstration Plan, and the City/CRA Lease (together the “Governing Documents” which can be viewed at the [CRA website](#)), including \$6 million of investment from the City

for capital improvements and a CRA contribution of \$2 million to establish a reserve fund with the intent that this will be used to support the programmatic goals of the building to be used in accordance with the Governing Documents. The City funds are not expected to cover the full costs of necessary capital improvements.

The City funding is targeted for necessary capital improvements and is to be used within the first ten years. Approximately \$0.7 million has been used to demolish interior partitions, leaving a balance of \$5.3 million. The intent is that the Development Entity will work with the CRA and the City to determine how and when the remainder of the City funds will be used. The CRA expects that these funds will be spent through separate projects that will be bid out in accordance with the applicable public bid laws and might include base building or site improvements. Appendix 8.3 provides more detailed information on the establishment of capital and operating funds and the applicability of public bid laws.

#### ***Redevelopment and Fit-Out Costs***

Responders are responsible for estimating costs of renovation and fit-out; any assumptions of redevelopment and/or fit-out costs for different types of tenants in previous Foundry reports are conceptual only. Some fit-out costs may be borne by the Development Entity and some by the future tenants, depending on the use and the management approach proposed by the Responder.

#### ***Taxes***

The Development Entity will pay taxes on the building. However, once the redevelopment is complete, eligible charitable and similar organizations that occupy the property may apply to the City for a tax exemption that relates to the tax liability of the space used by the group, provided they meet all applicable criteria.

#### ***Ground Rent***

The ground rent will be set forth in the Sublease between the CRA and the Development Entity, per the terms of the Lease between the City and the CRA. The ground rent payment will be renegotiated every ten years in order to recalibrate the amount to account for market adjustments and the performance of the project as a whole. While rent payments will be renegotiated and adjusted at ten-year intervals, the CRA does not expect to renegotiate the entire Sublease during the term unless there is cause to do so in the judgment of the CRA or the City. Additional payment structures may be considered, such as a percentage rent to the CRA whereby the CRA would receive incremental rent above the proposed ground rent payment based on a percentage of the gross income received by the Development Entity from its participation in the Foundry redevelopment.

#### ***Sublease Execution Process***

A draft copy of the Sublease will be issued by addenda prior to the RFP submission date. Responders will be asked to review and indicate any provisions that are objectionable, although in no case can the sublease override any provisions contained in the City/CRA Lease.

Proposals must remain firm for ninety (90) days from the due date or to a later date as may be agreed to in writing by the Responder and the CRA. Following the completion of the evaluation process, the CRA plans to enter into negotiations with the top-ranked Responder. In the event that the CRA determines it will not be able to reach a contractual agreement in a timely manner with the top ranked proposer, it may negotiate with the second proposer and so on. The CRA retains the right to enter into negotiations with one or more responders through a Best and Final Offer (BAFO) process.

Notwithstanding any other provisions contained in the RFP, the CRA shall not be under any obligation to select a Responder until the final Sublease is fully executed by and among all requisite parties. Prior to closing, the Development Entity will be expected to complete its due diligence. The Sublease will be contingent on the Development Entity providing improvement plans that are compliant with all applicable laws, ordinances, in a form satisfactory and appropriate to the governmental authorities responsible for issuing permits.

At Sublease signing, the Development Entity will be required to provide, at minimum, a deposit equivalent to two years of ground rent payments (the "Deposit"). The Deposit will be creditable against the future ground rent payments, but will not be refunded if the Development Entity fails to meet any of its obligations for project execution, including zoning approval and other permits, design phases, base building construction, tenant fit out, and building and occupancy permits. The Development Entity's proposal will become an exhibit of the Sublease.

All due diligence items and any costs related to satisfaction of the above obligations must be prepared at the sole cost and expense of the Development Entity. These expenses are nonrefundable and cannot be used to offset the deposit or future ground rent payments.

## 5.0 SUBMISSION REQUIREMENTS

All submissions shall provide information related to the elements listed below in sufficient detail to allow an informed and fair selection process. Incomplete submissions will be rejected. A checklist is provided in Appendix 8.1 (Form B).

Submissions will be in two separate, clearly marked envelopes:

- Foundry Proposal: twenty (20) bound copies in 8 1/2 x 11-inch format plus one compact disk or flash drive with a digital version as a single PDF with a maximum file size of 10 MB.
- Foundry Financial Plan: twenty (20) copies in 8 1/2 x 11-inch format of narrative material, plus one compact disk or flash drive of the pro forma spreadsheets, in the format of the Financial Plan Template.

All materials submitted to the CRA in response to the RFP will become the property of the CRA and the City and, unless specifically exempted, should be considered to be public records under Massachusetts law (Appendix 8.1, Form A). See Section 7.0, below, for additional details. The CRA reserves the right to post materials on its website at the appropriate time.

### **5.1 Letter of Interest**

Responders must submit a letter of interest signed by the principal(s) of the Responder.

### **5.2 Responder Team Composition**

Responders must submit a summary chart of the team composition that identifies the firms and key personnel and their respective roles and responsibilities for real estate development and operational management. Other key roles and responsibilities can also be included.

For the RFP, the Responders must submit proposals as a complete team including both real estate development and operational management proposals for the building and its programs. Based on the review of the RFQ submittals, this RFP is tailored wherever possible to clarify specific requirements and expectations of the CRA consistent with the Foundry Demonstration Project Plan, which are also evident in the evaluation criteria (Section 6). As long as one of the Responders remains a lead member of the project team, it is possible to combine differently and/or reform a team for the RFP, adding capacity as needed. Additional qualifications may be submitted as an appendix to the response to the RFP.

### **5.3 Developer/Operator Relationship**

Responders must describe how the developer and operator will work together and with the CRA on an ongoing basis to ensure the Foundry is operated in accordance with the community vision and the Sublease. Revitalizing the Foundry to meet the community's vision for a collaborative environment with mix of uses will require careful coordination between the real estate and operational management team members of the Development Entity.

### **5.4 Developer/Operator Workload**

In order to demonstrate their capacity to undertake the Foundry redevelopment, Responders must list known project commitments of all key project principals through 2017, along with a statement indicating how the development entity and key principals plan to manage the Foundry redevelopment process including the amount of time that would be available to dedicate to the process.

### **5.5 Project Concept**

Responders must submit three types of information to convey their overall concept for the Property:



- 1) **Narrative:** Description of the design and programming vision and approach, including the strategy for community partnerships over time to achieve an inclusive space that involves a cross-section of Cambridge residents in the life of the building and program description that demonstrates how the uses and projected tenants will contribute to the building including shared use and hours of operation throughout the day and evening.
- 2) **Program:** Matrix detailing the gross floor area and rentable floor area (of specific uses and/or shared use areas in the Foundry, including any new floor area, reference to community-based or shared uses, and proposed parking strategy. A template is provided in the financial pro forma.
- 3) **Design:** Conceptual architectural and site design plans with sufficient detail to characterize the project content and substantiate the financial pro forma, with its projections of uses, costs, and revenues.

Alternative scenarios can be presented and will be considered, such as a base proposal that does not expand the building envelope and an alternative that does. These alternatives should be modeled using the Appendix 8.4 Financial Plan Template as a framework.

## **5.6 Project Timeline**

Responders must submit a detailed time line for project execution including the permitting strategy (zoning approval and other approvals), design phases, base building construction, tenant fit out, and building and occupancy permits. In particular, the timeline must indicate when the approvals process would begin, expected conclusion of the approvals process, and projected opening date.

## **5.7 Previous Experience**

Responders must demonstrate their capacity to work with the CRA to carry out a financially feasible redevelopment of the Foundry Building by submitting tailored descriptions of comparable projects developed and/or managed.

To supplement materials submitted in the RFQ, the submission should include a brief description of the relevant projects and how they relate to the Foundry project, along with data regarding the location, size, the specific principal personnel involved, and completion date. Projects should illustrate Responder's experience with the criteria below, noting that each individual project does not need to meet all of the specifications:

- Creation of mixed-use redevelopment projects with uses and characteristics similar to the Responder's proposal for the Foundry;
- Creation of redevelopment projects with innovative operating models and tenancing strategies, including the incorporation of uses providing a public benefit and/or a mix of market and non-market rate tenants;
- Role of design in adaptive reuse and innovative programs;

- Negotiation of successful partnerships, including partnerships with property managers and operators, and public entities;
- Negotiation of subleases with tenants and users similar to those proposed for the Foundry Building; and
- Development in the Boston and Cambridge areas.

## **5.8 Forms**

Responders must submit Form A, Policy on Release of Documents, Form B, Submission Checklist, and Form C, Minimum Threshold Requirements (Appendix 8.1).

## **5.9 Financial Plan**

*Note: All material must be submitted in a separate envelope, clearly marked "Foundry Financial Plan."*

Responders must specify their proposed structure and financial terms for partnership with the CRA. All responses must be based on the detailed pro forma information including (1) projected rents based on the range of uses, including all private and community uses, (2) projected costs and funding of improvements, including the addition of new space, if any, (3) projected tenants types, and (4) proposed payment structure to the CRA. The ground rent payment structure must be expressed in a fixed dollar amount with appropriate escalations over the entire 50-year sublease term. The completed financial plan template can be found at this link:

<http://www.cambridgeredevelopment.org/foundry-documents>

### ***Business Plan***

Responders must provide a brief description of how their proposed business model and income projections for the Foundry relate to the type of tenant subleases, including duration, and what part of the fit-out costs, tenant improvements, and operating expenses are expected to be paid by tenant and Responder respectively. The business model must also address the approach to curating the community uses and overall management of and integration of the proposed uses, as well as any other characteristic of the business model with implications in the financial plan.

### ***Evidence of Ability to Finance***

Responders must demonstrate their ability to finance all the proposed improvements to the Foundry, as well as the ability to secure tenants and meet financial obligations to the CRA. This should be done by providing evidence of successful past projects, letters of interest from tenants (if any), letters demonstrating a good business relationship with financial institutions and equity sources, and a description of proposed strategies to make use of incentives and financial support from the public and non-profit sectors, including available funding sources from the CRA.

*Additional material regarding the financial condition of the Responder may be requested by the CRA at any time during the negotiations, including but not limited to corporate financial statements, a description of other real estate owned (including information about any history of delinquency, default, litigation, or outstanding liens or judgments on property listed), a credit release, and/or any additional documentation or information evidencing the strength of the respondent and the respondent's ability to support the project. For the RFP, the Responders may attach any relevant information as an appendix on a voluntary basis.*

**Pro Forma**

All pro forma and financial information must use the Financial Plan Template (Appendix 8.4) and following the instructions found in *Tab 0. Cover Page*, which is summarized below:

**1) Program Assumptions:**

Detailed program matrix, including gross square feet (GSF) and rentable square feet (RSF) for existing and any additional space (information carried from 5.5, Project Concept)

**2) Source & Use Assumptions:**

- Uses of funds, including hard costs, soft costs, and financing costs
- Sources of equity, debt financing, and any public funds beyond the funds committed by the City and CRA
- Debt assumptions (construction and permanent)

**3) Operating Assumptions:**

- Revenue assumptions, including annual rent for each use as well as any other revenues
- Vacancy contingencies
- Reimbursed and non-reimbursed operating costs
- Projected growth rates for revenues and expenses

**4) Pro Forma (50 years):**

- Summary of cash flows over 50 years
- Net operating income by user type
- Revenues to the CRA by year

## 6.0 EVALUATION AND DEVELOPER SELECTION PROCESS

### 6.1 Selection Process

Evaluation of the proposal will be based on the information provided in the Responders' submission, in accordance with the requirements of this RFP, and any interviews, public presentations, references, and additional information requested by the CRA. The CRA Board will select the Development Entity based on the recommendations of the Evaluation Committee and the advice of the Foundry Advisory Committee, subject to the approval of the City Manager. The Evaluation Committee will be comprised of CRA and City staff.

The selection process for the RFP will proceed in a multi-stage process. The submissions will be reviewed by the CRA to determine if each proposal has fulfilled all the requirements; only complete submissions that meet the minimum requirements will be evaluated. The Foundry Advisory Committee and the CRA's consultant team (including but not limited to Foley Hoag and HR&A) will review and advise on the submissions, reviewing first the Foundry Proposal (non-financial) and then the Foundry Financial Plan.

The Evaluation Committee first will open and evaluate the Foundry Proposal (non-financial). After this evaluation is complete, the Evaluation Committee will open and evaluate the respective Foundry Financial Plan submissions. The Evaluation Committee will then consider the two evaluations together, along with the advice of the Foundry Advisory Committee and the consultant team, to select the best proposal(s).

Based on the Evaluation Committee's evaluation, some or all of the Responders may be further asked to present their concept publicly and be invited for an interview. The CRA may also request additional information as part of the interview.

The Evaluation Committee will then evaluate all additional information, including any further advice from the Foundry Advisory Committee and the consultant team, and will make a recommendation for a Development Entity to the CRA Board and the City Manager for their approval, respectively. The CRA will notify all Responders in writing of the final decision.

## **6.2 Minimum Threshold Requirements**

Only those submissions that meet each and every one of the below minimum quality requirements will be evaluated (Form C).

- Proposal is complete and responds to all Submission Requirements.
- The program provides more than 10,000 square feet designated for community-oriented uses.
- A plan is provided that describes how and when the building will be publicly accessible.
- A real estate team is included.
- A management team is included.
- The project strategy demonstrates project completion within a four-year window.
- The Financial Plan is complete and responsive, including a business plan, evidence of ability to finance, and the pro forma.

## **6.3 Evaluation Criteria**

The evaluation criteria below reflect the intent of the Project Vision and Objectives (Section 4.1) and other aspects of the Governing Documents. All factors are important and many are interrelated; proposals are expected to be responsive to all criteria.

<b>PROJECT UNDERSTANDING AND CONCEPT</b>			
	<b><i>Highly Advantageous</i></b>	<b><i>Advantageous</i></b>	<b><i>Not Advantageous</i></b>
<b><i>Project Understanding</i></b>	<b>Proposal</b> integrates creative design and an inclusive, collaborative program to create a citywide resource that is financially sustainable for years to come, promoting the building vision and objectives.	<b>Proposal</b> integrates design with real estate development strategy and a method for curating building programs, reflecting building vision and objectives.	<b>Proposal</b> only addresses renovation and property management <i>OR</i> the proposal only addresses programmed uses without a real estate strategy.
<b><i>Exceptional Design for Creativity &amp; Flexibility</i></b>	<b>Design</b> highlights the building's architectural features, allows creative flexibility, and integrates significant green building features to promote innovation and economic activity in collaborative spaces.	<b>Design</b> creates a physical asset that fosters creativity and innovation and will support viable economic activity in a manner that can be sustained for years to come.	<b>Design</b> is minimal, providing just enough improvements to occupy the space and meet codes.
<b><i>Community-Oriented Uses</i></b>	<b>Program</b> will have more than 25,000 square feet dedicated to community-oriented uses.	<b>Program</b> will have 15,000 to 25,000 square feet dedicated to community-oriented uses.	<b>Program</b> will have more than 10,000 but less than 15,000 square feet dedicated to community-oriented uses.
<b><i>Maximizes Public Benefit</i></b>	<b>Program</b> will have uses that are mixed, synergistic, and/or operating in shared spaces promoting the arts and sciences (STEAM) and directly benefitting and engaging surrounding community and Cambridge residents and addressing economic development and training opportunities, especially for under-represented and low income residents.	<b>Program</b> will have uses dedicated to community oriented uses that promote arts and sciences (STEAM) and directly benefitting and engaging surrounding community and Cambridge residents.	<b>Program</b> will have uses designated for community-oriented uses including some community programming.
<b><i>Degree of Inclusivity</i></b>	<b>Building</b> will be accessible, inclusive, and welcoming to the public in a variety of ways and times, targeting the full diversity of Cambridge, including opportunities for drop in visits by the general public.	<b>Building</b> will remain reasonably open and accessible to the general public, especially on the ground floor.	<b>Building</b> will offer few reasons for the community to enter

<b>EXPERIENCE AND CAPACITY</b>			
	<b><i>Highly Advantageous</i></b>	<b><i>Advantageous</i></b>	<b><i>Not Advantageous</i></b>
<b><i>Ability to Successfully Execute the Project</i></b>	<b>Real estate team</b> has experience in adaptive reuse and public private partnerships, and has worked with community-based organizations.	<b>Real estate team</b> has experience in adaptive reuse and public private partnerships.	<b>Real estate team</b> has experience in either adaptive reuse project or public private partnerships.
<b><i>Contribution of Operator / Management Program to Successful Project</i></b>	<b>Management team</b> demonstrates extensive experience and presents ideas for hosting cross-disciplinary programs and collaboration, with strategies to maintain community involvement in the building and its programs over time.	<b>Management team</b> has experience and presents a viable management and operational plan that supports the Foundry vision and objectives	<b>Management team</b> will provide conventional property management and has no experience with ongoing community programming; opportunities for collaboration between building uses are not demonstrated.
<b><i>Development Capacity and Current Workload</i></b>	<b>Capacity</b> of overall team demonstrates dedicated, qualified principals and committed staff resources that will focus on the Foundry project.	<b>Capacity</b> of overall team assigns qualified principals and adequate staff resources to handle the Foundry project while balancing other project workloads	<b>Capacity</b> of overall team indicates overcommitted principals and not enough resources to manage the Foundry project.
<b><i>Strategy and Timeline</i></b>	<b>Strategy</b> demonstrates a creative approach, a clear understanding of necessary approvals, and ability to start the approvals process within 3 months of Sublease execution, with realistic milestones for approvals, design, and construction within a 3-year window.	<b>Strategy</b> demonstrates an understanding of approvals and the ability to start the approvals process within 6 months of Sublease execution, with realistic milestones for approvals, design, and construction within a 3-½ year window.	<b>Strategy</b> indicates a start date for approvals process after six months of Sublease execution and does not demonstrate realistic milestones for approvals, design, and construction.

<b>FINANCIAL PLAN</b>			
	<b><i>Highly Advantageous</i></b>	<b><i>Advantageous</i></b>	<b><i>Not Advantageous</i></b>
<b><i>Feasibility of Plan</i></b>	<b>Financial Plan</b> demonstrates a solid understanding of local market conditions, development financing, business plan, and redevelopment and operational costs for the Foundry and offers creative approaches or solutions where necessary.	<b>Financial Plan</b> demonstrates a solid understanding of local market conditions, development financing, business plan, and redevelopment and operational costs for the Foundry.	<b>Financial Plan</b> demonstrates a lack of understanding in any one of the following areas: local market conditions, development financing, business plan, and redevelopment and operational costs for the Foundry.
<b><i>Ability to Secure Debt and Equity Financing</i></b>	<b>Evidence</b> includes firm commitments in letters of interest from equity sources and permanent lenders demonstrating significant capital backing from committed sources.	<b>Evidence</b> includes at least two letters of interest from equity sources and permanent lenders demonstrating likely capital backing.	<b>Evidence</b> includes at least one letter of interest from a permanent lender.
<b><i>Ground Rent and Capital Reserve</i></b>	Both the ground rent and the private-sector capital reserve are competitively funded.	Both the ground rent and the private-sector capital reserve are adequately funded.	Either one or the other of the ground rent or the private-sector capital reserve is only marginally funded.



## 7.0 GENERAL TERMS AND CONDITIONS FOR RFP

1. MBE/WBE Participation. The CRA encourages the use of MBE/WBE principals and subcontractors if subcontractors are used.
2. Public Records Law. All responses and information submitted in response to this RFP are subject to the provisions of the Massachusetts Public Records Law, M.G.L. c. 66, § 10 and c. 4, § 7(26) and 950 CMR 32. M.G.L. c. 4, § 7(26)(h) exempts from the definition of “public record,” among other things, “proposals and bids to enter into any contract or agreement until the time for the opening of bids to be opened publicly, and until the time for the receipt of bids or proposals has expired in all other cases,” as well as intra- or inter- agency communications made with respect to reviewing bids and proposals, prior to a decision to enter into negotiations or award contracts. M.G.L. c. 4, § 7(26)(g) exempts “trade secrets or commercial or financial information voluntarily provided to an agency for use in developing governmental policy and upon a promise of confidentiality,” though this exemption does not apply to information “submitted [...] as a condition of receiving a governmental contract.”
3. System and Document Security Requirements. All documents including both paper copy and electronic files provided to the Responders for printing, copying or digital imaging and any copies or duplicates of electronic files made from those provided by the CRA are the property of the CRA and shall not be provided to any third party without the prior written consent of the CRA.
4. Reasonable Accommodation. Responders with disabilities or hardships that seek reasonable accommodation, which may include the receipt of RFP information in an alternate format, must communicate such requests in writing to the CRA. Requests for accommodation will be addressed on a case by case basis. A Responder requesting accommodation must submit a written statement, which describes the disability and the requested accommodation. The CRA reserves the right to reject unreasonable requests.
5. Acceptance/Rejection/Withdrawals of Proposals. The CRA reserves the right to amend or modify the RFP at any time during the procurement process, prior to the date and time which responses are due. All amendments and modifications will be posted on the CRA’s website in the form of an Addendum. It is the responsibility of the Responder to check the website ([www.cambridgeredevelopment.org](http://www.cambridgeredevelopment.org)) for Addenda. The CRA reserves the right, at its sole discretion, to: reject any or all proposals or parts of any and all proposals; re-circulate this RFP; terminate or suspend the solicitation process, at any time; or waive any irregularities in this RFP or in the proposals received as a result of this RFP; or reject any and all submissions, or portions thereof, all as may be deemed to be in the best interest of the CRA, subject to applicable law. A late response shall not be considered for award.
6. The Sublease for this project will be between the CRA and the Development Entity.
7. A proposal will remain in effect for a period of ninety (90) calendar days from the deadline for submission of proposals, until it is formally withdrawn according to the procedures set forth herein, a Sublease is executed, or the RFP is cancelled, whichever occurs first.
8. Any changes or additions to proposers or personnel named in the Response must be submitted in writing and approved by the CRA.

## 8.0 APPENDICES

**8.1 Forms**

**8.2 RFQ Excerpts on Property Background, History, and Information**

**8.3 Use of Funds and Public Bidding**

**8.4 Financial Plan Template**

## APPENDIX 8.1 FORMS

### 8.1 Form A: Policy on Release of Documents

All materials submitted to the CRA in response to the RFP will become the property of the CRA and the City and, unless specifically exempted, should be considered to be public records under Massachusetts law. The CRA reserves the right to post materials submitted by Responders on its website at the appropriate time. As part of the selection process, the CRA will invite some or all of the Responders to participate in interview(s) and a community presentation.

The undersigned certifies under penalties of perjury that the Responder understands the policy on Release of Documents.

Responder Name: \_\_\_\_\_

Authorized Signature: \_\_\_\_\_

Name (Printed): \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

## APPENDIX 8.1 FORMS

### 8.1 Form B: Submission Requirements

Check each element below to confirm that you understand and have completed each Submission Requirement.

- 5.1 Letter of Interest**
- 5.2 Responder Team Composition**
- 5.3 Developer/Operator Relationship**
- 5.4 Developer/Operator Workload**
- 5.5 Project Concept**
- 5.6 Project Timeline**
- 5.7 Previous Experience**
- 5.8 Forms**
  
- 5.9 Financial Plan**  
*(Submitted in a separate envelope, clearly marked "Foundry Financial Plan.")*

The undersigned certifies under penalties of perjury that this proposal has been made and submitted in good faith and without collusion or fraud with any other person (defined to mean any natural person, business, partnership, corporation, union, committee, club, or other organization, entity, or group of individuals), and that it includes all submission requirements listed above.

Responder Name: \_\_\_\_\_

Authorized Signature: \_\_\_\_\_

Name (Printed): \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

## APPENDIX 8.1 FORMS

### 8.1 Form C: Minimum Threshold Requirements

Only those submissions that meet each and every one of the below minimum quality requirements will be evaluated. Check each element below to confirm that you understand each requirement.

- Proposal is complete and responds to all Submission Requirements.
- The program provides more than 10,000 square feet designated for community-oriented uses.
- A plan is provided that describes how and when the building will be publicly accessible.
- A real estate team is included.
- A management team is included.
- The project strategy demonstrates project completion within a four-year window.
- The Financial Plan is complete and responsive, including a business plan, evidence of ability to finance, and the pro forma.

The undersigned certifies under penalties of perjury that the Responder fully understands the minimum threshold requirements.

Responder Name: \_\_\_\_\_

Authorized Signature: \_\_\_\_\_

Name (Printed): \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

## APPENDIX 8.2 PROPERTY BACKGROUND & INFORMATION

*The following excerpts from the Foundry RFP provide basic information about the building, but Responders should also refer to the Governing Documents, the full RFQ, the RFP, the [CRA website](#), and other documents. Each Responder is responsible for its own due diligence in regard to review and analysis related to all aspects of the project, including physical conditions, environmental conditions, applicable zoning, required permits and approvals, and other development, financial, and legal considerations.*

### **8.2 Property Background and Information**

The brick and timber frame building was built in 1890, expanded in 1910, and then renovated in 1982. The building has adapted to many eras, beginning as an iron foundry for the manufacture of innovative steam pumps in the 19th century; re-purposed for a motor freight station, then a warehouse, and was refurbished as an office building in the 1980s. Interior partitions were demolished in the fall of 2015.

The City acquired the Foundry, a currently vacant, former industrial and office building, from Alexandria Properties in 2012 in connection with a zoning amendment sought by Alexandria. While the zoning for the building set some initial parameters, subsequent community discussions have continued to shape the aspirations for the reuse of the Foundry. Over the last three years, there have been over 20 public meetings related to the Foundry, including City Council and CRA Board discussions and community workshops. Discussions have centered on the condition of the building, development alternatives, program concepts, vision and objectives, real estate feasibility analysis, and evaluation criteria.

To implement the project, the City has designated the CRA to manage a process to redevelop the building in a way that achieves community aspirations and maintains the property as a long-term City asset. On May 4, 2015, the City Council approved the disposition of a long-term leasehold in the Foundry to the CRA in accordance with Municipal Ordinance 2.110.010, and agreed to utilize a diminished process, in that appraisals and traffic and parking studies would not be required prior to disposition. On July 13, 2016, the City and the CRA Board entered into a lease for the Foundry.

The Foundry has approximately 53,000 square feet on three floors. The basement level has 4,000 square feet of finished area and the rest is assigned to 42 parking spaces (19,000 square feet). The clear heights on each floor are ten feet, sloping up to 17 feet on the first floor wings and up to 18 feet between the third floor trusses. A summary of the property is provided below.

## APPENDIX 8.2 PROPERTY BACKGROUND & INFORMATION

<b>Summary of Building Information</b>	
Total Parcel Area Side Yard	37,500 sf 5,200 sf
Gross Building Area (City Assessor)	First Level 23,000 sf Second Level 15,000 sf Third Level 15,000 sf TOTAL AREA 53,000 sf <i>Note: a basement level has 4,000 sf finished area and 19,000 sf unfinished parking area</i>
Access and Parking	Frontage on Bent Street and Rogers Street Driveway to basement parking area 42 spaces in basement 12 spaces currently on site adjacent to Rogers Street
Clear Height	Basement Level: 10 feet First Level: 10 feet, up to 17 feet at top of shed roof Second Level: 10 feet Third Level: 10 feet clear, up to 18 feet between trusses
Year Built/Renovated	1890 - Main foundry building 1910 - Side wings added 1982 - Renovated to infill three floors for offices and light research and development labs; basement excavated to accommodate parking use
Exterior/Interior Construction	The original structure is masonry veneer over a heavy timber frame structure; building structure is compromised as regards lateral force. The infill structure is steel frame with concrete decks. The envelope is brick and stucco veneers; brick walls with window openings on north and south ends; clerestory siding and windows along the east and west sides; windows, skylights, doors, and siding on clerestory walls needs replacing. Roof is over 25 years old, and while there is no evidence of recent leaks, it has reached the end of its lifespan.

## APPENDIX 8.2 PROPERTY BACKGROUND & INFORMATION

<b>Summary of Building Information (<i>continued</i>)</b>	
Building Systems	Most systems have reached the end of their life span.
Accessibility	No accessible access from the main lobby to the elevator or to the basement or first floors. Toilet rooms are non-conforming on all floors; garage level needs new toilet rooms; other toilet rooms can accommodate accessibility requirements.
Environmental	Oil contamination was detected in 1997, due to an underground oil tank in the southwest corner, which had been removed in 1988. An Activity and Use Limitation (AUL) was placed on the property, but this designation was terminated in 2002 when it was determined that the concentration of petroleum hydrocarbons in the groundwater had decreased significantly. A subsequent study indicated that C5-C8 Aliphatics were detected at a concentration that exceeds the MassDEP Soil Gas Residential Screening Value. The potential for vapor intrusion is limited to the southwest portion of the basement; an exposure pathway does not exist for the concentrations of petroleum hydrocarbons given the previous office use; alternative uses could require further study. According to the Reuse Report, the building itself contains limited hazardous materials in the structure, which will be tested and remediated during the demolition of the interior partitions. For further information and sources, see Appendix B.



## APPENDIX 8.3 USE OF FUNDS AND PUBLIC BIDDING

### 8.3 Use of Funds and Public Bidding

The following is a summary of the obligations pertaining to the creation of funds and the expenditure of money relating to capital and operating obligations at the Foundry.

A. The Lease between the City of Cambridge and the CRA requires the following provisions. This is the actual text from the Lease. As used below, the “Landlord” is the City, the “Tenant” is the CRA. Other capitalized terms used and not defined have the meanings ascribed to them in the Lease:

*6.1 Landlord’s Capital Improvements. Landlord’s Capital Improvements shall mean improvements determined by the Landlord, in consultation with the Tenant, to be necessary and appropriate for the use of the Property in compliance with all applicable federal, state, and local laws, rules and regulations. The Cambridge City Council has appropriated six million dollars (\$6,000,000.00) for Landlord’s Capital Improvements to a dedicated Landlord’s Capital Improvements Fund (separate from the “Capital Reserve Fund” described in Section 6.2 below), and Landlord shall expend substantially all of such amount during the Pre-Sublease Term and the first ten (10) years of the Lease Term. The Landlord and Tenant may confer with the Development Entity, as appropriate, regarding the Landlord’s Capital Improvements.*

*6.2 Reserve Funds. Tenant shall, in the Sublease, create the following Reserve Accounts: (a) a fund dedicated by the Tenant to investment during the Lease Term in the Property’s ongoing building operations and programming goals as specified in and consistent with the Governing Documents (the “Operating Reserve Fund”); and (b) a fund by the Tenant dedicated to investment during the Lease Term in the Property’s capital maintenance as specified in and consistent with the Governing Documents (the “Capital Reserve Fund”). At each ten-year anniversary of the Lease Term, the amount in the Reserve Accounts shall be reviewed by the Parties, and may be adjusted based on the then-prevailing best professional practice. Excess funds not anticipated to be needed at the conclusion of such review at such time may be returned to the City and to the CRA to recoup the initial investments and pre-development costs of each Party as agreed by the Parties. Any such recoupment of the initial funds shall be paid to the Parties in proportions based upon each Party’s initial investment. Any money that remains in the Reserve Accounts at the end of the Lease Term shall be paid in its entirety to the City.*

*6.3 Tenant’s Funds. Prior to the commencement of the Sublease Term, Tenant shall pay two million dollars (\$2,000,000.00) to establish the Reserve Funds and shall allocate such portion of the two million dollars to the Operating Reserve Fund and Capital Reserve Fund in amounts to be agreed upon by Landlord and Tenant, the entirety of which shall be spent during the Lease Term.*

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## APPENDIX 8.3 USE OF FUNDS AND PUBLIC BIDDING

B. The following public funds (“Funds”) will be set aside for the Foundry for expenditure consistent with the requirements of the Lease.

The expenditure of monies from any of the following Funds will be coordinated and discussed with the Development Entity, and will be subject to compliance with the requirements of the Lease and applicable public procurement law(s):

Name of Fund	Purpose	Source and Amount	Fund to be held by/spent by
Landlord’s Capital Improvements Fund	Capital improvements to property	City; \$6M (\$5.3M remaining)	City/City
Capital Reserve Fund	Investment in the property’s capital maintenance	CRA and Development Entity (via rent); TBD	CRA/CRA-City
Operating Reserve Fund	Investment in the Property’s ongoing building operations and programming goals	CRA and Development Entity (via rent); TBD	CRA/CRA-City

C. In addition to specifying the creation of these Funds, the Sublease between the CRA and the Development Entity will:

- a. specify that the Funds will be created and will be available for spending by the appropriate public entity (in cooperation with the Development Entity) during the Term;
- b. provide that the Development Entity is responsible for all capital and operating expenses in the Foundry during the Term at its own cost and expense;
- c. require the Development Entity to establish appropriate reserve funds on its own balance sheet for capital and operating expenses consistent with property management and development best practices; and
- d. permit the CRA and the City to monitor the balance sheet and the Development Entity’s expenses (including appropriate audit rights) consistent with their respective roles.

Attached is a letter dated January 27, 2016, to the Office of the Attorney General regarding the Development Entity’s expenditure of monies for capital and operating expenses at the Foundry.

## APPENDIX 8.3 USE OF FUNDS AND PUBLIC BIDDING



Seaport West  
155 Seaport Boulevard  
Boston, MA 02210-2500

617 832 1000 main  
617 832 7000 fax

Jeremy W. Meisinger  
617 832 3029 direct  
jmeisinger@foleyhoag.com

January 27, 2016

### By Mail

Deborah Anderson, Esquire  
Assistant Attorney General  
Office of the Massachusetts Attorney General  
1 Ashburton Place  
Boston, MA 02108

Re: Foundry Building at 101 Rogers Street, Cambridge, MA

Dear Ms. Anderson:

I am writing on behalf of the Cambridge Redevelopment Authority to confirm our conversations regarding the applicability of the public bidding laws to the redevelopment of the Foundry Building at 101 Rogers Street, Cambridge, MA.

The City of Cambridge acquired the Foundry, a former industrial and office building, in 2012. Since that time, the City has explored various avenues for the redevelopment of the Foundry, and has chosen to partner with the Cambridge Redevelopment Authority, which has undertaken redevelopment efforts as part of a demonstration project pursuant to G.L. c. 121B, § 46(b). The goal of the demonstration project is to competitively select a developer to redevelop, manage and operate the property consistent with the City's and the CRA's objectives over a long term.

In May 2015, the Cambridge City Council approved the disposition of a long-term leasehold (to extend for 50 years from the execution of the sublease with a developer) in the Foundry to the CRA, and the City and CRA entered a lease in July 2015. The CRA issued a Request for Qualifications (RFQ) regarding the Foundry in July 2015, and is currently in the final stages of drafting a Request for Proposals (RFP) to be addressed to five teams of RFQ responders. At the conclusion of the RFP process, assuming an acceptable developer is identified, the CRA will enter into a sublease with the redeveloper that would have a 50 year term. The City and CRA's vision for the Foundry is "a creative, innovative center that offers a collaborative environment with a mix of cultural, arts, educational, manufacturing, and commercial uses," that will be "accessible, inclusive, and welcoming to the public."

## APPENDIX 8.3 USE OF FUNDS AND PUBLIC BIDDING

Both the City and the CRA have committed funds towards the redevelopment of the Foundry. The City has appropriated \$6 million for capital improvements, with the intention that these funds will be expended in the first ten years of the redevelopment. It is not anticipated that the \$6 million will cover the full cost of capital improvements necessary to allow the building to be occupied by tenants.<sup>1</sup> The City has begun to spend some of the \$6 million on interior demolition work. Use of the \$6 million for capital improvements, which will be held in a separate Landlord's Capital Improvements Fund controlled by the City, will be subject to the public bidding laws. The CRA has committed \$2 million to the establishment of two additional funds - the Operating Reserve Fund and the Capital Reserve Fund. The Capital Reserve Fund is intended to operate as a backstop for unanticipated capital needs, and will be held and controlled by the CRA. The Operating Reserve Fund, which will also be held and controlled by the CRA, will be spent by the CRA throughout the sublease term to support public-facing programmatic goals and community uses. Expenditures by the CRA out of either Fund will be subject to the applicable public bidding laws.

The sublease will transfer the responsibility for the Foundry's maintenance, and any improvements necessary to accommodate the developer's tenants, over the life of the sublease term to the developer. Again, it is anticipated that the term will be fifty years, with possible provision for extension. The sublease will also require the developer to set aside appropriate reserve funds on its own balance sheet for ongoing maintenance and operation of the Foundry, consistent with property management and development best practices. The CRA will have the right to audit and inspect these balance sheets in accordance with the requirements of the sublease.

In our conversation, you have confirmed that expenditures by the developer of its own funds for maintenance, or for improvements necessary to accommodate the developer's own sub-tenants, are not subject to the public bidding laws. This is because the source of funds for the improvements is private, not public, money, and also because of the long-term 50 year term of the sublease.

Thank you for your attention in this matter. Please let me know if you have any questions.

Sincerely,

  
Jeremy W. Meisinger

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<sup>1</sup> The City of Cambridge's Foundry Disposition Report, published January 26, 2015 pursuant to Chapter 2.110 of the Cambridge Municipal Code, notes that the cost of construction and basic interior fit out is estimated to be approximately \$22 million.

# APPENDIX 8.4 FINANCIAL PLAN TEMPLATE

## 8.4: Financial Plan Template

Responders must submit the pro forma template as part of the RFP response, as PDF and as Excel with active formulas (the complete financial plan template can be found at the [CRA Website](#)).

The template is an illustration only and respondents may choose to utilize a proprietary pro forma provided that the template is recreated and any additional analyses are provided in Excel format. Respondents must include the assumptions outlined in the "Assumptions" sheet but may choose to provide additional assumptions as part of their submission. The template includes placeholder text for illustration and respondents should fill in their proposed economic terms per their proposal. Placeholder assumptions or text are generally within [ ] and respondents should fill in with appropriate assumptions and categories. Despite that this template is mainly based on a per-square-foot basis, respondents don't necessarily need to follow the same criteria.

### Legend of Appendix 8.4: Financial Plan Template

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#### Description of each sheet within Appendix 8.4: Financial Template

0	Cover Page	Provides summary of Appendix 8.5: Financial Plan Template, legend, and table of content.
1	Program Assumptions	Detailed program and size matrix.
2	Sources and Uses Assumptions	Sources of equity and debt financing, one-time costs, and debt financing assumptions (construction loan and permanent loans).
3	Operating Assumptions	Assumptions for projected revenues from rents and others, operating expenses, and reserves.
4	Pro Forma	Summary of cash flows, including commercial revenues, determining Net Operating Income (NOI) and Cash Flow After Debt Service (CFADS).

Respondents must include, at minimum, the sheets above as part of their submission. Additional sheets must be provided if respondents choose to recreate these sheets as part of a proprietary pro forma.