

**Board Packet of Supporting Materials  
June 21, 2017**

- i. Agenda
  - 1. Draft Minutes of the Regular Meeting of the Board on May 17, 2017
  - 2. Report from City Manager regarding Awaiting Report Item Number 17 - 4 regarding the Foundry
  - 3. Foundry Redevelopment Update
  - 4. Sixth Street Walkway Redesign Presentation

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- 6. Sebastian's Café Revised Signage Proposal

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- 8. Artistic Lightscape Presentation
- 9. Monthly Staff Report and Financial Update
- 10. CRA 2017 Budget Revisions

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

## NOTICE OF MEETING

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

**Regular Board Meeting**  
**Wednesday, June 21, 2017 at 5:30 PM**  
Cambridge Police Department  
First Floor Community Room  
125 Sixth Street  
Cambridge, Massachusetts 02142

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## MEETING AGENDA

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

### Call

### Public Comment

### Minutes

1. Motion: *To accept the minutes of the Regular Meeting of the Board on May 17, 2017 \**

### Communications

2. Report from City Manager regarding Awaiting Report Item Number 17 - 4 regarding the Foundry \*

### Reports, Motions and Discussion Items

3. Report: Foundry Redevelopment Update (Mr. Evans) \*
4. Presentation: Sixth Street Walkway Redesign (Mr. Zogg) \*

*Motion: To Approve the Conceptual Design of improvements to the Sixth Street Walkway consistent with the Infill Development Concept Plan of the Kendall Square Urban Renewal Area*

5. Update: 88 Ames Street Residences (Mr. Stewart)
6. Update: Revised Signage Proposal from Sebastian's Café along Ames Street at 415 Main Street (Mr. Zogg) \*

*Motion: To Approve the Revised Signage Proposal for the Sebastian's Cafe at 415 Main Street (7 Cambridge Center) within the Kendall Square Urban Renewal Area*

7. Discussion: Parcel Six Disposition and the Volpe Redevelopment Plan (Mr. Evans)

8. Presentation: Artistic Lightscape Discussion (Mr. Peralta) \*

*Motion: To authorize the Executive Director to pursue the acquisition of an artistic lighting installation from Lucy Activewear for utilization in Kendall Square and other open spaces.*

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

10. Update: CRA 2017 Budget Revisions (Mr. Evans) \*

*Motion: To approve the proposed amendment to the 2017 Cambridge Redevelopment Authority Budget*

*Motion: To approve the establishment of a separate investment account reserved for the Kendall Square Transit Enhancement Program fund.*

Other Business

At 7:30 PM, the Board will convene in executive session for the purpose of discussing potential revisions to the 50-year lease of the Foundry Building at 101 Rogers St. from the City of Cambridge, to facilitate the redevelopment of the Foundry building through the Foundry Demonstration Project Plan.

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 Meeting of the CRA Board – July 19, 2017, 5:30 PM**

Cambridge Police Department, First Floor Community Room, 125 Sixth Street, Cambridge

**City Council Subcommittee: Neighborhood & Long Term Planning, Public Facilities, Arts & Celebrations Committee Hearing – July 26, 2017, 5:30 PM**

School Committee Rm./Henrietta Attles Rm., 459 Broadway, Cambridge Rindge & Latin School

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

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

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

Regular Board Meeting  
Cambridge Redevelopment Authority

Wednesday, May 17, 2017, 5:30pm  
Robert Healy Public Safety Center / Cambridge Police Station / Community Room  
125 Sixth Street, Cambridge, MA

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DRAFT Meeting Minutes

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### Call

Chair Kathleen Born called the meeting at 5:34pm. Other Board members present were Vice Chair Margaret Drury, Assistant Treasurer Conrad Crawford and Assistant Secretary Barry Zevin. Treasurer Christopher Bator was absent. Staff members present were Thomas Evans, Carlos Peralta, Jason Zogg and Ellen Shore.

The CRA and John Hawkinson recorded the meeting.

### Public Comment

As there were no members of the public who wished to comment, public comment was closed.

### Minutes

#### **1. Motion: To accept the minutes of the Annual Meeting of the Board on April 12, 2017**

There were no modifications.

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

### Communications

#### **2. Memorandum date April 26, 2017 Regarding Veolia Repairs and Improvements North and South of Broadway within the Kendall Square Urban Renewal Plan**

Mr. Evans explained that this is a coordination memo that documents a series of conversations between CRA staff, DPW, and Veolia regarding work that Veolia has requested to do on their steam infrastructure that runs along the Grand Junction Park (GJ) and the Pork Chop parcel (soon to be Binney Street Park.) The goal is to minimize the disruption to both public park areas. According to a CRA easement on the property, a request can be made for facilities to be moved. There is no action required by the Board. Veolia would pay for necessary repair work to the GJ. Some trees might need to be replaced. The work would be done by the current CRA landscaping contractor, Brightview, who conveniently now employs the project manager responsible for the initial GJ installation.

Mr. Zevin expressed frustration with Veolia's request to tear up a portion of the GJ after stating that they would not need to do any work. To avoid similar scenarios in the future, Mr. Evans will request the condition of their pipes running under CRA public ways, starting with the Sixth Street Walkway. Mr. Zogg will be asking Veolia for a sign explaining the construction. Mr. Evans will be asking for park enhancements as compensation.

In response to Mr. Crawford, Mr. Evans explained that steam is not a regulated utility so there are no reports filed with the Department of Public Utilities. Mr. Crawford requested that there be community notifications of street shutdowns to the surrounding neighborhoods.

The communications will be filed.



## Reports, Motions and Discussion Items

### **3. Report: Kendall Center Plaza and Roof Garden Public Programming**

Mr. Evans said that a requirement of the Ames Street residential development agreement with Boston Properties (BP) was to enhance programming on public parks, namely the Kendall Plaza and Rooftop Garden. This is the annual report of the Kendall Center programming planned for the year.

Sara Goldstein and Laura Sesody from BP gave a Powerpoint presentation. Ms. Goldstein spoke about the returning events occurring on the Kendall Plaza this summer throughout the week: a noontime concert series on Tuesdays, a farmer's market on Wednesdays, an after-work concert series on Thursdays, and a partnership with the Community Arts Center and students from the Port neighborhood on Thursdays. A Soofa bench was recently installed on the Plaza. A KSA little library book exchange kiosk is also on the Plaza. A Live Well Expo event was held in April 2017 with various vendors offering information related to health, wellness, sustainability, and transportation.

Ms. Goldstein summarized other events that occurred on the Plaza last summer - a temporary art installation with Cambridge Science Festival, the Now+There interactive promise marquee, and the Play-Me-I'm-Yours street piano project.

On the Rooftop Garden, there will be a fitness series after work, a garden education series, and cooking/tasting classes. A Soofa bench and a KSA little library book exchange kiosk are also on the Rooftop Garden.

Garden beds were recently installed at Parcel 6 in coordination with Green City Growers and the CRA to provide an educational program for students in the Community Charter School in Cambridge. There is a proposal to start an Artisans Market in partnership with the Cambridge Arts Council. BP is looking for public art installation proposals. Ms. Goldstein spoke about the social media outreach channels.

In response to Mr. Zogg's question regarding the Main Street banners, Ms. Sesody replied that BP is ready to go to print. There have been issues with the sizing. BP needs to provide a bond for the installation. The City will install brackets the same day that the banners go up so they are the right height. BP hopes to be done before the next CRA Board meeting.

Mr. Crawford is pleased to see the various programs and partnerships.

Ms. Born asked about the method of notifying people on the ground level about events that are happening on the Rooftop Garden. Ms. Sesody replied that a tall popup sign placed on the ground near the arcade didn't hold up but there will be stationary signage. BP has considered wrapping a column next to the Coop entrance. Social media is the primary communication channel. Mr. Evans said that the Soofa Sign can be used but it is unclear how much people are engaging in that manner.

In response to Mr. Zogg's question about obtaining data on the usage of public spaces, Ms. Sesody said that people counters are only used for classes. The usage for drop-in events is more anecdotal. In response to a question regarding vendor selection for the Farmer's Market, Ms. Sesody replied that there is a farmer's market manager who tries to keep the market local, varied, and balanced. An audience member thought that it should have more produce. Ms. Sesody added that it is important for vendors to sell enough in order to make it worthwhile for them to continue participating.

In response to Ms. Hoffman, Ms. Sesody expected the Community Arts Council table to remain in the Farmer's Market. The Artisan's Market concept is being development. Ms. Hoffman suggested adding an information table to the Farmer's Market.

Mr. Zevin noted that the programmable ceiling in the Google arcade is blank. Ms. Born suggested adding community participatory fitness dance events to engage the public. There was a discussion about other group fitness events.

Mr. Zogg moved the conversation to BP updates that were not on the agenda. Mr. Evans added that these are not in public areas. Ms. Sesody spoke about the string lighting that the Marriott is interested in installing above the Champion's patio. She then discussed the seating and plantings for Legal Sea Foods' new Fish Bowl fast-casual eatery that replaces the private eating area space in the restaurant. Ms. Sesody said that she would confirm if alcohol will be served. Mr. Zogg walked through the map of the space. Mr. Evans said that there is currently an interim sign and expects them to come before the CRA Board for review when it is finalized.

The report will be placed on file.

#### **4. Presentation: Verizon Antennae Installation on Kendall Center Yellow Garage (Mr. Zogg) \***

***Motion: To approve the location and design of a Verizon Antennae upon the Yellow Garage within Parcel Three of the Kendall Square Urban Renewal Area***

Mr. Evans explained that the land use controls in the MXD do allow the inclusion of telecommunication equipment but the design guideline process isn't clear so staff decided to bring the discussion to the Board. This proposal has a substantial amount of mechanical screening,

Michael Giaimo who was representing Verizon Wireless explained that Verizon is currently leasing space from Boston Properties (BP) in the stairwell penthouse of the yellow parking garage at 75 Ames Street. The proposal is to install antennas on top of the existing penthouse behind a screen wall. The screen wall would consist of radio signal-permeable fiberglass but painted to match the existing surface or some other color that the CRA Board chooses. He showed pictures of the stairwell with, and without, the added screen wall from various angles. There would be a secured mechanical room within the garage and cabling through the inside of the building. The height of the new screen is 6'4". There was a discussion about the color of the panel. Mr. Zevin would rather not hide the equipment but noted his opinion isn't popular. He would like to see a color distinction. Mr. Evans suggested possibly continuing the graphic on the glass. Ms. Born thought yellow would be distinctive and fun. She also suggested breaking up the two yellow bands with a gray band. Mr. Zevin suggested a black band rather than gray to continue the black bands used on the stairwell delineating the floors. Mr. Evans noted that BP wasn't present so a decision could not be finalized.

In response to Mr. Crawford, the 2015 date on the site drawings is when the process started. The yellow garage was actually the second garage but the first one on Broadway was put on hold until that building is redeveloped. The antennas will enhance the coverage and capacity in the Kendall Square area.

*The motion to approve the location of a Verizon Antennae upon the Yellow Garage within Parcel Three of the Kendall Square Urban Renewal Area, subject to design review by staff and Design Review committee members regarding the screen coloring, was seconded and carried unanimously.*

#### **5. Presentation: Replacement Signage Proposal from Brammer Bio at 250 Binney Street Manufacturing Facility**

***Motion: To Approve the Conceptual Design of replacement signage for the Brammer Bio manufacturing facilities at 250 Binney Street (14 Cambridge Center) within the Kendall Square Urban Renewal Area***

Steve Bavordo (sp?) from Brammer Bio explained that the company acquired two facilities from Biogen as of January 1<sup>st</sup> - 250 Binney Street in Cambridge and 61 Medford Street in Somerville. Brammer Bio is a commercial manufacturing facility for gene and cell therapy to enable clients to improve the health of patients. He gave a background of the company. There was a discussion of the business. Ms. Born noted that the building is designated to be redeveloped. The Brammer Bio representative noted that they have an 18-year control on the lease. The company was happy to keep 100 Biogen employees from losing their jobs. Mr. Crawford suggested that the representative speak with the planners of Cambridge Historical Society's themed event of "What Does Cambridge Make?" to highlight his company's presence.

Mr. Evans confirmed that there will be limited shipping and receiving operations in the Kendall Square facility, much like it was with Biogen. Pictures of the current signs on Cambridge Center and Binney Street were shown along with the proposed new signs. The sizes, materials, backlighting, dimmer controls and basic nature of the signs remain the same; only the façade is changing.

*The motion to approve the Conceptual Design of replacement signage for the Brammer Bio manufacturing facilities at 250 Binney Street (14 Cambridge Center) within the Kendall Square Urban Renewal Area was seconded and carried unanimously.*

## **6. Presentation: Replacement Outdoor Graphic Proposal from Sebastian's Café along Ames Street at 415 Main Street**

**Motion: To Approve the Outdoor Graphic Proposal for the Sebastian's Cafe at 415 Main Street (7 Cambridge Center) within the Kendall Square Urban Renewal Area**

Mr. Evans noted that although there is no door on Ames, the address is still Main Street. A second door was added to Ames Street. Mr. Syed Ali from Sebastian's proposed changes to the pineapple graphics on the four window panels along Ames closest to the loading dock. These panels were installed ten years ago to hide the kitchen area but are now faded and peeling. One of the new panels is transparent above the zipper to view the kitchen and catering crew.

The Board liked the zipper idea. Ms. Drury would like to see more transparency on all the panels. Mr. Ali said that there is shelving on the other side of the panels. There was a discussion about the billboard sized wording on the rightmost panel. Mr. Zevin suggested matching the scale of the letters used for the Order Ahead on the leftmost door. He also suggested another awning to increase the presence. Mr. Evans suggested switching the colors on the panels to a purple background to match the awning and green vegetables to make it more unifying. The full panels appear as if the windows are being papered over. Mr. Evans explained that the CRA Board is sensitive to Sebastian's loss of space on the corner. Ms. Born encouraged more creativity and livelier signage. Mr. Zevin suggested blade signs for visibility on Main Street as well as lowering the height of the banners to the height of the doors to allow more light.

Mr. Ali said since construction is almost done, he was hoping to do a relaunch in June.

*The motion to approve the Outdoor Graphic Proposal for the Sebastian's Cafe at 415 Main Street (7 Cambridge Center) within the Kendall Square Urban Renewal Area, with modifications as discussed and reviewed by staff, was seconded and carried unanimously.*

Mr. Evans asked Mr. Ali to send revisions to him, Mr. Zogg and Mike O'Hearn from Boston Properties.

Mr. Zevin questioned the Cambridge Trust temporary window signage. Mr. Evans explained that these were put up while they were waiting for City Council to approve their awning. Mr. Zogg was told that these would be coming down this weekend.

## **7. Update: Foundry Project Revised Approach**

Mr. Evans explained that staff has been working with the City on a new structure for the Foundry redevelopment. This presentation is part of a series of public discussions to get the word out on the new approach. He distributed a one-page document framing the approach, the implementation strategy, and the overall program. A meeting flyer was also passed around regarding the Community Meeting being held in two weeks.

Ms. Kathryn Madden said that the Foundry Advisory Committee was shown this presentation yesterday and, because the discussions do not involve real estate, the meeting was public. A goal is to achieve the building vision as well as measuring its success. An increase in public capital investment allows an increase in the amount of community and public use in the building. There have been preliminary design studies to test out the program. There are structural deficiencies that need to be taken into account. Conceptual cost estimates are being refined and financial operations are being modeled. A preliminary program needs to be

decided. Outreach is now occurring to engage the community to discuss the mix of uses. There needs to be assurance of oversight of the community uses and a sense of trust that this will be maximized over the life of the building. The procurement strategy is being redefined as a public building where the City would run a public construction procurement process. The various roles of the CRA and City need to be defined. Due to the complexities of design, cost, program and operations, there needs to be a working team of a construction manager, a designer and an operator. The proposed timeline would be to select a designer by the end of the year.

Summarizing, Ms. Madden said that the demolition occurred over a year and a half ago. The Foundry Advisory Committee is written into the 50-year lease as a watchdog group. The petition for landmark status was submitted last fall. The neighboring residential development was approved in 2016.

Ms. Madden noted that the vision, which can be found in most every document, including the Demonstration Plan, needed to be more specific. An operational vision should highlight its location between an Innovation District and a neighborhood. She spoke about measuring success by adhering to the building's vision with the help of the Foundry Advisory Committee's ongoing consultation, designing spaces that integrate the building's attributes with the program, and requiring regular reporting and forecasting on quantity, quality, and use of community/public spaces. Success would also be measured on the ability of the project to achieve self-sustaining operations with an optimal balance of rent for public, community, and market-rate spaces.

Although it is hard to predict the future, there are basic program concepts, with large or high traffic, which will not likely change, such as a lobby, a black box assembly space, a community room, and a café/kitchen. There are other modular spaces that could change based on need such as classrooms, studios, galleries, and offices. Ms. Madden explained that although spaces are created, many different things can happen in those spaces. From research done throughout Cambridge and the surrounding areas on comparable program scale, size estimates were derived for the various spaces and a proposed conceptual program was developed. The sum of community and public uses is estimated at a program area of 23,000 square feet (sf). The office market uses would be about 15,500 sf for a total of 38,500 sf of net space. This 60/40 split would be financially supportable. Ms. Madden stressed that the Foundry building is not bigger than 50,000 sf, especially with possible historic preservation restrictions. There was a discussion about the exact size of the building. Ms. Madden said that the basement would not be used. Mr. Zevin thinks that 50,000 sf is too high, and as the quality of the space improves, that amount would decrease.

Ms. Madden noted that an important finding from the preliminary design studies revealed that the existing floors were designed for offices, not assemblies. In addition, the existing floor-to-floors heights are claustrophobic and unusable for most of the uses. The revised approach rebuilds the first floor and puts the assembly spaces at street level with higher ceilings. Other floor areas would be selectively removed to add light. Mr. Evans added that this would require a change in land use controls, either through a variance or zoning, in order to build a building with no parking. A discussion occurred about removing the vestibule to get more space versus the preservation of this aspect of the building. There are lots of options for designing the building layout. The 40% market rate uses make the 60% affordable community uses possible. The annual operating cost is estimated to be \$1 million. The City and CRA are projected to fund the initial capital costs of \$25M. There are three uses - market, community, and public - each having respective rents/fees. Mr. Evans noted that taxation on income, vacancy, and parking are just some factors that need to be evaluated. Ms. Born said that tiered charges are not unusual for public buildings.

The next steps are public outreach to various groups for a proof of concept. The demonstration plan needs an amendment and a project management structure needs to be developed. A designer needs to be selected. A public construction bidding process needs to occur. Then an operator needs to be selected. Mr. Evans feels that a nonpublic entity would be a better choice for this role. Mr. Evans said that the economics of the building would most likely pass through the CRA which gives the CRA more oversight. The operator would be on a tenured cycle. In response to Ms. Drury, there was a discussion of other operator examples. Mr. Evans said there are lots of models where a public entity has a retail component or models that do arts programs. However, a model of a cross-subsidized interaction of commercial tenants

and creative artistic tenants has not yet been found. Ms. Madden noted that the \$1 million operational budget includes six staff positions.

Ms. Heather Hoffman noted that music rooms need more soundproofing than what classroom spaces might provide. There was a discussion of other places to research. Mr. Evans distributed a working map showing the distribution of venue places in Cambridge with data collected with help from the Arts Council and CDD. There weren't many places east of Prospect Street with the exception of the Multicultural Arts Center. Mr. Evans said that a special focus group will be created so that the performance space meets as many needs as possible. There was a discussion about the needs and desires for this type of space.

Ms. Madden restated the major question is whether this development model is on the right track. Mr. Andrew Meyer from Industry Labs said that the model hasn't changed except for the increased public money and the shorter lease to the operator. He suggested adding another 15,000 square feet to increase the revenue stream. There was a discussion about expanding the space, the \$25 million target, market rate space tenants, and the historical land-marking issues. Mr. Evans added that the management structure and the operation plan should not overburden the CRA. It should keep the City segregated from the tenant decision-making but also allow control and trust of the selected operator. Mr. Evans explained that an updated Demonstration Plan will be written that allows the CRA to adaptively manage the building over time. Mr. Evans said that, so far, the public has responded favorably. He hopes the Demonstration Plan could go before the City Council in a summer meeting or in September. Mr. Evans said that the State doesn't vote on the Demonstration Plan. Mr. Evans explained that the CRA will not hire a designer or seek an operator until there is certainty from the political decision makers that this is the way forward. The CRA and the City want to know if the path is correct before proceeding with any predevelopment work.

Mr. Evans will continue giving monthly status reports to the Board. coUrbanize cards were passed out to solicit public feedback. He asked the Board to promote dialogue. Flyers for the community meeting were distributed.

Mr. Evans said that an Request For Information might be chosen as a route to inform potential operators about the project. Mr. Evans is interested in providing building tours. Discussions with the City have been oriented around procurement since the City is contemplating a public construction project. Mr. Evans said that meetings have also been held with representatives from the arts, economic development, education and human services.

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

Mr. Evans said that staff continues to work on the selection for a new staff person. A student intern from the Mayor's summer youth program is expected to be on site and will help with Kendall Square data collection. Staff continues to organize the multitude of its documents. Just before 11CC was demolished, the CRA was able to obtain some furniture that was designated for recycling. At some point, staff hopes to hire a public records archivist.

In the future calendar, Boston Properties (BP) will be coming to the Board with a final design for the Sixth Street Walkway and other park designs in the area. They would like to present their retail plan for 88 Ames Street Residences. There has been a request to talk about the Volpe redevelopment with relation to the CRA owned Parcel 6. A personnel policy update is also another project that is on the staff to-do list.

Mr. Zogg continues to move the Streetscape Project forward. There has been a pause with Alta's contracting time until the City makes some final decisions with respect to traffic, bus lanes, and parking. There are also discussions with Boston Properties with respect to rebuilding the sidewalk better than it was before the demolition of 145 Broadway. There was a long discussion of the current pedestrian route during construction, which will last about two years.

The Octahedron will not be going to the City of Pontiac as their funding from the state of Illinois was needed for more critical matters. The CRA is researching other avenues.

Checks to the 2017 Forward grant awardees are being processed as the required paperwork from the recipients are received. A delayed 2016 Forward Fund grant for the Charles River Boat Launch that required DCR coordination seems to be finally moving forward.

Unfortunately, the National Endowment of the Arts grant was denied so other options are being investigated to renovate the globes in Galaxy Park. The globes are structurally intact but don't look as nice as everything else.

Staff is still working on the Windsor Street project. It is probable that the CRA will apply for a Community Preservation Act grant for external restorations on behalf of the City.

Ames Street is proceeding and BP will be talking about their retail program at a future Board meeting. The streetscape plans are being discussed because of bus rerouting due to MIT's project and whether the new EZ Ride routes should become permanent. Demolition of 145 Broadway is happening and the CD documents are being reviewed. The signage procedure has been discussed and BP will be presenting this to the Board in July, along with other building identity items. Excavation along the Sixth Street Walkway has determined that constructing a new sidewalk there would not threaten the tree roots. A discussion occurred regarding the effect of the Volpe development to the Sixth Street Walkway, Binney Street and Parcel 6. Mr. Evans will request to meet with MITIMCO and the City regarding the issues.

The CRA expenses are staying within budget. Boston Properties has been invoiced \$3 million for the KSTEP contribution. An adjustment of the budget will be needed to reflect this. The professional services amounts are somewhat less than expected at this point in time. The streetscape contractor was put on a temporary hold as previously discussed. A records management consultant has not yet been hired. The budget also planned for contracting with a landscape architect to enhance the design of the interstitial spaces between the Broad, Whitehead, MITIMCO, Boston Properties and the Residence Inn. However, the surprising issues with Veolia have taken up a great deal of staff time which has kept staff from working on planned projects.

Mr. Evans said that the KSTEP MOU was signed by the City Manager. It now needs to go to the State.

On the Windsor Street project, another structural engineer was hired for a second opinion which confirmed that the building is well built.

The report was placed on file.

## **9. Update: CRA Investment Policy**

***Motion: To approve the proposed amendment to the Cambridge Redevelopment Authority Investment Policy, in order to Authorize the Treasurer, Assistant Treasurer and Executive Director to allocate up to thirty percent (30%) of its portfolio to annuities, consistent with prudent investor principles.***

Mr. Evans explained that although investment advisor Mr. David Javaheri advised changing the policy to allow a 50% allocation in equities, only 30% is being proposed. The policy currently states that 80% of funds need to be fully collateralized so this motion changes that number to 70%. This was discussed at the last Board meeting but a policy proposal did not come before the Board. Mr. Evans stated that the CRA Treasurer is in full support of the motion but is unable to vote since he is absent tonight.

*A motion to approve the proposed amendment to the Cambridge Redevelopment Authority Investment Policy, in order to authorize the Treasurer, Assistant Treasurer and Executive Director to allocate up to thirty percent (30%) of its portfolio to annuities, consistent with prudent investor principles was seconded and carried unanimously.*

## **Adjournment**

The motion to adjourn the regular Board meeting at 9:15 p.m. carried unanimously.



# City of Cambridge

## Executive Department

**LOUIS A. DePASQUALE**  
City Manager

**LISA C. PETERSON**  
Deputy City Manager

June 12, 2017

To the Honorable, the City Council:

In response to Awaiting Report Item Number 17-4, regarding current or potential future public-private partnerships that could deliver an operational Foundry that consists of significant community space for the community, I am pleased to report that the City of Cambridge (City) and the Cambridge Redevelopment Authority (CRA) are continuing to collaborate and work closely with the broader community, various City departments, the Foundry Advisory Committee, and other stakeholders, to redevelop the Foundry building at 101 Rogers St. In 2017, the City and CRA began to explore a revised strategy to redevelop the building in a way that better meets the vision and expectations that resulted from an extensive community process.

The latest approach recognizes the challenges faced with the initial process of retaining a private developer to make required capital improvements in a manner that could measurably achieve the building vision, while also ensure a high level of community and public use.

The City and CRA are now proposing to invest approximately \$25 million in public funding to make necessary capital improvements to the building. This publicly funded capital project will be designed to accommodate a mix of programming and uses that are identified as community needs including arts, cultural, educational, fabrication, and commercial activities. The City and the CRA are currently working to establish a design and construction process that will result in a building suitable for a wide range of activities, with universally accessible, high quality spaces, while respecting the historic form of the original structure.

The Foundry will have a mix of non-profit, public, and for-profit uses that all contribute to the life of the building and leverage the investment, energy, and activity already happening in the area. Through this strategy, the building will be financially self-sustaining, with building operational and programming costs paid for by the mix of building tenants. Building operating costs are estimated to be over \$1 million per year including building maintenance; community programming and events; and recruitment of potential tenants.

It is estimated that approximately 60% of the building's programmatic space will be dedicated for community and public uses, and 40% of the office space will be leased at rents at or close to market. The estimated 30,000 sf (gross floor area) of space that will be dedicated to public and community uses in the

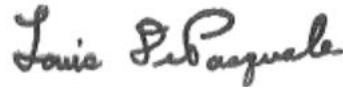


Foundry is comparable in size to other community facilities throughout the City. The CRA will select a program management team, through a competitive process, to operate and program the community spaces in a manner consistent with the Foundry's redevelopment strategy. The Foundry Advisory Committee continues to play an important role in this process.

The City and the CRA are currently engaging the community to discuss the proposed mix of uses, project funding, and the overall redevelopment strategy. Several forums will be held over the next several weeks to receive feedback from the public. This broad outreach began with a community meeting on May 30<sup>th</sup>, attended by approximately 60 people; the presentation given by the CRA at the meeting is attached for your reference. I invite members of the City Council to participate in that process. We also expect in future weeks to request an appropriation for capital funding, as well as approval of a revised Foundry Building Demonstration Project Plan.

I am very confident that, through the extensive collaboration, input from residents, and discussions with stakeholders, and with your assistance and support, we are moving closer to achieving the vision for the Foundry building, and creating a truly special place for the entire community.

Very truly yours,

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

Louis A. DePasquale  
City Manager

LAD/mec  
Attachment(s)



# Foundry Community Meeting



**WHEN**

Tuesday, May 30, 2017

6:30 - 8:30 PM

**WHERE**

Dante Alighieri Italian Cultural Center

41 Hampshire Street, Cambridge, MA

# DEMONSTRATION PROJECT PLAN UPDATE

## AGENDA

1. New Path Forward
2. From Vision to Conceptual Program
3. Design and Cost Studies
4. Next Steps



Come learn about and discuss the revised approach to the Foundry redevelopment.

To join the conversation, visit:  
[courb.co/foundry](http://courb.co/foundry)

To get on our mailing list, email:  
[foundry@cambridgeredevelopment.org](mailto:foundry@cambridgeredevelopment.org)



# NEW PATH FORWARD

To achieve the building vision and more effectively measure success:

- Increase levels of CRA/City capital investment
- Increase community/public proportion of use
- Test program alternatives with conceptual design layouts
- Account for structural deficiencies and more universal access
- Refine conceptual cost estimates
- Model financial operations
- Identify preliminary program



Existing first floor is approximately 5 feet above street level, which inhibits gathering and assembly uses

***Engage community in robust process to discuss mix of uses***



# NEW PATH FORWARD

To ensure a high level of community/public use, explore a stronger public role in development and management

- Redefine procurement strategy as public building project
- Define City/CRA roles to lead and execute
- Recognize complex interrelationship of design, cost, and program
- Build a working team that involves the construction manager, designer, and operator



# NEW PATH FORWARD

## Status updates

- Internal demolition completed, December 2015
- Foundry Advisory Committee, ongoing
- Petition for landmark status submitted, November 2016
- Third Street residential development approved, 2016



Internal Demolition



Petition for Historic Landmark Status

# FOUNDRY VISION

Source: Foundry Building Demonstration Project Plan, May 4, 2015



*The Foundry is a facility that fosters the **creativity and innovation** of Kendall Square in a collaborative environment with a mix of **cultural, educational, manufacturing, and commercial uses** serving a broad sector of Cambridge residents.*

*The Foundry is designed for flexibility and is **accessible, inclusive, and welcoming to the public**. The activities within are **multigenerational and multicultural** providing a citywide and neighborhood resource that is financially sustainable for years to come.*



# OPERATIONAL MISSION

***The Foundry:** An adaptive reuse project to build a self-sustaining center for creativity and collaboration for the Cambridge community with a mix of arts, cultural, educational, fabrication and commercial activities.*

*Located at the intersection of the Kendall Square Innovation District and the East Cambridge neighborhood, the Foundry building will be designed and operated to provide space and programs for the visual and performing arts, entrepreneurship, technology and workforce education within its historic, industrial setting.*



# MEASURES OF SUCCESS

## Adherence to building vision

- Ensure Foundry Advisory Committee’s ongoing consultation to City and CRA
- Design spaces that integrate building attributes and program needs
- Require regular reporting on quantity, quality, and use of community/public space

## Ability of project to achieve self-sustaining operations

- Increase initial City/CRA capital funding
- Manage optimal balance of rent schedule for public, community, and market-rate spaces



Possible Project, Cambridge

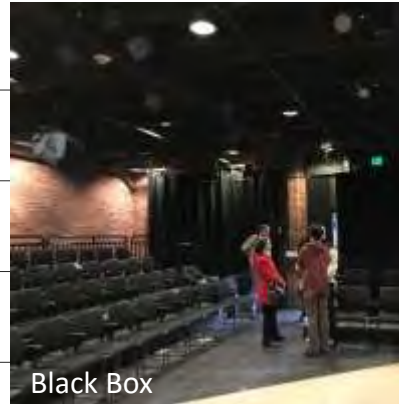




# BASIC PROGRAM CONCEPTS

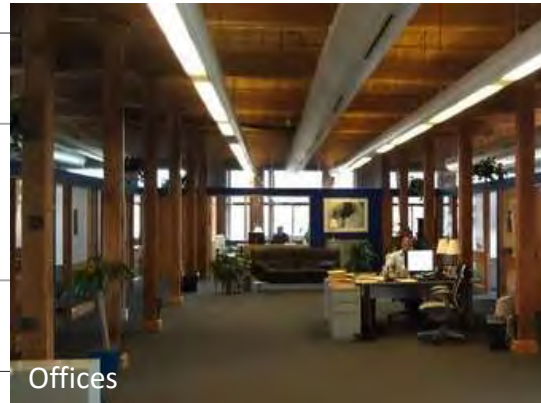
## Destination Spaces (large or high traffic)

1. Lobby
2. Black Box/Assembly
3. Community Room
4. Café/Kitchen
5. Work Shop



## Interstitial Spaces (placement flexible)

6. Classrooms
7. Multi-purpose Rooms
8. Studios
9. Gallery
10. Innovation Office



# BASIC PROGRAM CONCEPTS

## Create Spaces for Multiple Uses, with Resident Artists & Anchor Organizations

---

1. **Lobby** – informal gathering, art shows, special events
  2. **Black Box** – theatre, music performances, speaking events, community events
  3. **Community Room** – meetings, events, senior programs, small performances
  4. **Café/Kitchen** – food for events, classes, incubator projects
  5. **Work Shop** – makerspace, tool and equipment shop
- 
6. **Classrooms** – job training/skill development, visual arts, youth programs, meetings
  7. **Multi-Purpose Room** – events, fitness classes, youth activities, dance classes, yoga
  8. **Studios** – shared art studios, music recording studios
  9. **Gallery** – art shows, special events, music performances
  10. **Innovation Office** – non-profit / market rate, private and/or co-working
-

# PROGRAM SCALE AND COMPARABLES

Foundry: Black Box (~2,000 sf) + support (~1,000 sf)



Central Square Theater

Central Square Nora Theater:

- Main Stage 2,730 sf
- Studio 1,950 sf

Green Street Studios

- Black Box 2,310 sf

Watertown Arsenal

- Mosesian Black Box 1,240 sf

Foundry: Community Room (~3,000 sf)



Cambridge Senior Center

Cambridge Senior Center:

- Ball room 1,920 sf

Multicultural Arts Center

- Main room 2,010 sf

# PROGRAM SCALE AND COMPARABLES

## Foundry: Kitchen/Café (~ 1,000 sf)



- Temple Israel Boston
- Commercial Kitchen 970 sf

- Arts at the Armory Café
- Capacity 52 people

## Foundry: Workshop (~ 3,000 sf)



- Possible Project, Cambridge
- Workshop 1,800 sf

- New Vestures, Lowell
- Maker space 3,000 sf

- Fringe, Somerville
- Small business start-ups 7,500 sf



# PROGRAM SCALE AND COMPARABLES

Foundry: Gallery (~ 500 sf) + Lobby (~500 sf)



Multicultural Arts Center

- Upper Gallery 620 sf
- Lower Gallery 690 sf

Gallery 263, 263 Pearl Street, Cambridge

- Main Gallery 600 sf

Gallery 344, Cambridge Arts Council

- Gallery 650 sf

Foundry: Multipurpose/Classrooms (~ 4,000 sf)



Dance Complex, 536 Massachusetts Avenue

- Studios 640 sf to 1,800 sf

Green Street Studios

- Studios 820 sf to 1,360 sf

Arts at the Armory, Somerville

- Classroom ~300 sf

Arsenal Center for the Arts

- Mezzanine classroom 510 sf
- Rehearsal hall 950 sf

# PROGRAM SCALE AND COMPARABLES

Foundry: Artist Studios (~ 3,000 sf)



Mudflat Studio, Somerville

Watertown Center for the Arts

Waltham Mills Studios

Foundry: Non-Profit/Innovation Office (~ 20,500 sf)



Groundwork, New Bedford

5,000 sf

NonProfit Center, Boston

105,000 sf

# CONCEPTUAL PROGRAM

Uses	Program Area (sf)
Black Box with support	3,000
Community Room	3,000
Café/Kitchen	1,000
Work Shop	3,000
Lobby + Gallery	1,000
Multipurpose/Classrooms	4,000
Studios	3,000
Office-Non Profit	5,000
<b>Sum Community/Public Uses</b>	<b>23,000</b>
Office-Market Uses	15,500
<b>Total NET</b>	<b>38,500</b>
Net/Gross Ratio	77%
<b>Total GROSS</b>	<b>50,000</b>
Original floor area (gsf)	57,000
Lost floor area (gsf)	7,000

CCTV Meeting Room



Artists for Humanity

Central Square Theater





# THE FOUNDRY OPPORTUNITY

## Scale References

- Citywide Senior Center 27,500 gsf
- Cambridge Community Center 23,500 gsf
- West Cambridge Youth Center 30,000 gsf
- Frisoli Youth Center 28,100 gsf
- Artists for Humanity Epicenter 23,500 gsf

Foundry dedicated community/public spaces  
23,000 nsf = **30,000 gsf**



Cambridge Senior Center



Cambridge Community Center



Artists for Humanity Epicenter



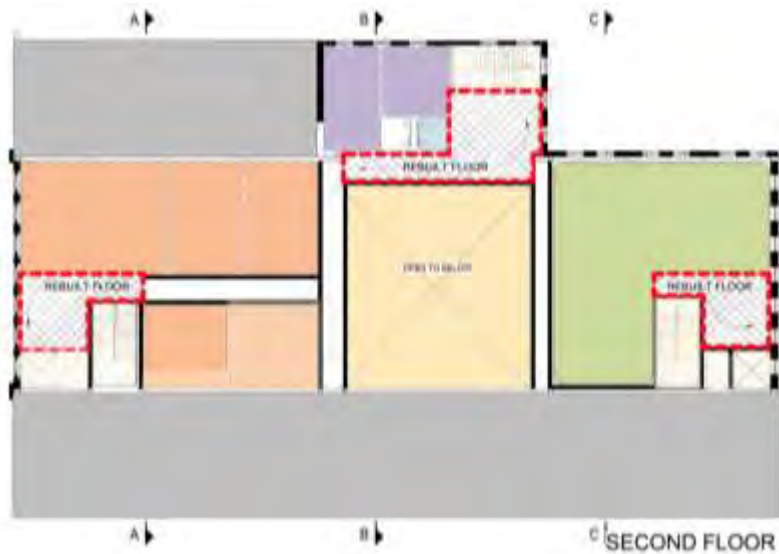
Frisoli Youth Center



West Cambridge Youth Center



# DESIGN AND COST STUDIES



Potential High Volume Space

*HMFH, March 2017*

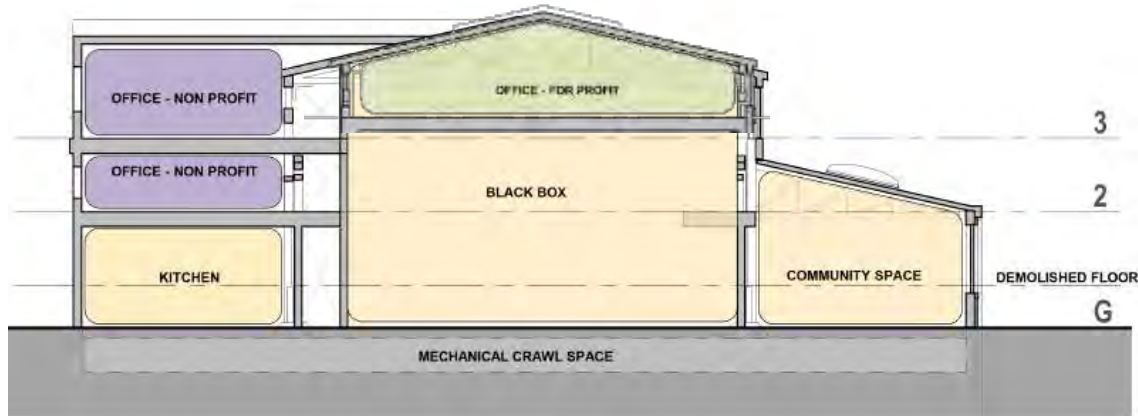
## Findings:

1. Existing floor loading is insufficient for assembly spaces
2. Rebuilt first floor enables assembly spaces, street level access, and higher ceilings
3. Other floor areas selectively removed to allow light and high volume spaces (some loss of floor area)
4. Limited expansion possible on western side (some added floor area)

# DESIGN AND COST STUDIES

## Key Principles

1. Create high bay spaces for desired uses
2. Improve universal access with new street-level 1<sup>st</sup> floor
3. Place high traffic community/public uses at street level
4. Remove interior parking to rebuild 1<sup>st</sup> floor
5. Respect historic building form
6. Meet City sustainability requirements



Design Alternative



Variation 1



Variation 2



Variation 3

# PROGRAM, DESIGN, FINANCIAL INTERSECTION

- Multiple ways to layout the building to achieve great spaces
- Public capital investment will help to support community/public uses
- A mix of market rate office, fees, and rents consistent with use can support the annual operating costs
- Long-term feasibility is sensitive to tenant improvement costs, escalating operating expenses, and rent schedule



Design Alternative Cross Section



Design Alternative Perspective

# PROGRAM, DESIGN, FINANCIAL INTERSECTION

- The market rate uses are the engine that will make possible ***affordable community/public uses and quality programming***
- The financial balance point is approximately 60% affordable community/public uses and 40% market rate uses to fund the annual operating costs of the building (~\$1 million)
- The City and CRA are projected to fund the initial capital costs (~\$25 million)

***Market:*** Use by occupant paying full, fair market rent.

***Community:*** Use by a community-based organization which would pay a charge for the use of the space consistent with market rent for that use. This may include events that are open to the public for which a fee is charged.

***Public:*** Use by a community-based organization for events and other uses for no charge. These uses include public events open to members of the general public without charge.

# NEXT STEPS

IMMEDIATE

## Public Outreach / Proof of Concept

- City Council outreach
- CRA Board updates
- Foundry Advisory Committee sessions
- coUrbanize website
- **Community forum**
- Community group meetings
- Building tours



UPCOMING

## Technical / Implementation Steps

- Demonstration Plan amendment
- Project management structure
- Designer selection
- Public construction bidding process
- Operator selection





# QUESTIONS AND COMMENTS

We welcome your thoughts on.....

1. Implementation Steps?
2. Mix of Uses?
3. Outreach and Connections?
4. Other?



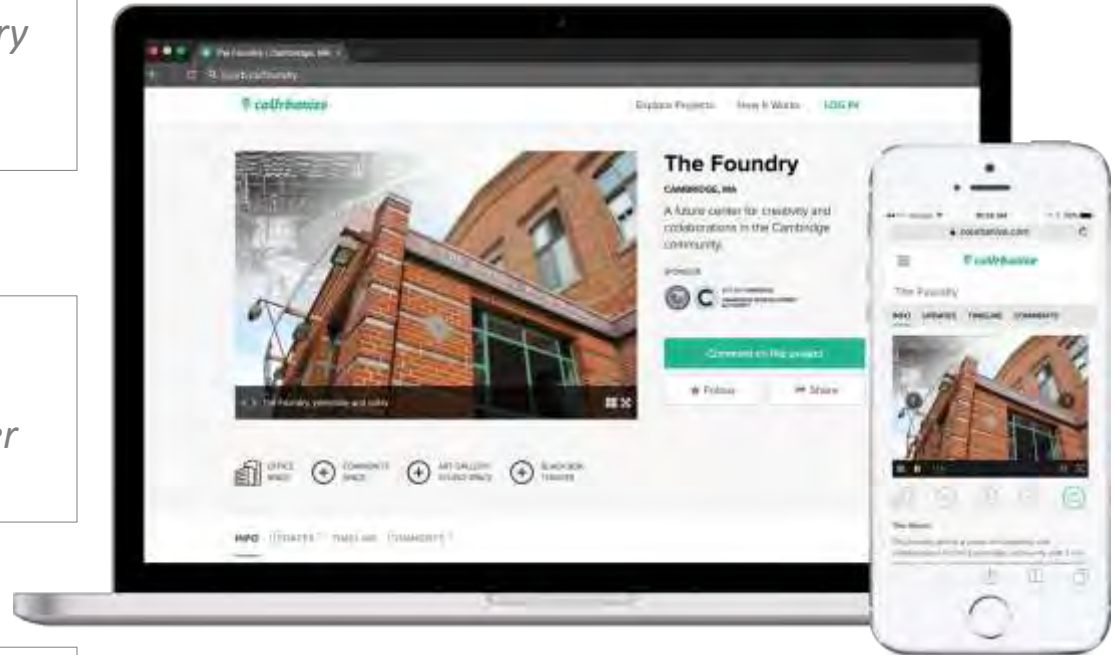
# COURBANIZE FORUM

*History: How should we honor the history of the Foundry as part of the redevelopment?*

*Connections: The Foundry is just a hop, skip, and a jump away from the park at Rogers & Third Street. How can we better connect the two?*

*Partners: Once the Foundry is redeveloped, we'll need partners to help operate it. What businesses or organizations could you envision here?*

*Proposal: We'd love to hear any other thoughts you have on the new proposal for the Foundry Building. What do you think?*



Online: [courb.co/foundry](http://courb.co/foundry)

# UPCOMING OUTREACH - DETAILS

## Neighborhood & Long Term Planning, Public Facilities, Arts & Celebration Committee:

Wednesday, June 21, 2017 @ 1:00 PM  
Sullivan Chamber

## CRA Board:

Wednesday June 21, 2017 @ 5:30 PM  
Cambridge Police Station

## Building Tours:

TBD





1. GENERAL CONDITIONS OF THE CONTRACT FOR CONSTRUCTION SHALL GOVERN THE WORK OF THIS CONTRACT, UNLESS NOTED OTHERWISE OR AS APPROVED IN WRITING BETWEEN THE CONTRACTOR AND THE CLIENT.
2. ALL WORK SHALL BE PERFORMED IN CONFORMANCE WITH THE REQUIREMENTS SHOWN ON THESE PROJECT DRAWINGS, AS NOTED IN THE PROJECT SPECIFICATIONS, AND IN THE GENERAL REQUIREMENTS AND GENERAL CONDITIONS OF THE CONTRACT.
3. ALL WORK SHALL BE PERFORMED IN CONFORMANCE WITH ANY AND ALL MASSACHUSETTS STATE AND LOCAL BUILDING CODES, THE AMERICANS FOR DISABILITIES ACT, AND ANY RULES OR REGULATIONS HAVING JURISDICTION OVER SUCH WORK. ALL APPLICABLE REQUIREMENTS IN THESE REGULATIONS SHALL BE FOLLOWED AS IF CONTAINED IN THE CONTRACT DOCUMENTS.
4. THE GENERAL CONTRACTOR FOR THIS CONTRACT SHALL BE RESPONSIBLE FOR OBTAINING ANY PERMITS AND INSPECTIONS REQUIRED FOR THEIR WORK, AND SHALL INCLUDE IN THEIR CONTRACT PRICE ALL COSTS & COORDINATION NECESSARY FOR SECURING THE PERMITS AND INSPECTIONS. NO WORK WILL BEGIN UNTIL PERMIT IS APPROVED BY THE CLIENT AND SUBMITTED TO CONTRACTOR(S).
5. THE GENERAL CONTRACTOR AND ALL SUBCONTRACTORS FOR THIS CONTRACT WORK SHALL ARRANGE AND PAY FOR ALL NECESSARY EQUIPMENT AND FACILITIES REQUIRED TO DELIVER THEIR MATERIALS TO THE PROJECT JOB SITE, INCLUDING BUT NOT LIMITED TO HOISTING OR SCAFFOLDING DEVICES,; AND SHALL COORDINATE THEIR WORK WITH ANY OTHER CONTRACTORS HIRED FOR THIS PROJECT, AND SHALL COORDINATE THEIR WORK WITH THE CLIENT; AND THE CONTRACTOR SHALL PAY FOR ALL COSTS ASSOCIATED WITH THE DELIVERY AND HANDLING OF THEIR MATERIALS TO THE PROJECT JOB SITE AS NECESSARY.
6. THE GENERAL CONTRACTOR AND SUBCONTRACTORS FOR THIS CONTRACT WORK SHALL VERIFY IN THE FIELD THAT ALL MATERIALS AND ASSOCIATED EQUIPMENT FOR THEIR WORK CAN BE BROUGHT TO THE PROJECT WORK SITE OR BUILDING THROUGH EXISTING ROUTES & OPENINGS SUCH ROADWAYS, WALKS, GATES, OVERHEAD STRUCTURES & DOORS, ETC...
7. THE GENERAL CONTRACTOR AND SUBCONTRACTORAS HIRED FOR A SPECIFIC PART OF THE CONTRACT WORK SHALL VERIFY ALL EXISTING DIMENSIONS, AND ANY CONDITIONS AT THE PROJECT JOB SITE, AND NOTIFY THE CLIENT AND A/E CONSULTANTS IN WRITING OF ANY DISCREPANCIES BETWEEN DRAWINGS AND FIELD CONDITIONS PRIOR TO COMMENCEMENT OF WORK, AND AT TIME DISCREPANCY IS DISCOVERED.
8. THE GENERAL CONTRACTOR FOR THIS CONTRACT WORK SHALL PROVIDE SHOP DRAWINGS AND SUBMITTALS FOR ALL FABRICATED ASSEMBLIES TO THE CLIENT AND A/E CONSULTANTS FOR APPROVAL OF SAID SHOP DRAWINGS IN A TIMELY MANNER SO AS NOT TO DELAY WORK. SHOP DRAWINGS SHALL INCLUDE ALL DIMENSIONS, THICKNESS, PROFILES, TYPE OF MATERIALS, FASTENERS, AND ALL OTHER NECESSARY INFORMATION REQUIRED FOR A COMPLETE REVIEW OF THE INTENDED WORK. THE CONTRACTOR ALSO ASSUMES ALL RESPONSIBILITY FOR ANY ERRORS IN THEIR SUBMITTED SHOP DRAWINGS.
9. ANY EXISTING ITEMS, EQUIPMENT, AND MATERIALS ON THE PROJECT SITE NOT BEING REUSED SHALL EITHER BE TURNED OVER TO THE CLIENT OR LEGALLY DISCARDED FROM THE PROJECT SITE AT CONTRACTORS EXPENSE AND ONLY AFTER CONFIRMATION AND APPROVAL BY THE CLIENT.
10. ALL EXISTING CONDITIONS AND NEW WORK SHALL BE PROTECTED FROM DAMAGE DURING ALL PHASES OF THE CONTRACT WORK BY THE CONTRACTOR; AND ANY DAMAGED AREAS SHALL BE REPAIRED TO THE APPROVAL OF THE CLIENT SO AS TO MATCH EXISTING ADJACENT CONDITIONS, AND AT THE EXPENSE OF THE CONTRACTOR.
11. THE GENERAL CONTRACTOR SHALL RETAIN AN INDEPENDENT TESTING AGENCY, APPROVED BY THE CLIENT AND ARCHITECT, TO CONDUCT THE TEST REQUIRED BY THE SPECIFICATIONS.
12. THE GENERAL CONTRACTOR SHALL RETAIN AN INDEPENDENT UTILITY LOCATOR APPROVED BY THE CLIENT AND ARCHITECT TO LOCATE ALL UTILITIES BEFORE THE START OF WORK.
13. WHERE DEMOLITION CAUSES UNEVENNESS OR VOIDS IN EXISTING STRUCTURE OR CONSTRUCTION TO REMAIN, THE CONTRACTOR SHALL PATCH AND/OR REPAIR ALL DAMAGED AREAS AS REQUIRED TO MAKE READY FOR ANY INSTALLATION OF NEW FINISH WORK AND/OR TO TERMINATE EXISTING CONSTRUCTION.
14. THE GENERAL CONTRACTOR SHALL MAINTAIN COORDINATION OF ALL WORK WITH OTHER CONTRACTORS AND CLIENT CONSTRUCTION MANAGER OR PERSONNEL, TO ENSURE QUALITY OF THE WORK AND TIMELY COMPLETION OF THE WORK; IN ACCORD WITH CONTRACT TIME AND SUBSTANTIAL COMPLETION DATE.
15. NO EXTRA WORK SHALL BE PERFORMED BY ANY CONTRACTOR WITHOUT PRIOR WRITTEN APPROVAL BY THE CLIENT. ANY EXTRA WORK PERFORMED WITHOUT APPROVAL BY THE CLIENT SHALL BE AT CONTRACTORS EXPENSE.
16. ANY SUBSTITUTIONS MUST BE SUBMITTED BY THE CONTRACTOR TO THE CLIENT AND A/E CONSULTANTS FOR REVIEW. SUBSTITUTIONS SHALL BE APPROVED IN WRITING BY THE CLIENT, WITHOUT EXCEPTION. ANY ITEMS NOT APPROVED BY THE CLIENT MAY BE REMOVED AT CONTRACTORS EXPENSE.
17. ANY PROPOSED CHANGES TO WORK SHOWN ON THE CONTRACT DOCUMENTS SHALL BE SUBMITTED TO THE CLIENT IN WRITING FOR APPROVAL PRIOR TO ANY WORK BEING PERFORMED, AND CONTRACTOR SHALL INDICATE THE DATE, THE PROPOSED CHANGE IN CONTRACT PRICE, AND THE CHANGE IN THE CONTRACT WORK SCOPE.
18. THESE CONSTRUCTION DOCUMENTS INDICATE THE GENERAL SCOPE OF THE PROJECT INTENT IN TERMS OF THE SITE AND LANDSCAPE DESIGN, THE DRAWINGS AND SPECIFICATIONS DO NOT NECESSARILY INDICATE OR DESCRIBE ALL ITEMS IN DETAIL AS MAY BE REQUIRED FOR THE PERFORMANCE AND PROPER COMPLETION OF THE WORK SCOPE. THE CONTRACTOR SHALL PROVIDE AND BE RESPONSIBLE FOR ALL NECESSARY MEANS AND METHODS REQUIRED TO PERFORM THE WORK INDICATED IN THESE CONTRACT DOCUMENTS AND SPECIFICATIONS.
19. IF REQUIRED, ANY NEW WORK SHALL BE CONSTRUCTED AROUND EXISTING OBSTRUCTIONS AS REQUIRED THROUGH STANDARD MEANS AND METHODS OF CONSTRUCTION; AND ALL OPENINGS SHALL BE SEALED TIGHT AND AS REVIEWED AND APPROVED BY THE CLIENT.
20. THE CONTRACTOR SHALL BE RESPONSIBLE FOR ADEQUATELY BRACING, SHORING AND PROTECTING ALL NEW AND EXISTING WORK AGAINST DAMAGE, BREAKAGE, COLLAPSE, DISTORTIONS, AND OFF ALIGNMENT, ACCORDING TO STANDARDS OF GOOD PRACTICE, SAFETY AND APPLICABLE CODES & REGULATIONS.
21. ADDITIONAL LIGHT FIXTURES MAY BE REQUIRED, PENDING PHOTOMETRIC REVIEW DURING CONSTRUCTION DOCUMENTATION.

2	DESIGN DEVELOPMENT	06/15/17
1	SCHEMATIC DESIGN	11/11/16
No.	Description	Date

DWG ISSUE & REVISION HISTORY

Stamp

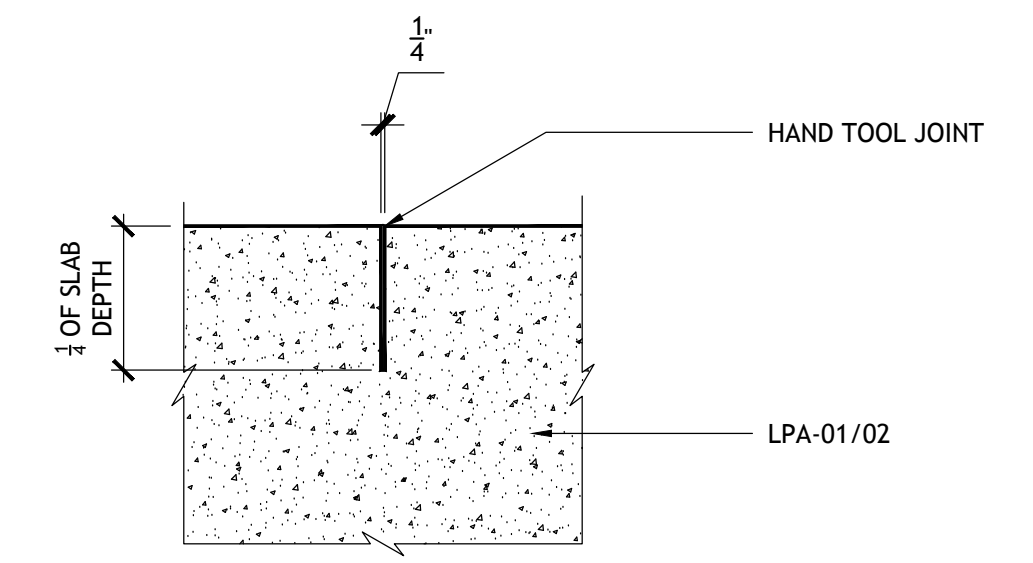
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Project Title:  
**CAMBRIDGE MXD DISTRICT**  
 BOSTON PROPERTIES INC.  
**6TH STREET CONNECTORS**  
**DESIGN DEVELOPMENT**

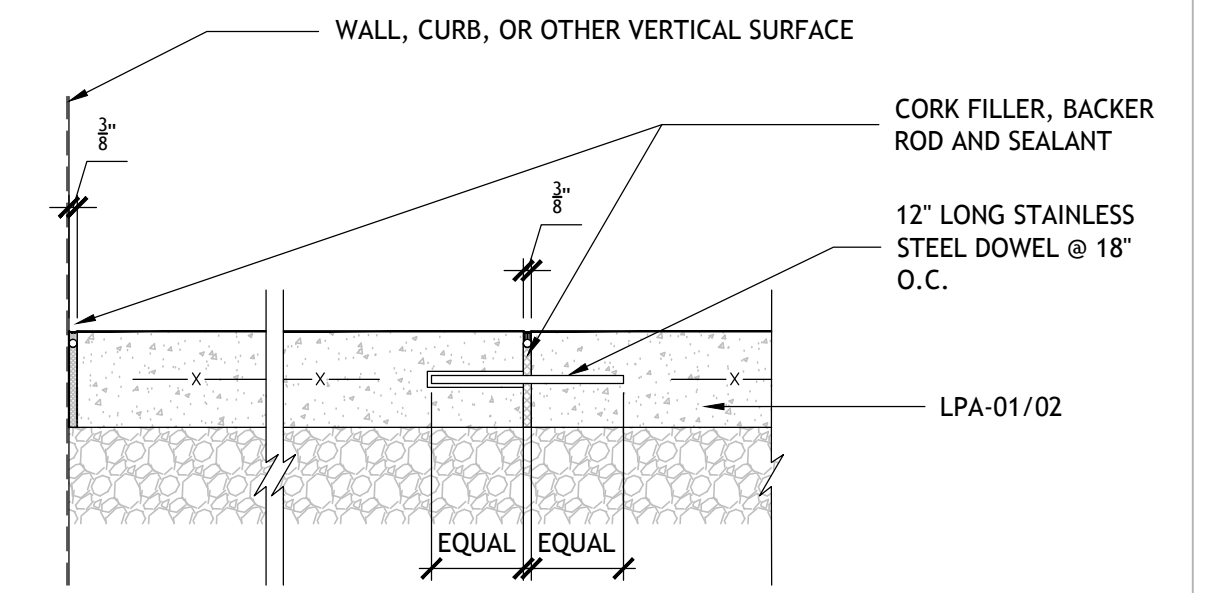
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Project No: **66158.00** Scale:  
 Drawn By: **MR, RT, AK**  
 Checked By: **JS**  
 Approved By: **AW**  
 Date: **08/31/16**

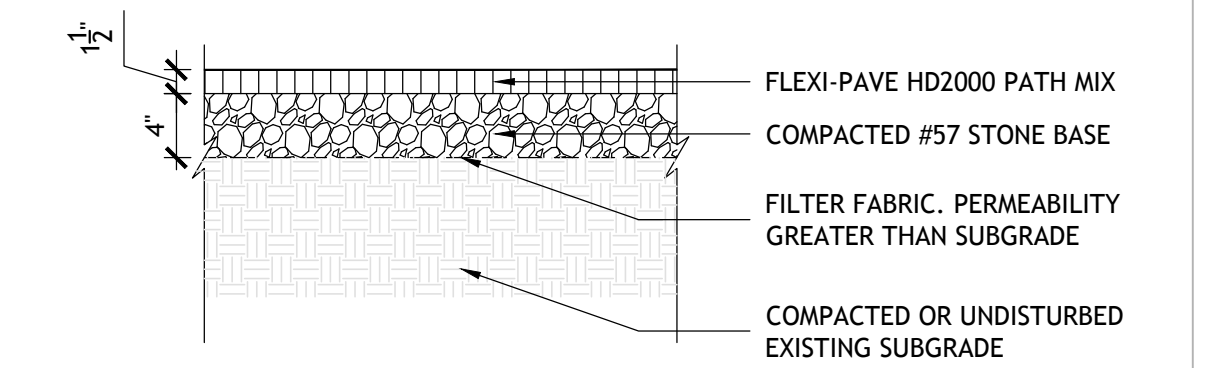
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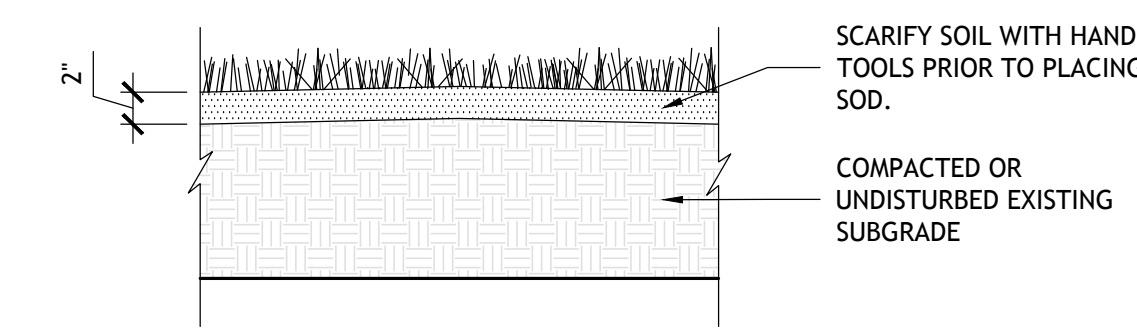
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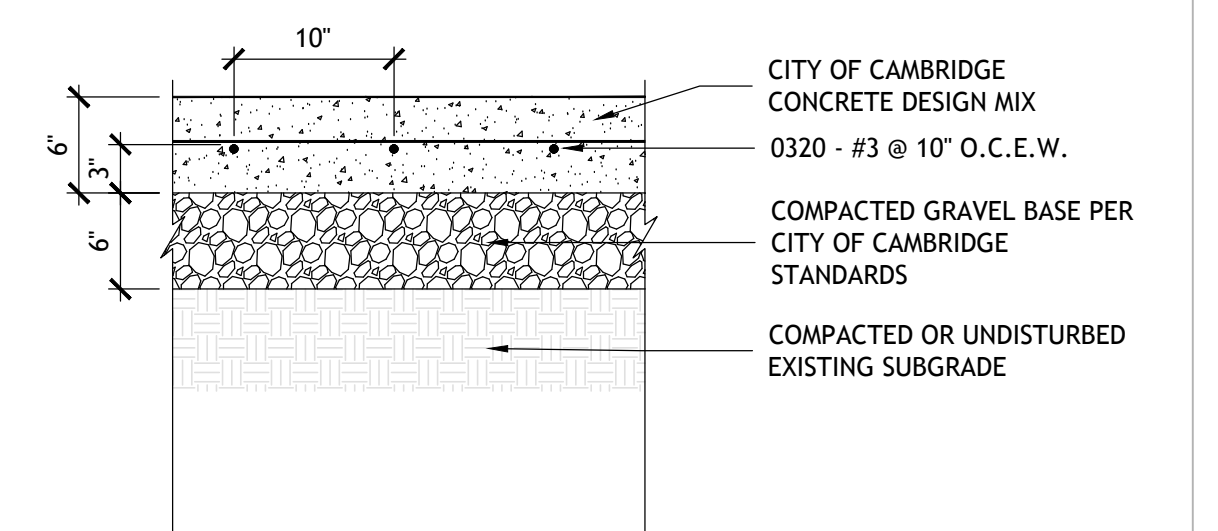
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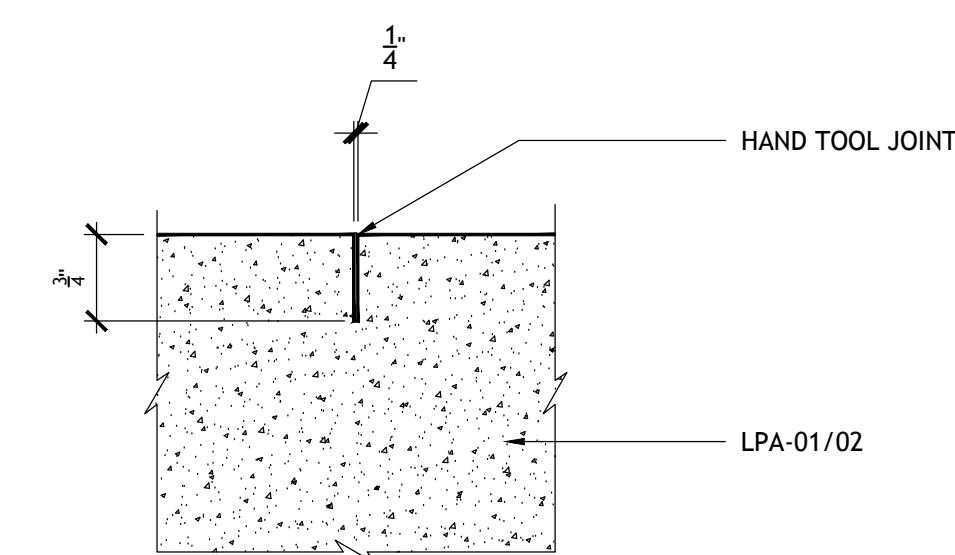
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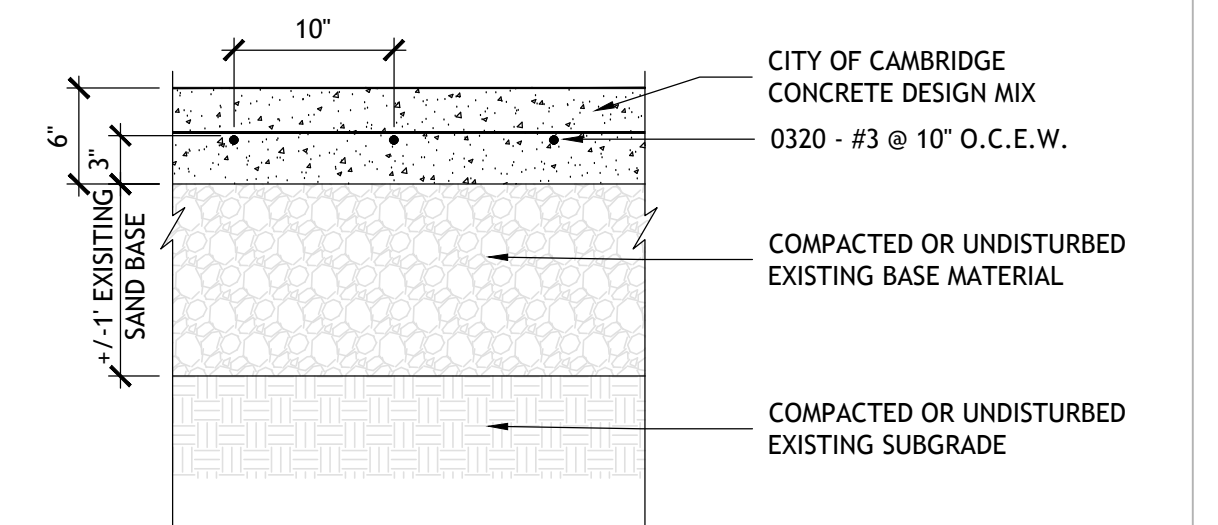
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LPA-02 C.I.P. CONCRETE PAVING  
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LPA-06 CAST-IN-PLACE CONCRETE SCORE JOINT  
 SCALE: 1" = 1'-0"



LPA-01 C.I.P. CONCRETE PAVING - PEDESTRIAN PATH  
 SCALE: 1" = 1'-0"

2	DESIGN DEVELOPMENT	06/15/17
1	SCHEMATIC DESIGN	11/11/16
No.	Description	Date

DWG ISSUE & REVISION HISTORY

Stamp

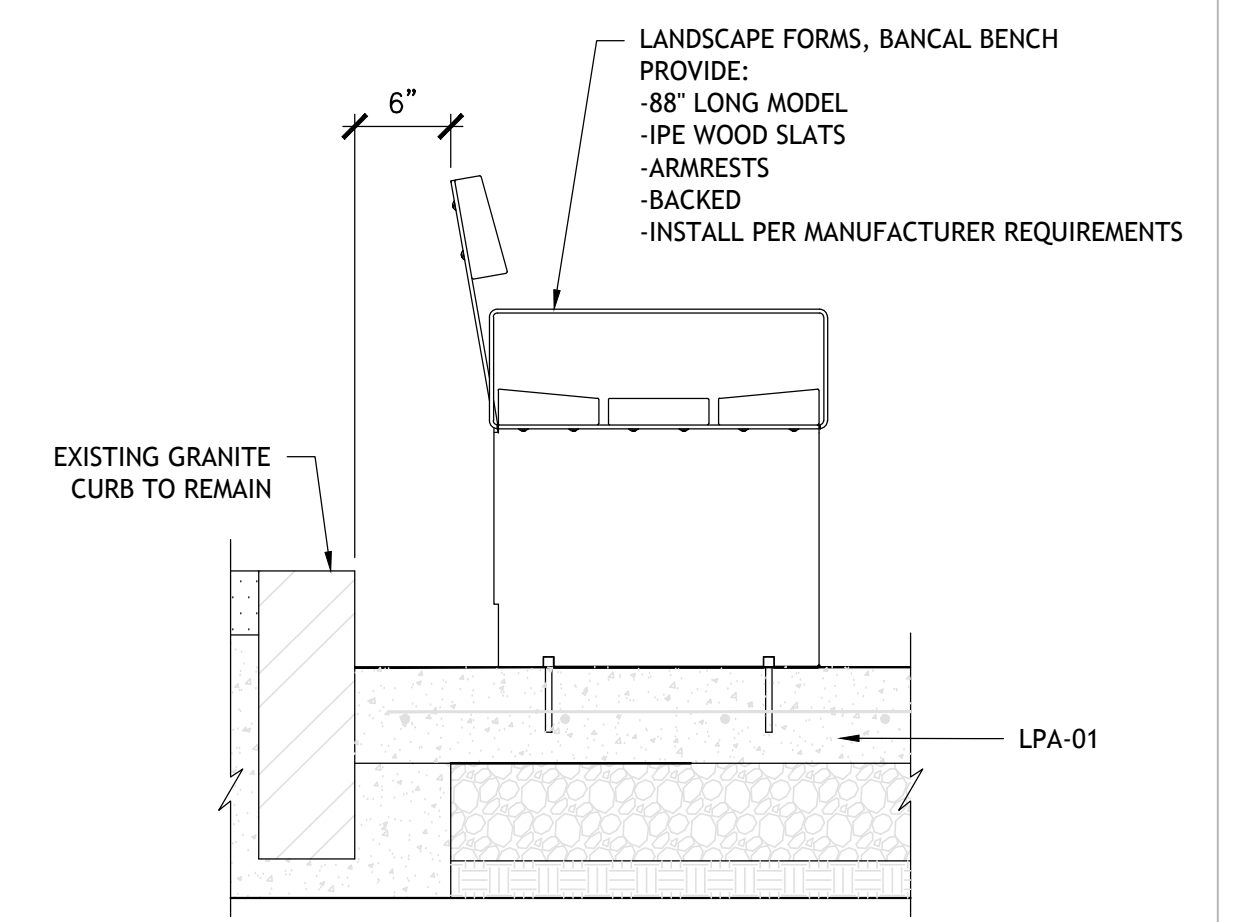
Key Plan

Project Title:  
**CAMBRIDGE MXD DISTRICT**  
**BOSTON PROPERTIES INC.**  
**6TH STREET CONNECTORS**  
**DESIGN DEVELOPMENT**

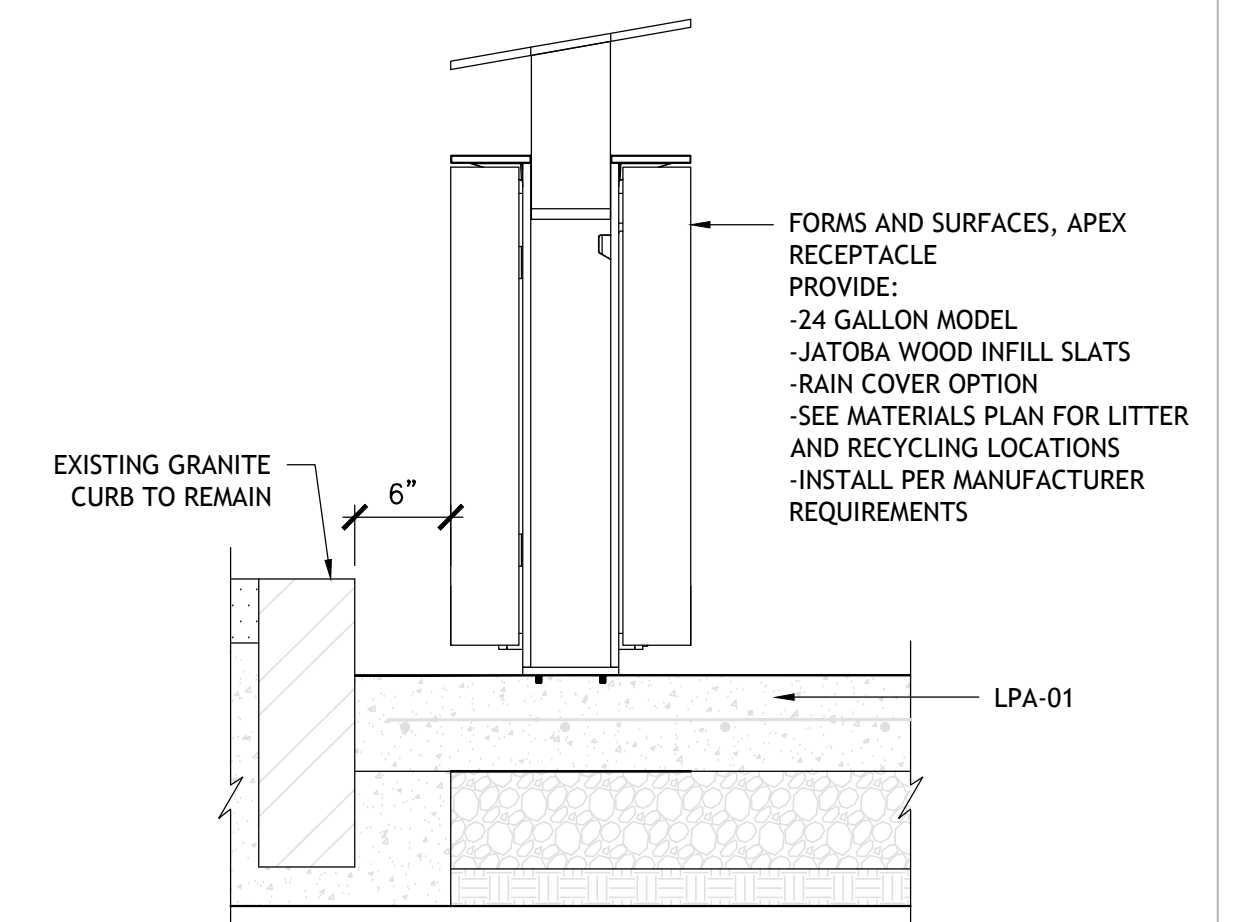
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Project No: 66158.00 Scale: AS NOTED  
 Drawn By: MR, RT, AK  
 Checked By: JS  
 Approved By: AW  
 Date: 08/31/16

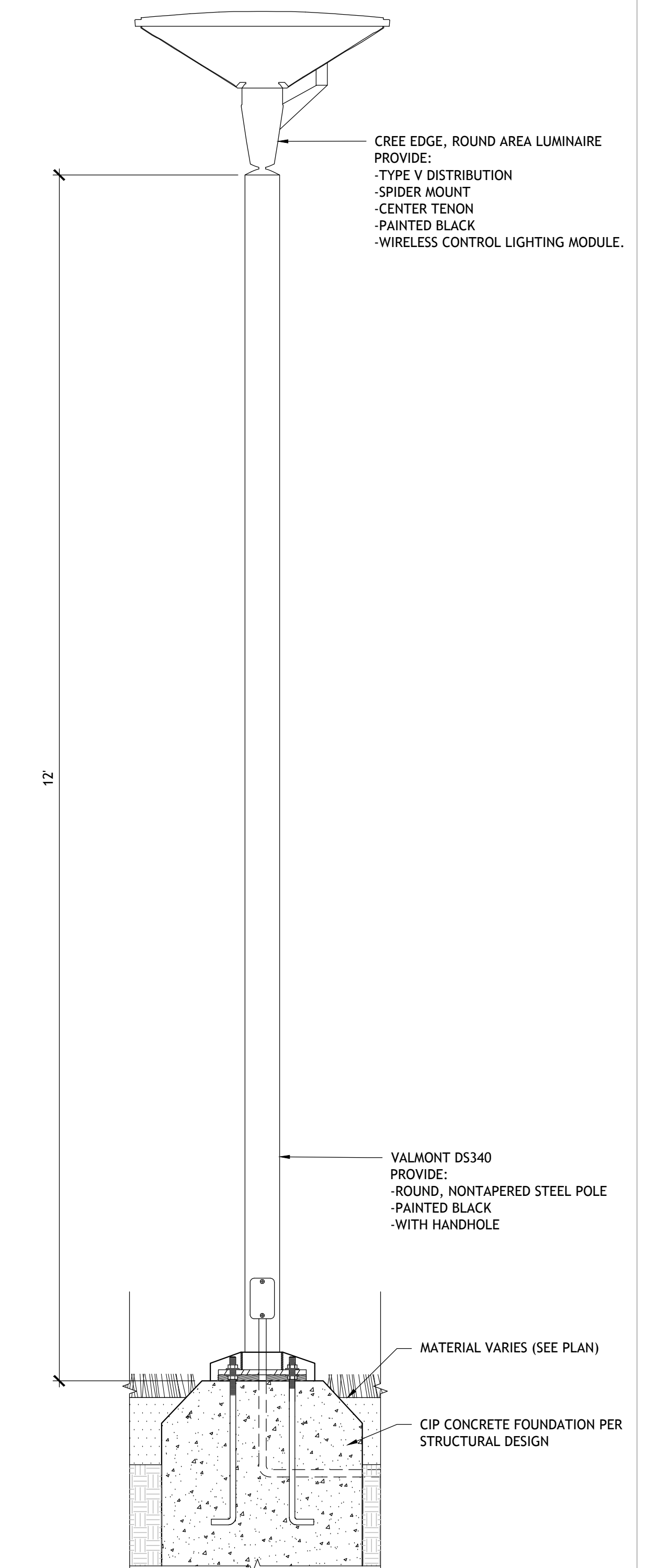
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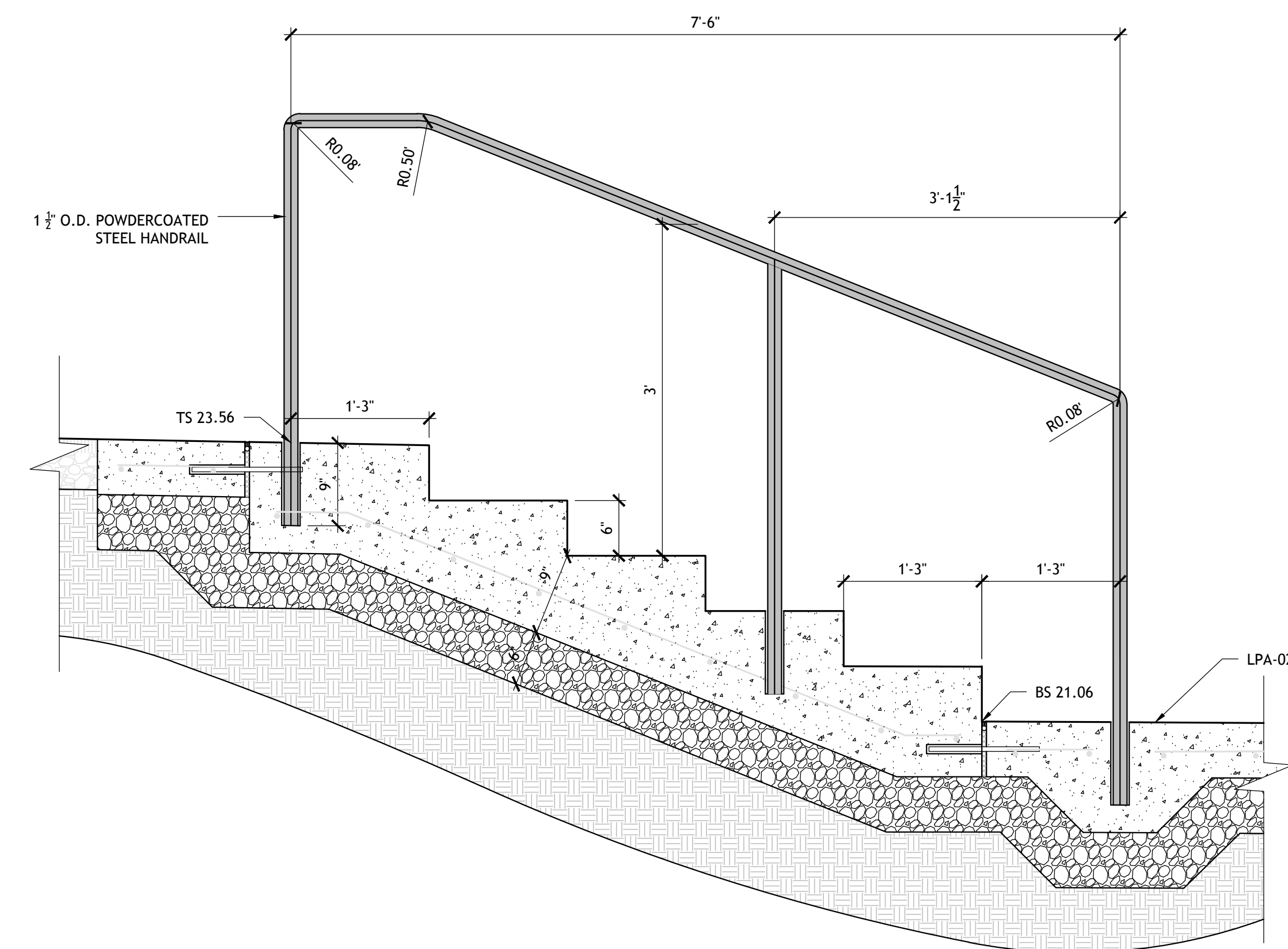
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**LFE-02 TRASH/LITTER RECEPTACLE**  
 SCALE: 1" = 1'-0"



**LFE-01 SITE LIGHTING**  
 SCALE: 1" = 1'-0"



**LFE-04 STAIRS AND HANDRAIL**  
 SCALE: 1" = 1'-0"

2	DESIGN DEVELOPMENT	06/15/17
1	SCHEMATIC DESIGN	11/11/16
No.	Description	Date

DWG ISSUE & REVISION HISTORY

Stamp

Key Plan

Project Title:  
**CAMBRIDGE MXD DISTRICT**  
**BOSTON PROPERTIES INC.**  
**6TH STREET CONNECTORS**  
**DESIGN DEVELOPMENT**

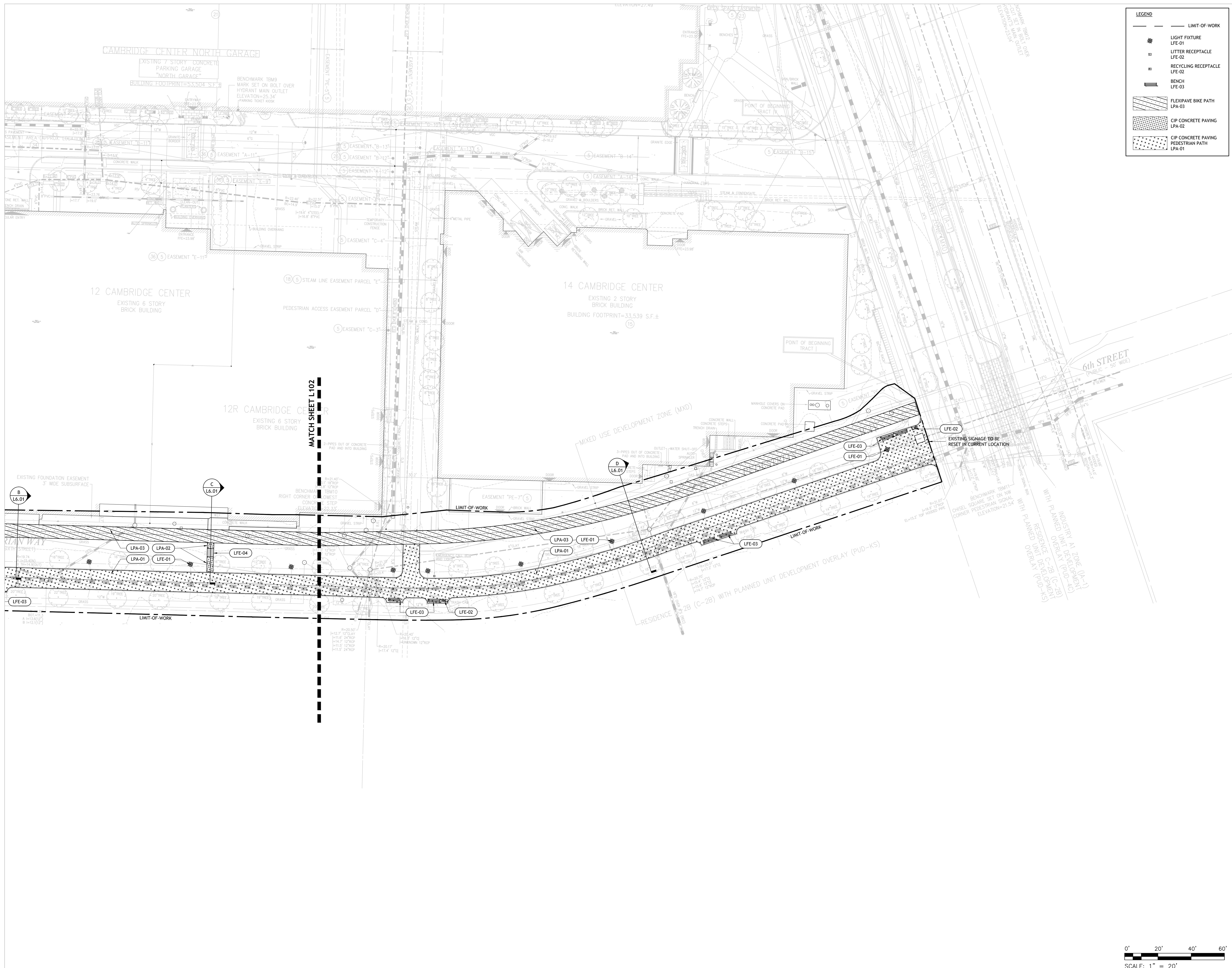
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**LANDSCAPE FURNISHING AND ELEMENTS (LFE)**

Project No: 66158.00 Scale: AS NOTED  
 Drawn By: MR, RT, AK  
 Checked By: JS  
 Approved By: AW  
 Date: 08/31/16

Drawing No. **L003**



LEGEND	
---	LIMIT-OF-WORK
●	LIGHT FIXTURE
○	LFE-01
□	LITTER RECEPTACLE
■	LFE-02
■	RECYCLING RECEPTACLE
■	LFE-02
■	BENCH
■	LFE-03
▨	FLEXIPAVE BIKE PATH
▨	LPA-03
▨	CIP CONCRETE PAVING
▨	LPA-02
▨	CIP CONCRETE PAVING
▨	PEDESTRIAN PATH
▨	LPA-01



No.	Description	Date
2	DESIGN DEVELOPMENT	06/15/17
1	SCHEMATIC DESIGN	11/11/16

DWG ISSUE & REVISION HISTORY

Stamp

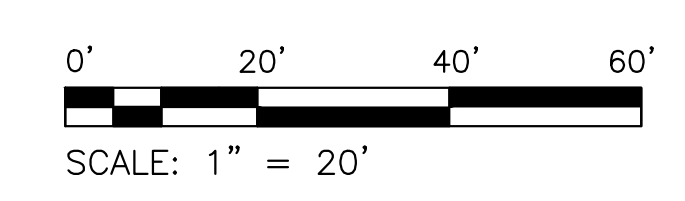
Key Plan

Project Title:  
**CAMBRIDGE MXD DISTRICT**  
 BOSTON PROPERTIES INC.  
**6TH STREET CONNECTORS**  
**DESIGN DEVELOPMENT**

Drawing Title:  
**6TH STREET AND EAST-WEST CONNECTION MATERIALS PLAN**

Project No: 66158.00 Scale: 1" = 20'  
 Drawn By: MR, RT, AK  
 Checked By: JS  
 Approved By: AW  
 Date: 08/31/16

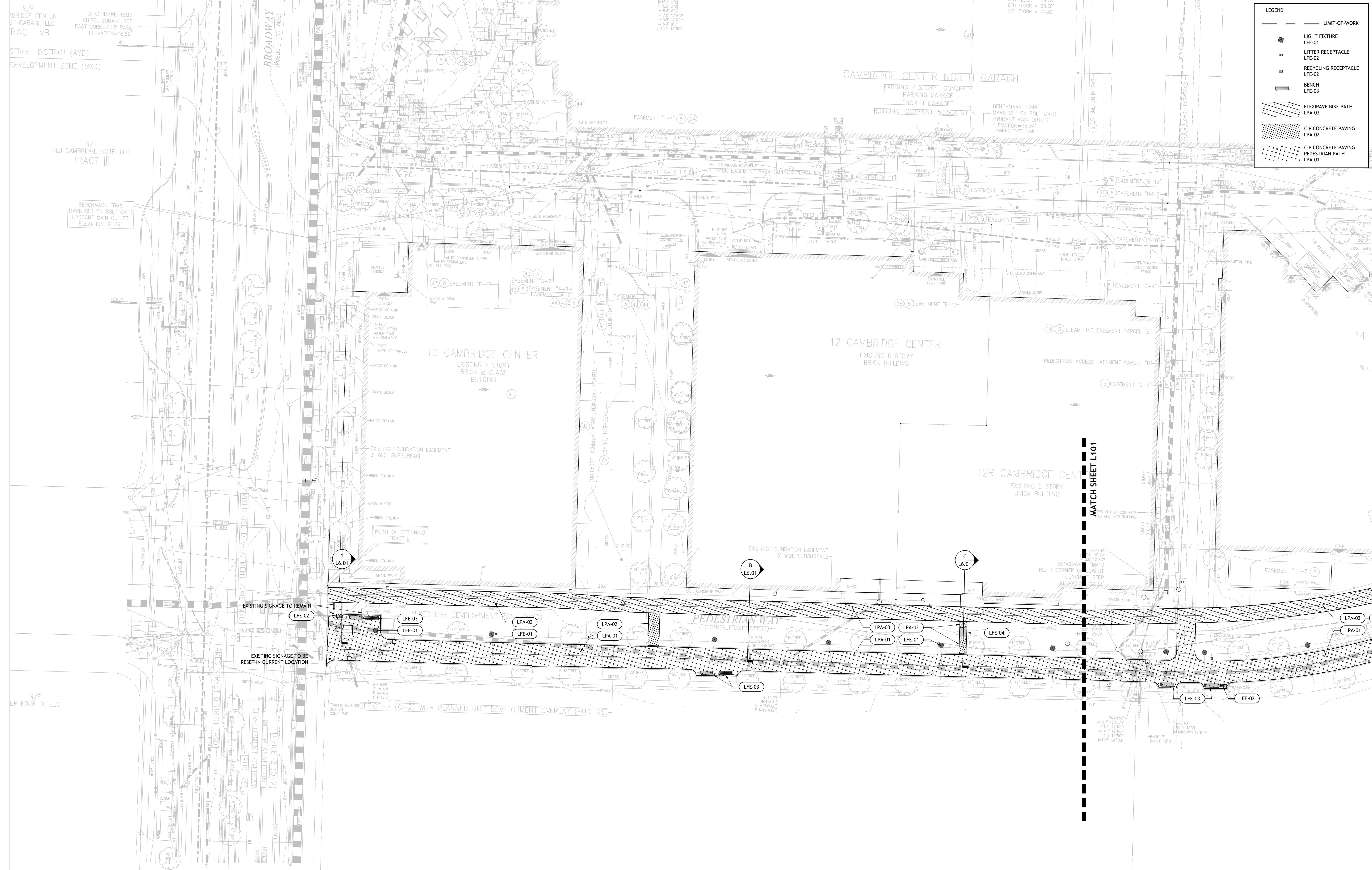
Drawing No. **L101**





**LEGEND**

- LIMIT-OF-WORK
- LIGHT FIXTURE LFE-01
- LITTER RECEPTACLE LFE-02
- RECYCLING RECEPTACLE LFE-02
- BENCH LFE-03
- ▨ FLEXPAVE BIKE PATH LPA-03
- ▨ CIP CONCRETE PAVING LPA-02
- ▨ CIP CONCRETE PAVING PEDESTRIAN PATH LPA-01



No.	Description	Date
2	DESIGN DEVELOPMENT	06/15/17
1	SCHEMATIC DESIGN	11/11/16

DWG ISSUE & REVISION HISTORY

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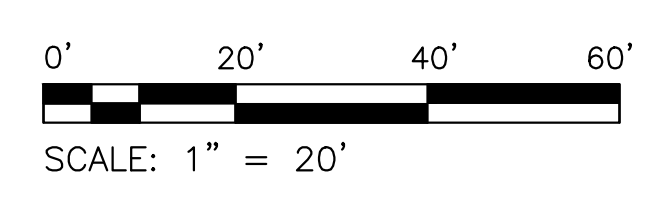
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Project Title:  
**CAMBRIDGE MXD DISTRICT**  
 BOSTON PROPERTIES INC.  
**6TH STREET CONNECTORS**  
**DESIGN DEVELOPMENT**

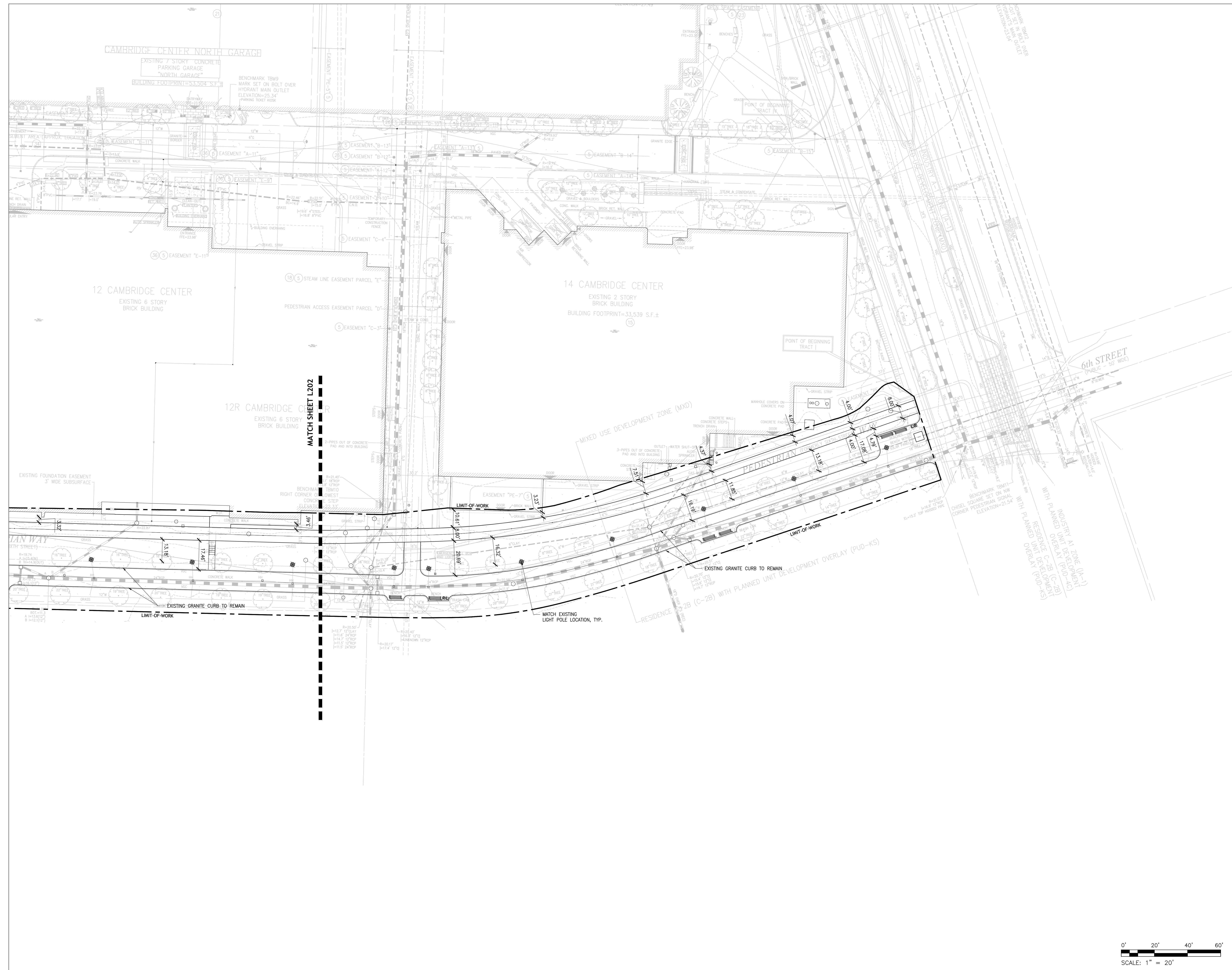
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Project No: 66158.00 Scale: 1" = 20'  
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 Checked By: JS  
 Approved By: AW  
 Date: 08/31/16

Drawing No. **L102**







No.	Description	Date
2	DESIGN DEVELOPMENT	06/15/17
1	SCHEMATIC DESIGN	11/11/16

DWG ISSUE & REVISION HISTORY

Stamp

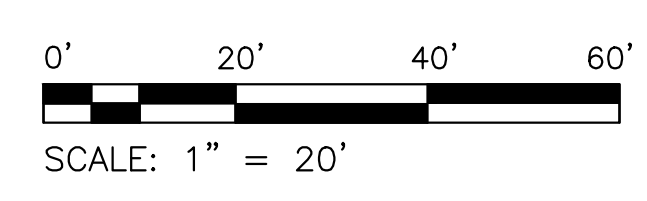
Key Plan

Project Title:  
**CAMBRIDGE MXD DISTRICT**  
 BOSTON PROPERTIES INC.  
**6TH STREET CONNECTORS**  
**DESIGN DEVELOPMENT**

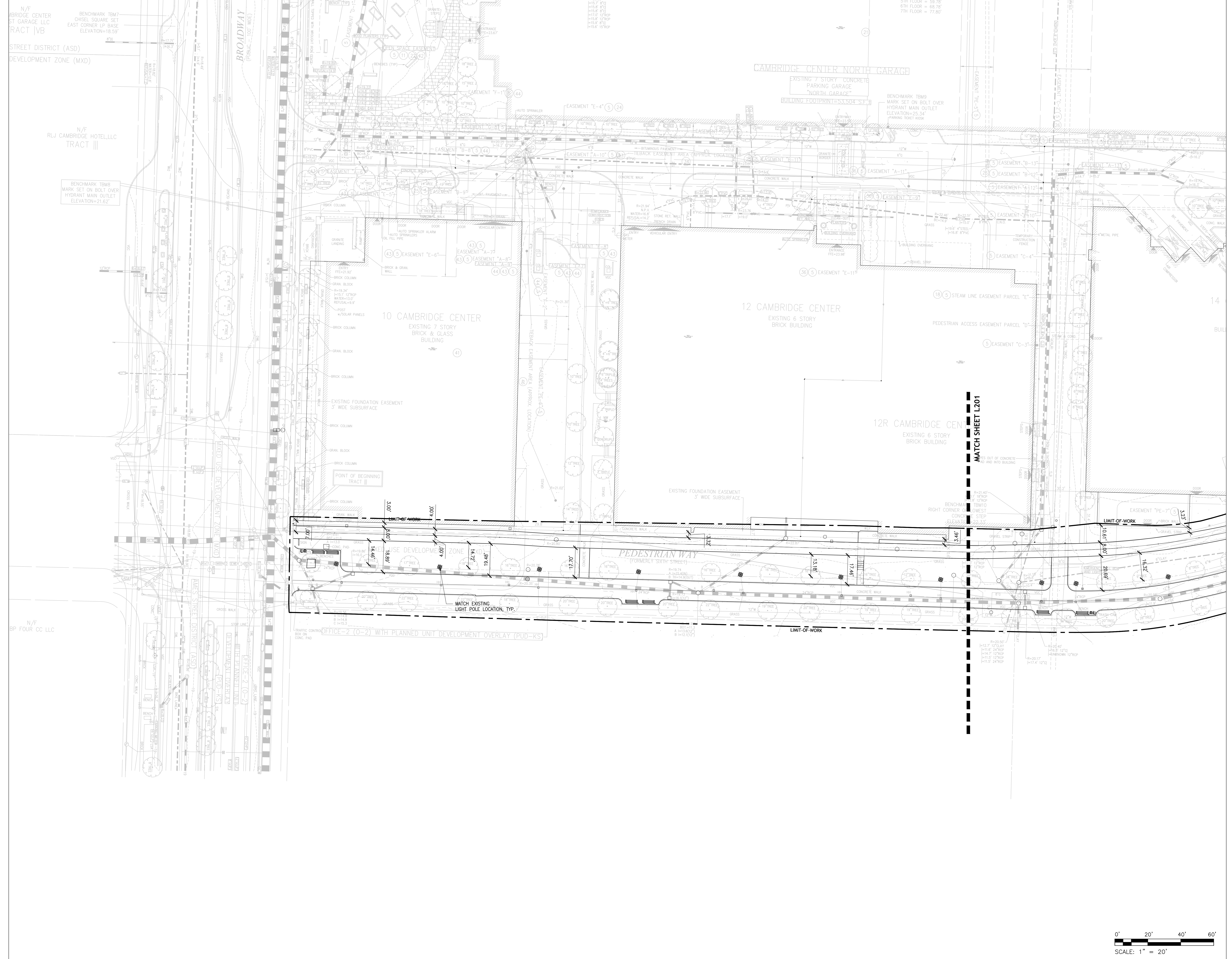
Drawing Title:  
**6TH STREET AND EAST-WEST CONNECTION**  
**LAYOUT PLAN**

Project No: 66158.00 Scale: 1" = 20'  
 Drawn By: MR, RT, AK  
 Checked By: JS  
 Approved By: AW  
 Date: 08/31/16

Drawing No. **L201**







No.	Description	Date
2	DESIGN DEVELOPMENT	06/15/17
1	SCHEMATIC DESIGN	11/11/16

DWG ISSUE & REVISION HISTORY

Stamp

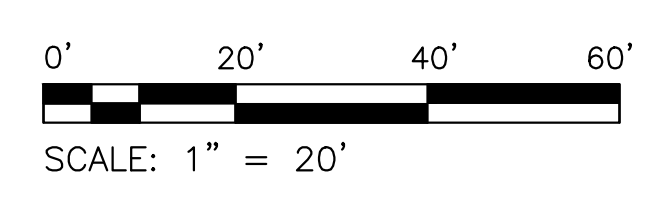
Key Plan

Project Title:  
**CAMBRIDGE MXD DISTRICT**  
 BOSTON PROPERTIES INC.  
**6TH STREET CONNECTORS DESIGN DEVELOPMENT**

Drawing Title:  
**6TH STREET AND EAST-WEST CONNECTION LAYOUT PLAN**

Project No: 66158.00 Scale: 1" = 20'  
 Drawn By: MR, RT, AK  
 Checked By: JS  
 Approved By: AW  
 Date: 08/31/16

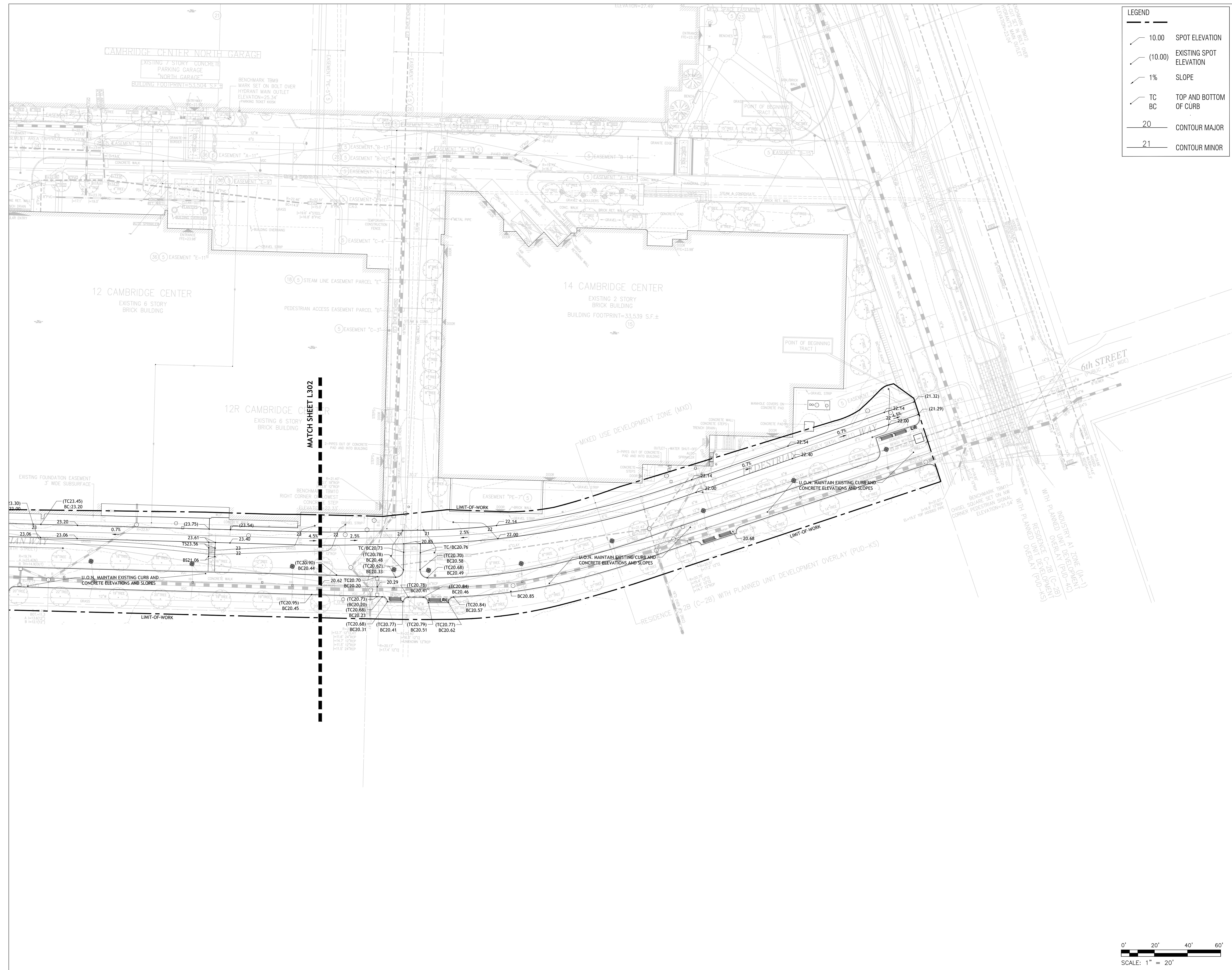
Drawing No. **L202**





**LEGEND**

	10.00 SPOT ELEVATION
	(10.00) EXISTING SPOT ELEVATION
	1% SLOPE
	TC BC TOP AND BOTTOM OF CURB
	20 CONTOUR MAJOR
	21 CONTOUR MINOR



**DWG ISSUE & REVISION HISTORY**

2	DESIGN DEVELOPMENT	06/15/17
1	SCHEMATIC DESIGN	11/11/16
No.	Description	Date

Stamp

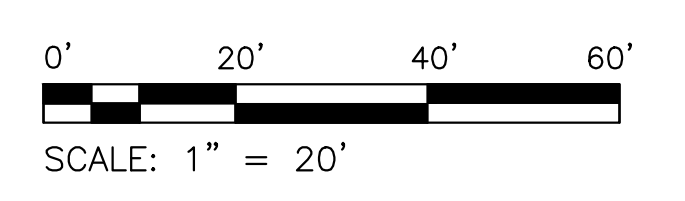
Key Plan

Project Title:  
**CAMBRIDGE MXD DISTRICT**  
 BOSTON PROPERTIES INC.  
**6TH STREET CONNECTORS**  
**DESIGN DEVELOPMENT**

Drawing Title:  
**6TH STREET AND EAST-WEST CONNECTION**  
**GRADING PLAN**

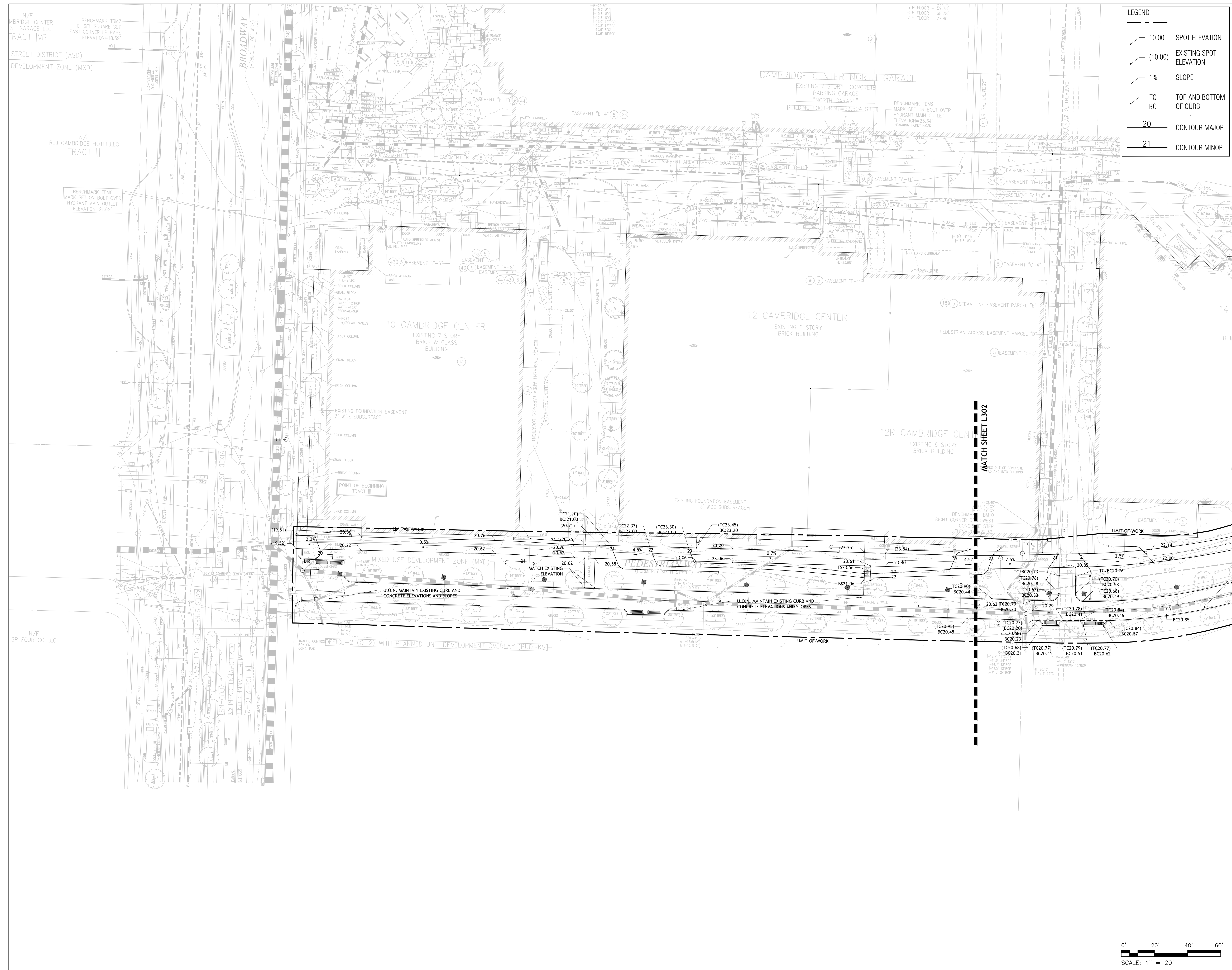
Project No: 66158.00 Scale: 1" = 20'  
 Drawn By: MR, RT, AK  
 Checked By: JS  
 Approved By: AW  
 Date: 08/31/16

Drawing No. **L301**





LEGEND	
	10.00 SPOT ELEVATION
	(10.00) EXISTING SPOT ELEVATION
	1% SLOPE
	TC BC TOP AND BOTTOM OF CURB
	20 CONTOUR MAJOR
	21 CONTOUR MINOR



No.	Description	Date
2	DESIGN DEVELOPMENT	06/15/17
1	SCHEMATIC DESIGN	11/11/16

DWG ISSUE & REVISION HISTORY

Stamp

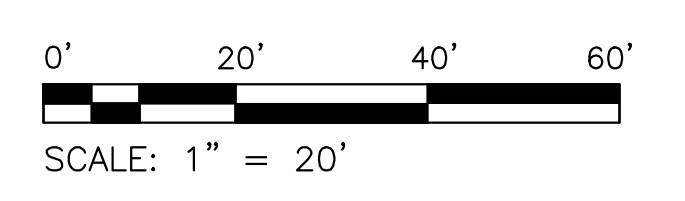
Key Plan

Project Title:  
**CAMBRIDGE MXD DISTRICT**  
 BOSTON PROPERTIES INC.  
**6TH STREET CONNECTORS DESIGN DEVELOPMENT**

Drawing Title:  
**6TH STREET AND EAST-WEST CONNECTION GRADING PLAN**

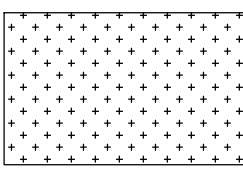
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 Drawn By: MR, RT, AK  
 Checked By: JS  
 Approved By: AW  
 Date: 08/31/16

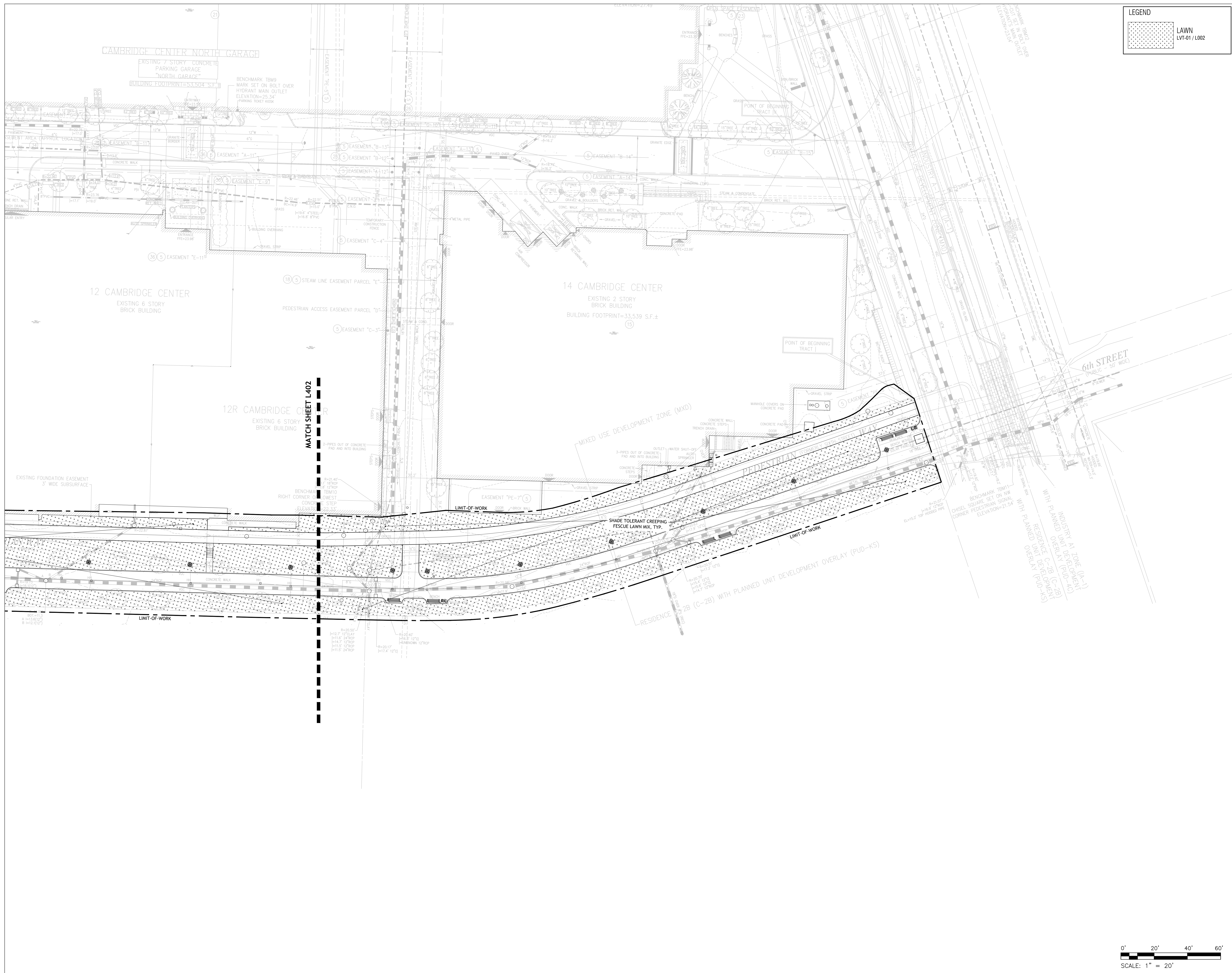
Drawing No. **L302**





**LEGEND**

 **LAWN**  
LVT-01 / L002



No.	Description	Date
2	DESIGN DEVELOPMENT	06/15/17
1	SCHEMATIC DESIGN	11/11/16

DWG ISSUE & REVISION HISTORY

Stamp

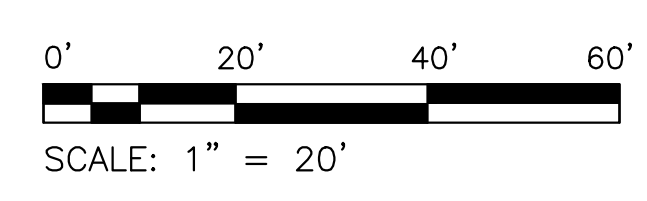
Key Plan

Project Title:  
**CAMBRIDGE MXD DISTRICT**  
 BOSTON PROPERTIES INC.  
**6TH STREET CONNECTORS**  
**DESIGN DEVELOPMENT**

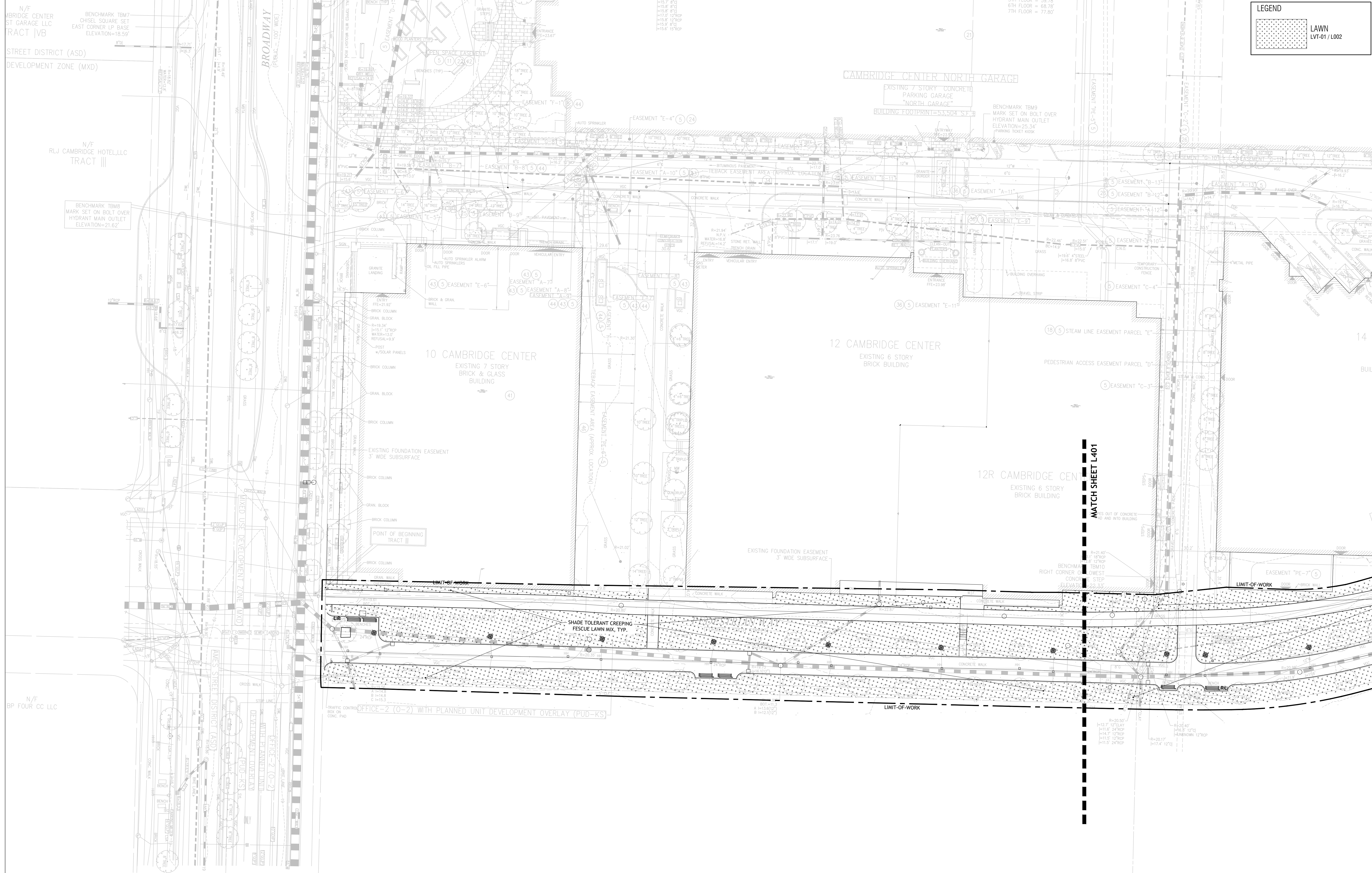
Drawing Title:  
**6TH STREET AND EAST-WEST CONNECTION**  
**PLANTING PLAN**

Project No: 66158.00 Scale: 1" = 20'  
 Drawn By: MR, RT, AK  
 Checked By: JS  
 Approved By: AW  
 Date: 08/31/16

Drawing No. **L401**







**LEGEND**

LAWN  
LVT-01 / L002

**SASAKI**

64 Pleasant Street, Waltham, Massachusetts 02454  
 T 617 924 3300 F 617 924 2748 www.sasaki.com

No.	Description	Date
2	DESIGN DEVELOPMENT	06/15/17
1	SCHEMATIC DESIGN	11/11/16

DWG ISSUE & REVISION HISTORY

Stamp

Key Plan

Project Title:  
**CAMBRIDGE MXD DISTRICT**  
 BOSTON PROPERTIES INC.  
 6TH STREET CONNECTORS  
 DESIGN DEVELOPMENT

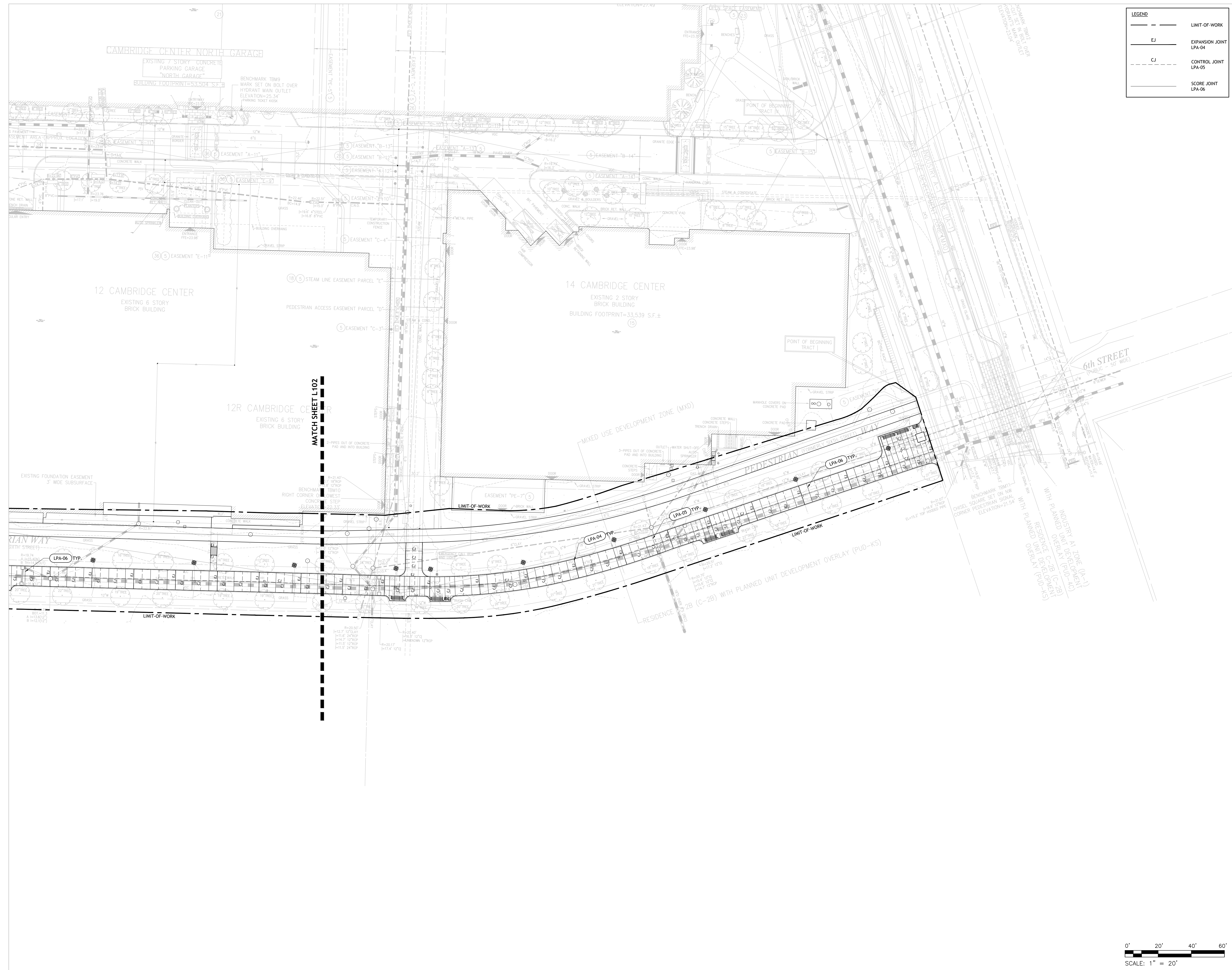
Drawing Title:  
**6TH STREET AND EAST-WEST CONNECTION PLANTING PLAN**

Project No: 66158.00 Scale: 1" = 20'  
 Drawn By: MR, RT, AK  
 Checked By: JS  
 Approved By: AW  
 Date: 08/31/16

Drawing No. **L402**



LEGEND	
	LIMIT-OF-WORK
	EXPANSION JOINT LPA-04
	CONTROL JOINT LPA-05
	SCORE JOINT LPA-06



No.	Description	Date
2	DESIGN DEVELOPMENT	06/15/17
1	SCHEMATIC DESIGN	11/11/16

DWG ISSUE & REVISION HISTORY

Stamp

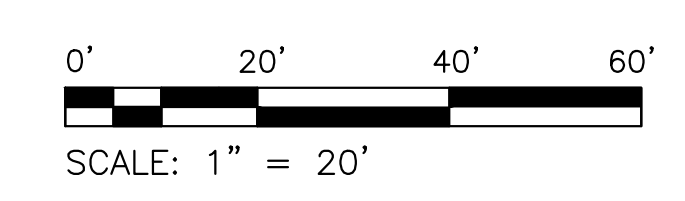
Key Plan

Project Title:  
**CAMBRIDGE MXD DISTRICT**  
 BOSTON PROPERTIES INC.  
**6TH STREET CONNECTORS**  
**DESIGN DEVELOPMENT**

Drawing Title:  
**6TH STREET AND EAST-WEST CONNECTION**  
**PAVING PLAN**

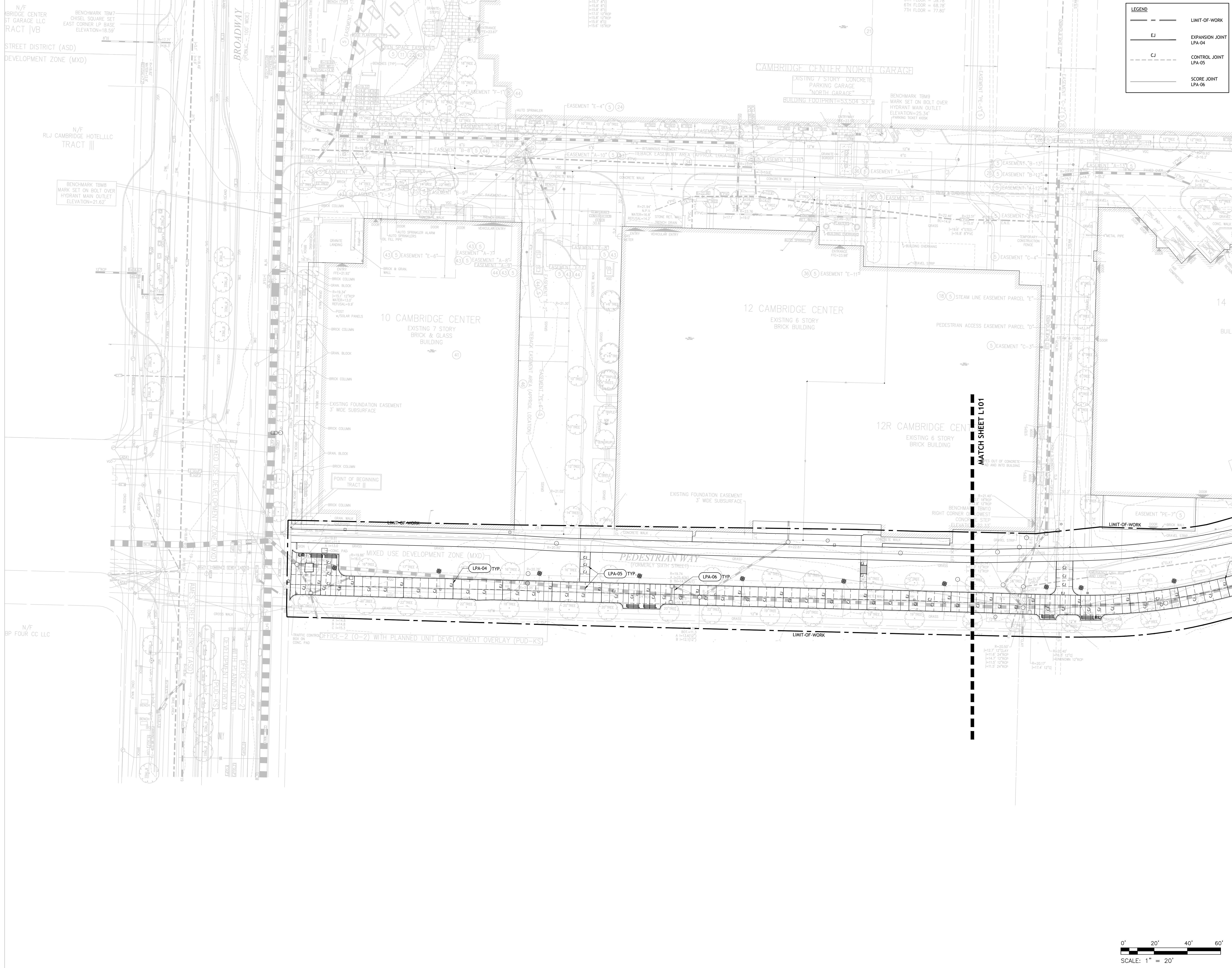
Project No: 66158.00 Scale: 1" = 20'  
 Drawn By: MR, RT, AK  
 Checked By: JS  
 Approved By: AW  
 Date: 08/31/16

Drawing No. **L501**





LEGEND	
	LIMIT-OF-WORK
	EXPANSION JOINT LPA-04
	CONTROL JOINT LPA-05
	SCORE JOINT LPA-06



No.	Description	Date
2	DESIGN DEVELOPMENT	06/15/17
1	SCHEMATIC DESIGN	11/11/16

DWG ISSUE & REVISION HISTORY

Stamp

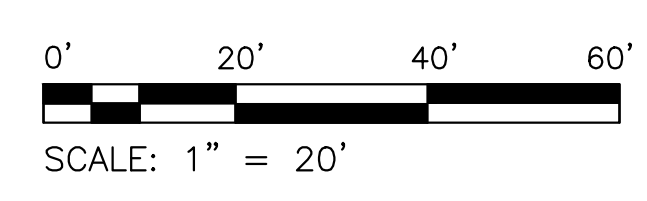
Key Plan

Project Title:  
**CAMBRIDGE MXD DISTRICT**  
 BOSTON PROPERTIES INC.  
**6TH STREET CONNECTORS DESIGN DEVELOPMENT**

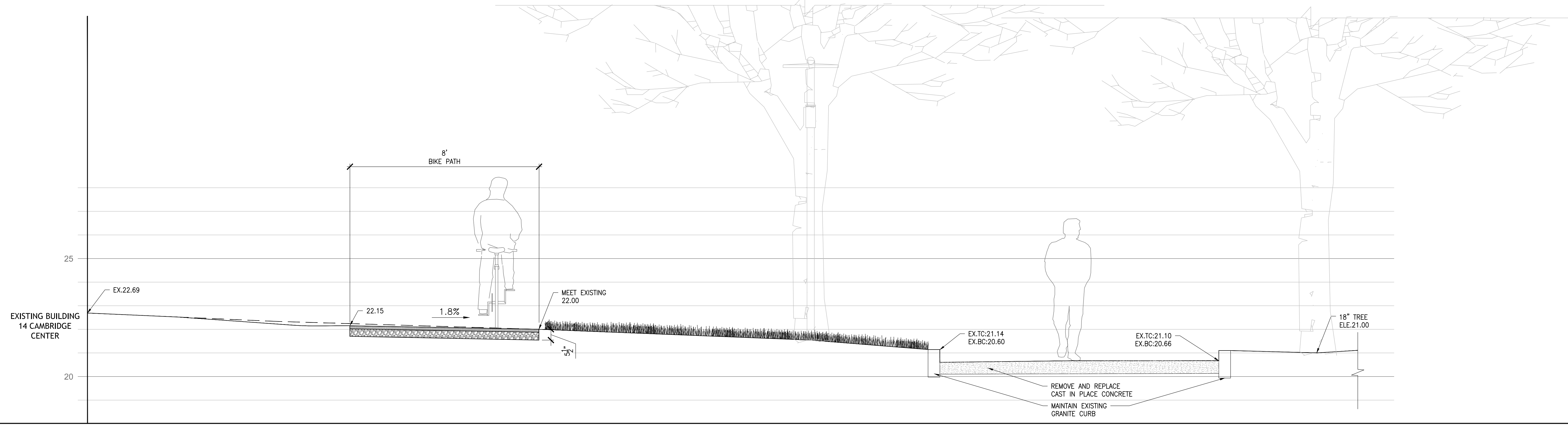
Drawing Title:  
**6TH STREET AND EAST-WEST CONNECTION PAVING PLAN**

Project No: 66158.00 Scale: 1" = 20'  
 Drawn By: MR, RT, AK  
 Checked By: JS  
 Approved By: AW  
 Date: 08/31/16

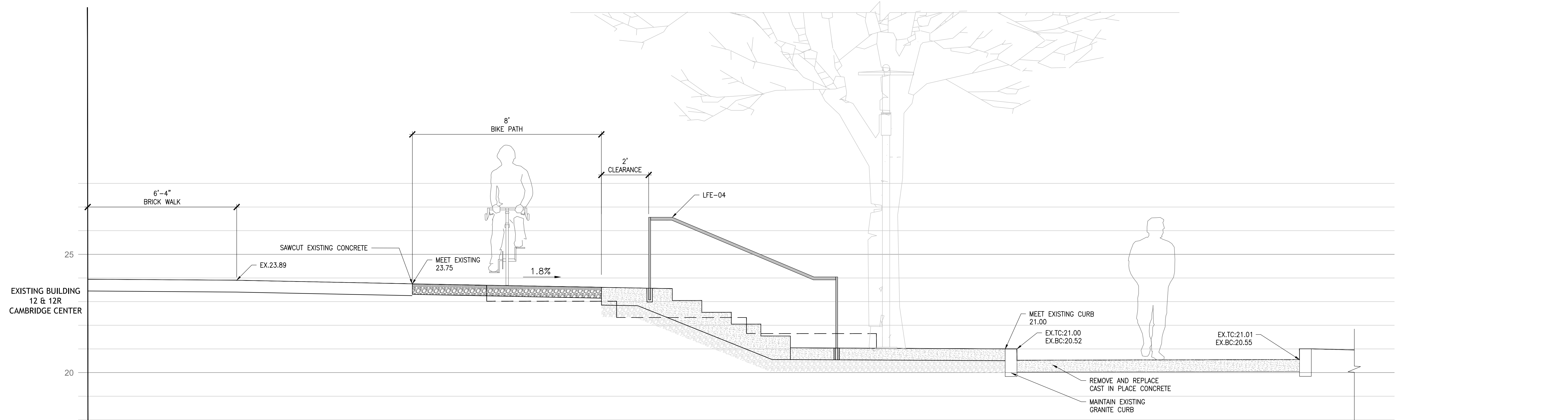
Drawing No. **L502**



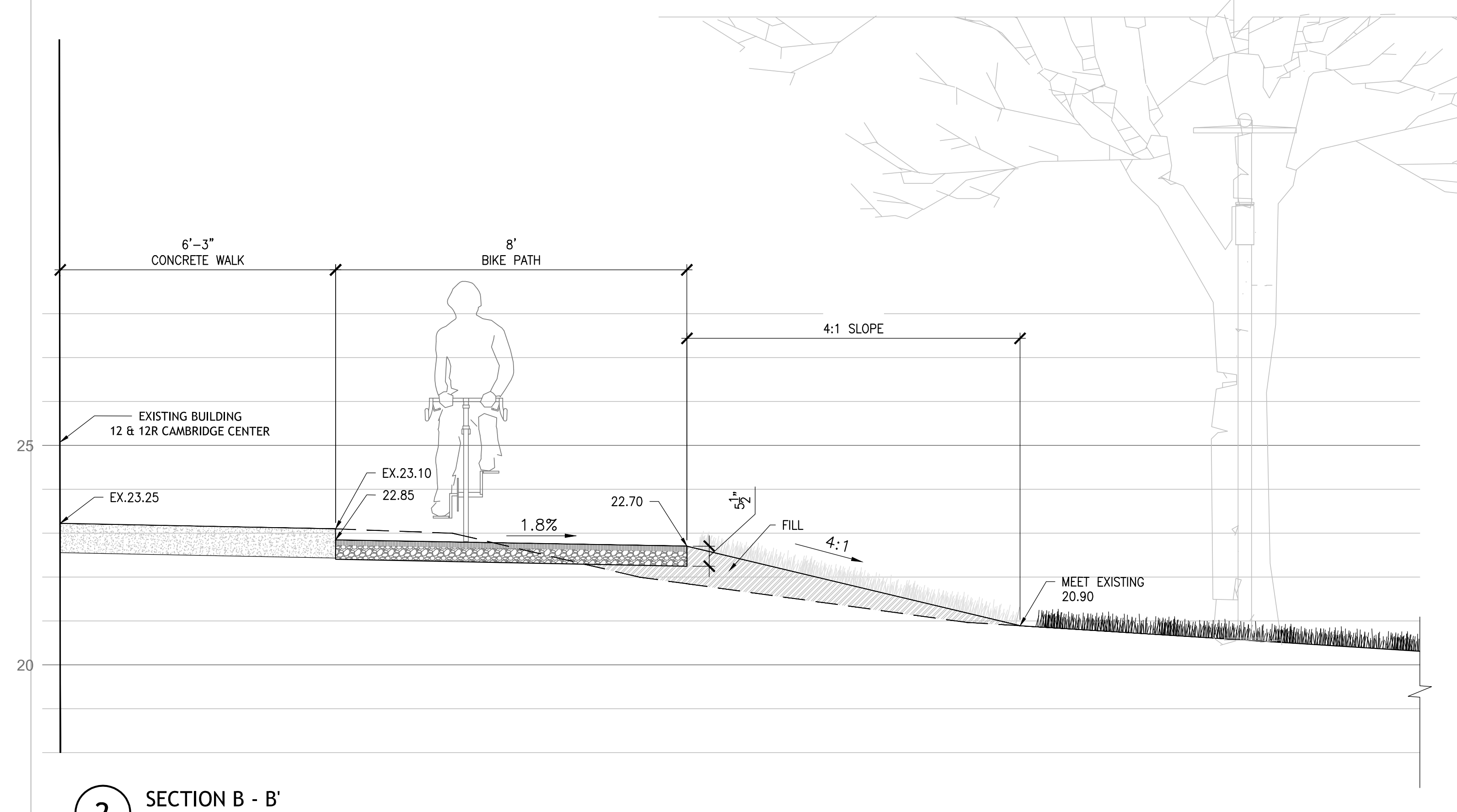




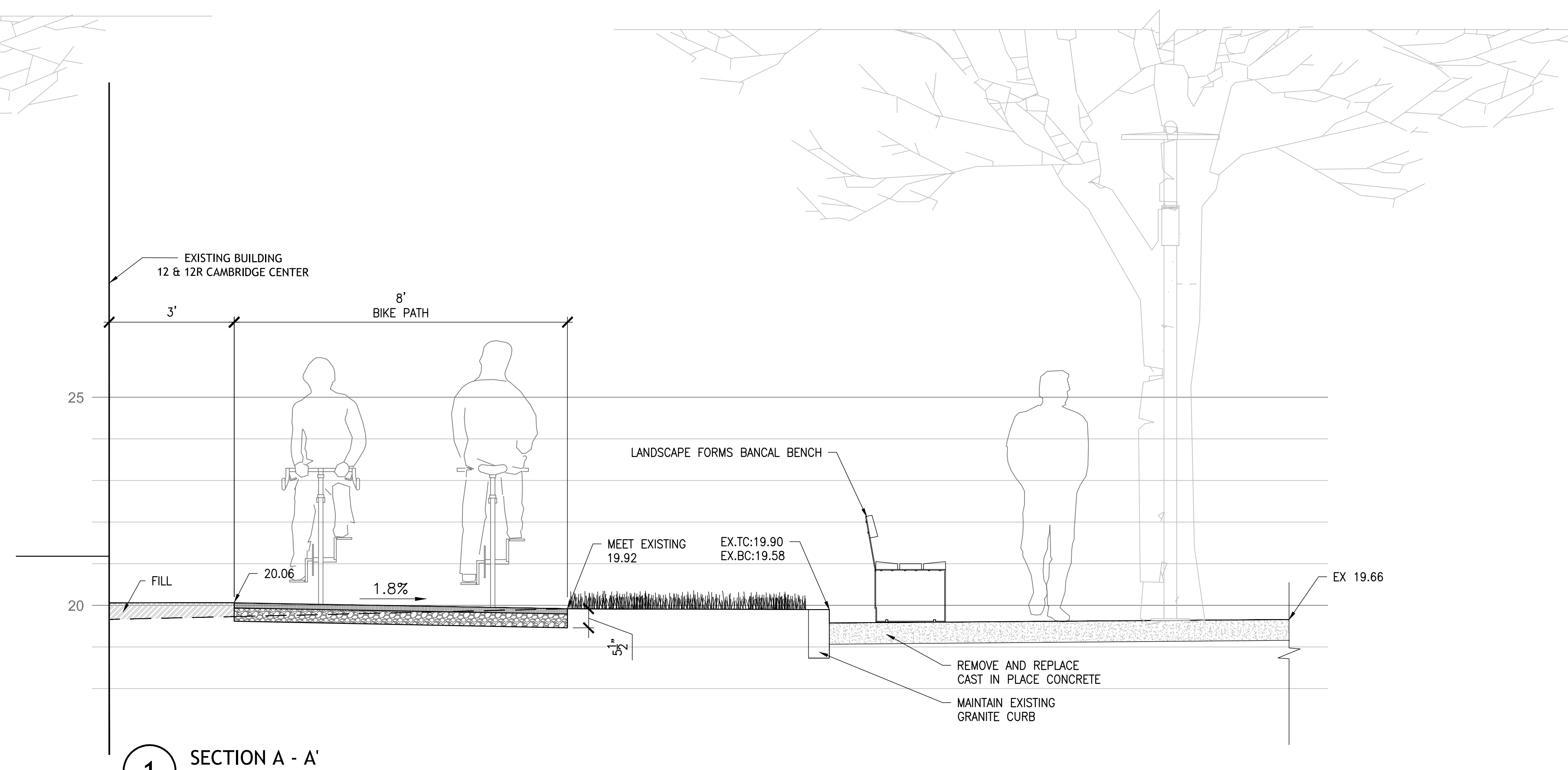
4 SECTION D-D'  
 SCALE: 1/2"=1'-0"



3 SECTION C-C'  
 SCALE: 1/2"=1'-0"



2 SECTION B-B'  
 SCALE: 1/2"=1'-0"



1 SECTION A-A'  
 SCALE: 1/2"=1'-0"

2	DESIGN DEVELOPMENT	06/15/17
1	SCHEMATIC DESIGN	11/11/16
No.	Description	Date

DWG ISSUE & REVISION HISTORY

Stamp

Key Plan

Project Title:  
**CAMBRIDGE MXD DISTRICT**  
 BOSTON PROPERTIES INC.  
**6TH STREET CONNECTORS**  
 DESIGN DEVELOPMENT

Drawing Title:  
**6TH STREET AND EAST-WEST CONNECTION SECTIONS**

Project No: 66158.00 Scale: AS SHOWN  
 Drawn By: MR, RT, AK  
 Checked By: JS  
 Approved By: AW  
 Date: 08/31/16

Drawing No. **L601**





**FACADE CONCEPT - OVERALL VIEW**

AMES STREET RESIDENCES  
BOSTON PROPERTIES

14002.L00

16 SEPTEMBER 2015

CBA | Landscape Architects LLC

Stantec

FX FOWLE

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## AMES STREET - VIEW LOOKING NORTH

AMES STREET RESIDENCES  
BOSTON PROPERTIES

14002.L00

CBA | Landscape Architects LLC

Stantec

FX FOWLE

16 SEPTEMBER 2015

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**AMES AND MAIN - VIEW**  
AMES STREET RESIDENCES  
BOSTON PROPERTIES

16 SEPTEMBER 2015

CBA | Landscape Architects LLC

Stantec

**FXFOWLE**





**PIONEER WAY - VIEW**  
AMES STREET RESIDENCES  
BOSTON PROPERTIES

16 SEPTEMBER 2015

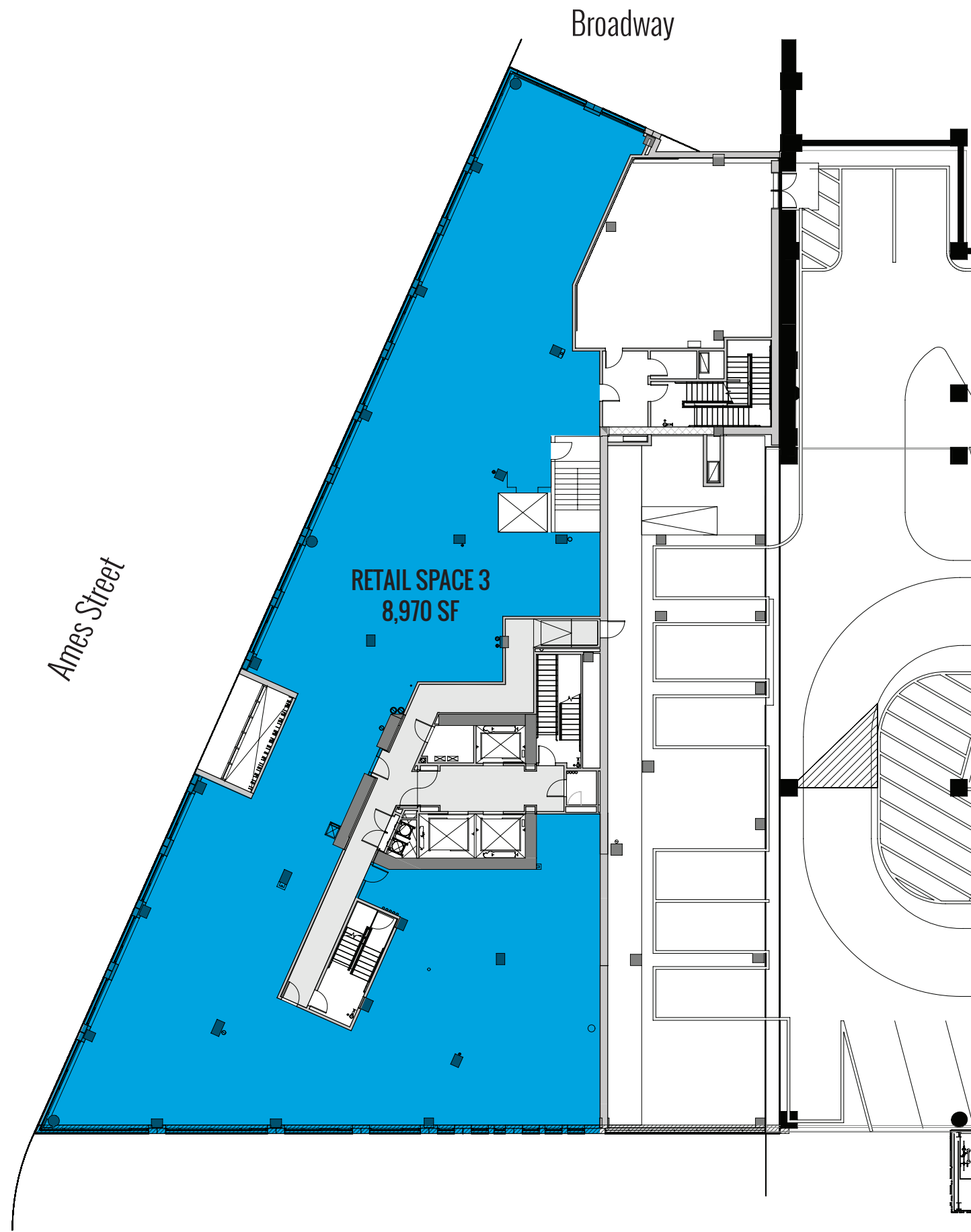
CBA | Landscape Architects LLC

Stantec

**FX FOWLE**









# EXISTING



Client Name: Sebastians

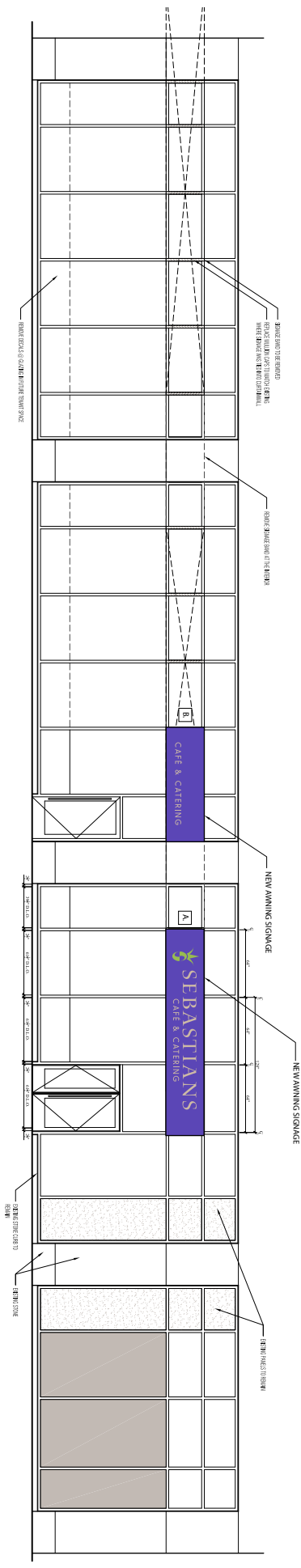
Job Description: Awning

Date: June 19, 2017

Designer: Charlyn

File Name: Sebastians.ai

# PROPOSED



## Product Specifications:

Fabric Material: Acrylic Sumbrella

Fabric Color: Concord Purple

Frame 1 x 1 Aluminum Square Tubing

\*\*Corrosion Protection Spray to be applied to all welds

Frame Color: Natural

Mounting Hardware: 1" z clip with 3/8 x 2 1/2 Tek Screws

Graphics: To be Hand Painted/ Colors: As seen in drawing

Client Name:	Sebastians
Job Description:	Awning
Date:	June 19, 2017

Designer:	Charlyn
File Name:	Sebastians.ai

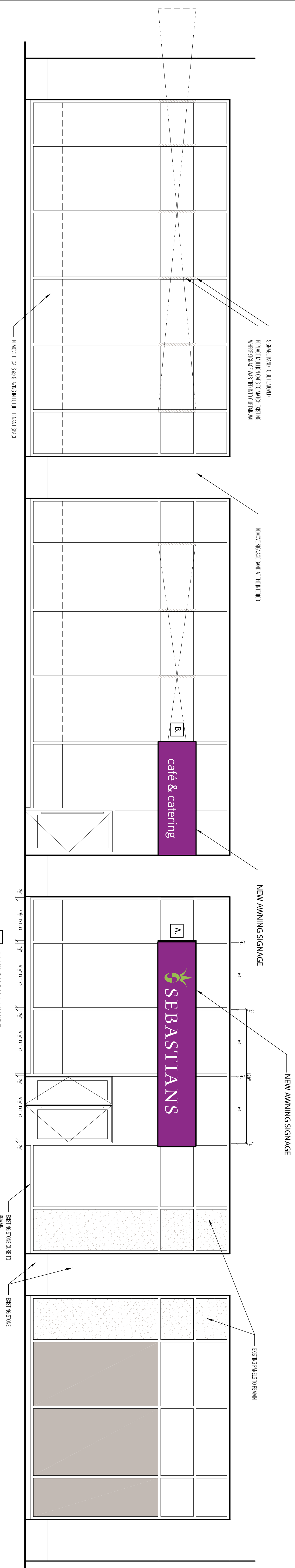
Client's Approval



# SEBASTIANS

CAFÉ AND CATERING

**NOTE: This duplicate page shown for more accurate purple color representation only.**



**1** AMES STREET FACADE (ELEVATION) ALL EXTERIOR COMPONENTS  
SCALE: 1/8" = 1'-0"

**B** 108.5' LONG X 36" WIDE  
9 FT LONG X 3 FT HIGH

**A** 202' LONG X 36" WIDE  
16.8 FT LONG X 3 FT HIGH

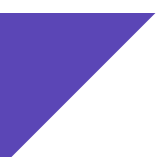


# PROPOSED RIGHT-SIDE AWNING

Front View



Side View



Angled View



Height: 36"

Projection: 48"

Width: 16'-8"

Ground Elevation: 110"

Client Name:	Sebastians
Job Description:	Awning
Date:	June 19, 2017

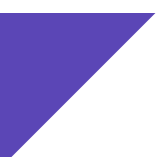
Designer:	Charlyn
File Name:	Sebastians.ai

# PROPOSED LEFT-SIDE AWNING

Front View



Side View



Angled View



Height: 36"

Projection: 48"

Width: 9'-0"

Ground Elevation: 110"

Client Name: Sebastians

Job Description: Awning

Date: June 19, 2017

Designer: Charlyn

File Name: Sebastians.ai

Client's Approval



NOTE: This is a mock-up of the proposed blade sign not shown on the previous images.





Cambridge Redevelopment Authority  
255 Main Street, 4<sup>th</sup> Floor  
Cambridge, Massachusetts 02142  
617 492-6800  
www.cambridgeredevelopment.org



October 8, 2014

Gabrielle Sigel  
U.S. General Services Administration  
Office of Real Property Utilization & Disposal  
10 Causeway Street, Room 1010  
Boston, MA 02222

Re: Redevelopment of the John A. Volpe National Transportation Systems Center

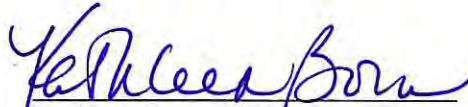
Dear Ms. Sigel:

The Cambridge Redevelopment Authority (CRA) is very pleased that the General Services Administration (GSA) and the US Department of Transportation are moving forward with the redevelopment of the Volpe Center – a unique development opportunity in Kendall Square. As you know, the CRA has a long history with this property dating to 1965 and has undertaken multiple efforts over the years to realize the full potential of the site. We continue to work with the City of Cambridge and developers on projects in and around Kendall Square aimed at enhancing the local and regional economy. A redeveloped Volpe property could be the centerpiece of such an effort – no less important that the one the CRA, the City, and the United States Department of Transportation began after the withdrawal of NASA from the property in July of 1970.

The CRA is not a potential purchaser of the site and therefore is not in a position to respond to the specific survey questions within the RFI. We are, however, interested in participating in whatever manner might be most helpful for the City of Cambridge, the GSA, the Volpe Center, and a future redeveloper in order to bring about the delivery of a high quality development consistent with what is currently taking place within the MXD zoning district. As one example of how that involvement might come, the CRA owns a parcel of land on the block at the intersection of Binney and Third Streets that perhaps could be better integrated into the redevelopment.

The CRA is, first and foremost, Cambridge's redevelopment authority, and therefore will continue to work closely with the City on the accomplishing of our unique mission. Please accept this letter as the CRA's formal expression of support for the current collective efforts of our Federal government partners, and our willingness to assist in your redevelopment effort in a positive, practical way that makes sense for all parties. Thank you.

Sincerely,  
CAMBRIDGE REDEVELOPMENT AUTHORITY

  
Kathleen Born, Chair

Copies:  
City Manager Richard Rossi  
Assistant City Manager Brian Murphy  
Director/Associate Administrator Robert Johns



# Artistic Lightscape Discussion



CAMBRIDGE  
REDEVELOPMENT  
AUTHORITY



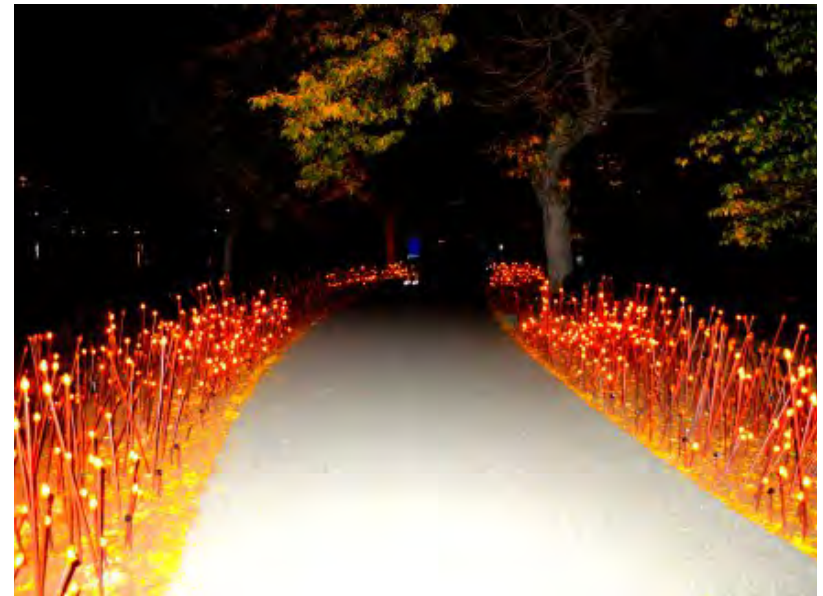
# WHAT IS IT?

- The Lucy Light Forest was “an interactive light and sound experience created to celebrate movement.”
- The installation consists of 10,000 solar powered LED lights.
- Amber hues of light and complementary tones of sounds are activated by movement as people pass through the installation.
- Originally installed along the Esplanade path in Boston for 10 days in October 2013.
- Created by Paul Streitz of [PixZel Effects LLC](#) in Sauk Centre, MN
- [Vimeo video link 1](#) (“case study”)
- [Vimeo video link 2](#) (promo)
- <http://www.lucylightforest.com> (archived site from 2013)



# HISTORY OF LUCY LIGHTS

- Installation was originally an ad campaign for Lucy Women's Activewear.
- It was used only once, and then stored by the original creator in Minnesota.
- Lucy Activewear was acquired in February and will be folded into the North Face brand. All stores and the website will be closing by the end of the year.
- The opportunity to accept the installation was brought to the CRA Staff's attention by CRA Board Member Conrad Crawford.





# LIGHTSCAPE COST TO ACQUIRE

- **Original cost to develop & build in 2013 = \$345,000**
- **No-Cost Items: Lightscape accepted as-is**
  - All electronic components including 10,000 lights, poles, connectors, as well as the motion sensors, controllers, etc. = \$0
- **CRA's estimated initial acquisition costs = \$50,000**
  - Two Solar Trailers with new batteries (for storage, power & transporting)
  - Transportation (delivery from Minnesota to Cambridge)
  - Reprogramming controllers with a variety of pre-set programs
  - First installation by original creator (travel costs and labor time)
  - Training local technicians to setup and take down in the future
  - Additional supplies for repairs to connectors and wires as necessary
  - Additional controller, photo cell and time clock (to enable a split installation)
- **CRA's estimated annual maintenance expenses = \$20,000**
  - Installation by local team trained for installation
  - Breakdown by local team trained for take down
  - Technical maintenance & repairs as necessary



# POTENTIAL LOCATIONS

- Grand Junction Park & Path
- Galaxy Park Lawn
- Sixth Street Walkway
- 3<sup>rd</sup> & Binney
- Roof Garden
- City Wide? (City Hall, Cambridge Common, Lechmere Canal Park, River, etc.)
- Consider sponsorships and partnerships for each installation season
- Signage, website, social media, opening event each season
- Seasonal installation:
  - Late summer and fall sunset time more favorable
  - Spring is too muddy
  - Wires, connectors are rain compatible, not snow and ice compatible, needs to be stored for winter
- Capable of being plugged in without solar trailers, typical 120v outlet(s)
- Once poles and connectors are installed, wood chips are scattered around installation to hide wires, no trenches necessary
- Irrigation would need to be turned off, nature of installation could have impacts on grass.





# SOLAR TRAILERS



- Specs (each trailer):
  - 21' long, 7' wide, 9' tall
  - 9, 265 watt solar PV modules = 2,385 watts = 13.5 kWh harvest/day
  - 30kWh battery
  - Inverter (7-12k watt)  
120/240VAC 60Hz output
  - AC Input cable (to charge batteries on grid if necessary)
  - 5 - 25 year warranties on each component listed above
- Re-plate / register MA RMV
- Insurance
- Storage site options / cost
- Install/takedown contractors would tow to/from storage



# QUESTIONS

## CRA Staff is continuing discussions with the artist to have the following questions addressed:

- How will the installation be impacted by extreme weather, or one early fall snow storm?
- Details on power requirements if plugged in to shore power?
- Details on motion sensors and sound?
- How far away can the solar trailers be placed from the installation? Degree to which it is impacted by successive cloudy days?
- Security of solar trailers?
- Could one trailer be sufficient to power and/or to store the entire installation?
- What is the condition of the lights, poles, connector after four years in storage?
- When will Lucy stop paying for storage in Minnesota?
- Litigation regarding naming impact the CRA from acquiring/operating the installation?
- Procurement of the takedown/setup contractor?





# WHY PURSUE THIS?

## The case for CRA's acquisition of the lightscape...

- CRA Vision Statement:
  - “In five years...CRA will be creating **landmark places** that represent enduring urban design, with **vibrant civic spaces**...it's projects will contribute to the community fabric of the city...the CRA will implement projects that cannot be achieved by others...projects will include **small-scale investments** related to the mission.”
- CRA Mission Statement:
  - “The CRA is committed to implementing **imaginative, creative** development that achieves social equity and environmental responsibility.”
- CRA Strategic Plan, page 14:
  - “A number of critical issues are facing the city and Kendall Square in particular...the following topics will continue to be of interest to the CRA:... **public space and park programming; public art.**”
- KSA District Identity and Place Brand, March 2015 by Minelli Associates
  - Create a unique sense of place in Kendall through landmarks and public art
  - Street level experiences would offer magic, mystery, beauty and fun
  - It will visually look the way it feels inside: vitality of innovation needs to be matched with vitality of life
  - Create spontaneous discovery
  - Landmark: prominent physical features of such distinction that it can be used as a reference point for all
  - Experiential: installations or frameworks that engage the visitor and support planned or spontaneous activities
  - Recommendations/Strategies: Develop public art landmarks; Foster interaction; Organize a district-wide signature event.
- K2 Plan :
  - Goal 1: Nurture Kendall's innovation culture: Support a vibrant environment for creative interaction.
  - Goal 2: Create Great Places: ; Create lively, walkable streets; Engage buildings and streets to create lively public areas
- There is a widespread sense that Kendall needs public art that is....
  - Interactive and engaging (not static)
  - Fun and playful
  - Expresses Kendall's innovation ethos through use of technology / electronics / computing power / lighting
  - Activates Kendall outside 9-5 hours
  - Creates an iconic destination to attract people specifically for the installation, residents and visitors alike
  - A temporary, repeating/annual, signature “event” that changes with each iteration



# NEXT STEPS

- Board interest in CRA Staff continuing to invest time into pursuing the offer to acquire the lightscape
- Additional due diligence with the original creator in Minnesota, as well as the local Boston installer from 2013 ([High Output](#), Inc.)
- Investigate opportunities for sponsorships and partners
- Finalize details of acquisition and schedule of first installation, potentially bring back to CRA Board for spending authorization







[cambridgeredevelopment.org](http://cambridgeredevelopment.org)

## **Staff Report to the Board**

*June 21, 2017*

### **Projects and Initiatives**

#### ***Streetscape Update***

CRA staff and Alta Design have finalized the 10% design phase, which includes the major traffic (vehicle, transit, and bicycle) and intersection alignment issues. Working on the 25% designs will require more specific civic and landscape design as well as signalization designs for the major intersections. CRA staff is coordinating closely with Boston Properties on the final conditions of the ground plane of 145 Broadway and the streetscapes of both Galileo Way and Broadway. A CRA Design Review Committee meeting may be arranged in July on the day of the Board meeting to review the landscape and public realm vision of the streetscape project.

#### ***KSTEP***

The Memorandum of Understanding (MOU) for the Kendall Square Transit Enhancement Program has been fully executed. The Kendall Square Mobility Task Force held its final regular meeting during which the Task Force finalized its planning priorities for future transit improvements. These recommendations will inform the project selection for KSTEP funding. Representatives from the parties to the MOU met last week to discuss the governance structure of the KSTEP Working Group and collaboration of the multiple transit service planning efforts underway at the City and State level.

#### ***Forward Fund***

For 2017 Forward Fund awardees, we have entered into seven of nine agreements and dispersed \$50,607. There are two 2017 awardees that have deferred payment until the projects are ready to fully launch; the Cambridge Community Center computer lab and the Suitsculpture project for Parcel Six.

#### ***105 Windsor Street***

The CRA has placed an application into the Cambridge Historic Commission for Community Preservation Act funds to make improvements to the external facades of the building, including brick re-pointing, entry improvements, and the replacement of damaged portions of the slate roof.

#### ***Parcel Six – Third and Binney***

CRA staff has reviewed a proposal from the Community Art Center (CAC) regarding a proposed partnership with their summer arts program. The concept is for young people to create artistic totem pole murals to be displayed along the fence located in back of the Parcel Six. The program would begin in July and the installation celebration would take place at the end of August.



Overall, the spring food truck season has been successful. The vendors continue to be thrilled with the daily lunch crowd. A mutual agreement between the Chicken & Rice Guys (CNRG) and the CRA has been made to discontinue their vending services on the site. CNRG food trucks will not be returning to the streets until the completion of their new commissary that is being built in Everett. Staff has made a food-vending Request for Proposal available to interested vendors to hopefully fill the empty slot left by CNRG.

### ***Parcel 7 – future Binney Street Park***

CRA staff has been working closely with DPW and CDD to permit Veolia to perform work on CRA Parcel 7 - the site of the future Binney Street Park. At the request of CRA and DPW, Veolia began the preventative replacement of the condensate return pipe under the future park in early June. They will also be adjusting all of the vault elevations and replacing manhole covers to match the future Binney Street Park design and Grand Junction Greenway shared-use path. Additionally, a portion of the Amgen steam service spur line, which connects to the Veolia main steam line inside CRA property, will be relocated to accommodate a large DPW drain line. This will be installed from north to south under the property along the western edge starting in late July. DPW's large drain line project will last several months.

### ***Grand Junction Park***

CRA staff has been negotiating an agreement with Veolia to coordinate the replacement of the condensate return line under the northern half of the CRA's Grand Junction Park. The broken line is located directly under the black fence, and runs north/south between Broadway and the halfway point on the bike path. While the asphalt path will generally not be impacted by this work, the new trees in this section, in addition to the grass, fence, and vines, will be removed and replaced by Veolia. The sequencing of that work and corresponding replacement work is complex and is still being negotiated by staff. Veolia hopes to begin this work in mid-July.

### ***145 Broadway***

The Demolition of the 11 Cambridge Center building is nearly completed. The CRA has reviewed the Construction Documents per the Design and Document Approval Procedures under the Development Agreement. The visual mock-up is under construction and will be reviewed by CRA and CDD staff over the next few weeks. A signage / building identity plan will likely be brought before the Board for consideration over the summer. At the suggestion of CRA staff, a temporary construction sign will be placed on site illustrating the future Akamai building. A formal groundbreaking event is to be scheduled.

### **Forward Calendar Items**

1. Building Identity Signage for 145 Broadway
2. Binney Street Landscape Design
3. 88 Ames Street Signage
4. Foundry Demonstration Plan and Cooperative Agreement



## Budget vs. Actuals January - May 2017

	Total	
	Actual	Budget
<b>Income</b>		
<b>4000 Income</b>		
<b>4200 Operating Revenue</b>		
4210 Grants		\$100,000
4220 Proceeds from sale of development rights		\$0
4230 Reimbursed Expenses	\$475	\$2,000
<b>4240 Rental Income</b>		
4241 Lot License Agreements		\$0
4242 Foundry Ground Lease		\$0
4243 Parcel Six Rental Space	\$8,607	\$10,000
<b>Total 4240 Rental Income</b>	<b>\$8,607</b>	<b>\$10,000</b>
4250 Other		
<b>Total 4200 Operating Revenue</b>	<b>\$9,082</b>	<b>\$112,000</b>
<b>4300 Other Income</b>		
4310 Dividend Income	\$11,568	\$12,000
4320 Interest Income	\$56,411	\$134,000
<b>Total 4300 Other Income</b>	<b>\$67,979</b>	<b>\$146,000</b>
<b>Total 4000 Income</b>	<b>\$77,061</b>	<b>\$258,000</b>
<b>Total Income</b>	<b>\$77,061</b>	<b>\$258,000</b>
<b>Gross Profit</b>	<b>\$77,061</b>	<b>\$258,000</b>
<b>Expenses</b>		
<b>6000 Operating Expenses</b>		
<b>6100 Personnel</b>		
6110 Salaries	\$143,203	\$440,000
<b>6120 Payroll Taxes</b>		
6121 Medicare & OASDI (SS)	\$2,943	\$12,000
6123 Unemployment & MA Health Ins	\$356	\$506
<b>Total 6120 Payroll Taxes</b>	<b>\$3,299</b>	<b>\$12,506</b>
<b>6130 Personnel and Fringe Benefits</b>		
6131 Insurance - Dental	\$2,558	\$6,400
6132 Insurance - Medical (for Employees)	\$21,365	\$70,000
6133 Pension Contribution (Employees & Retirees)		\$72,000
6134 T Subsidy	\$1,534	\$5,000
6135 Workers Comp & Disability Insurance	\$839	\$1,000
<b>Total 6130 Personnel and Fringe Benefits</b>	<b>\$26,296</b>	<b>\$154,400</b>
6140 Insurance - Medical (for Retirees, Survivors)	\$29,133	\$70,000
6150 OPEB Account Contribution	\$7,000	\$7,000
<b>Total 6100 Personnel</b>	<b>\$208,931</b>	<b>\$683,906</b>

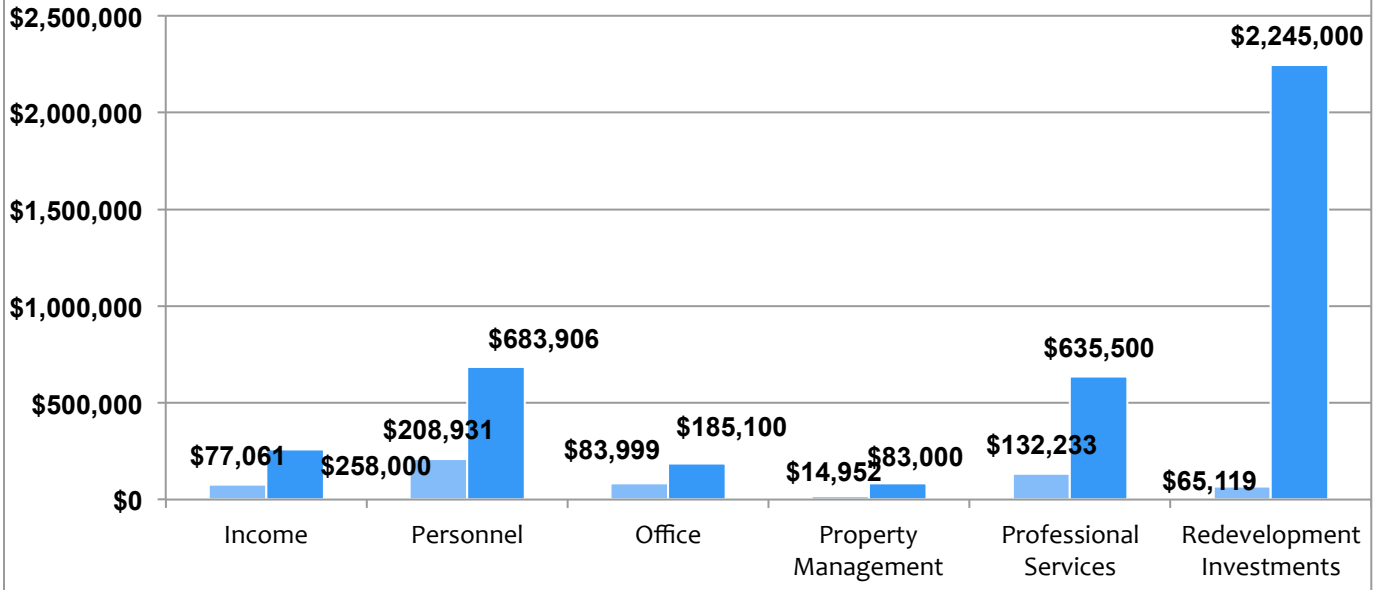


	Total	
	Actual	Budget
<b>6200 Office</b>		
<b>6210 Community Outreach</b>		
6211 Materials	\$1,018	\$4,000
6212 Public Workshops	\$545	\$4,000
6213 Other	\$14	\$2,000
<b>Total 6210 Community Outreach</b>	<b>\$1,577</b>	<b>\$10,000</b>
<b>6220 Marketing &amp; Professional Development</b>		
6221 Advertising		\$3,400
6222 Conferences and Training	\$490	\$10,000
6223 Dues and Membership	\$3,225	\$4,000
6224 Meals	\$177	\$600
6225 Recruiting	\$285	\$400
6226 Staff Development		\$2,000
6227 Subscriptions		\$300
6228 Travel	\$147	\$500
<b>Total 6220 Marketing &amp; Professional Development</b>	<b>\$4,324</b>	<b>\$21,200</b>
<b>6230 Insurance</b>		
6231 Art and Equipment	\$5,675	\$5,800
6232 Commercial Liability	\$3,132	\$3,400
6233 Special Risk	\$3,705	\$3,800
<b>Total 6230 Insurance</b>	<b>\$12,512</b>	<b>\$13,000</b>
<b>6240 Office Equipment</b>		
6241 Equipment Lease	\$1,790	\$4,300
6242 Equipment Purchase (computers, etc.)	\$55	\$2,500
6243 Furniture		\$800
<b>Total 6240 Office Equipment</b>	<b>\$1,845</b>	<b>\$7,600</b>
<b>6250 Office Space</b>		
6251 Archives (Iron Mountain)	\$1,885	\$6,200
6252 Office Rent	\$50,414	\$102,000
6253 Office Utilities	\$1,249	\$4,200
6254 Other Rental Space	\$4,788	\$4,500
6255 Parking		\$400
6256 Repairs and Maintenance		\$300
<b>Total 6250 Office Space</b>	<b>\$58,336</b>	<b>\$117,600</b>
<b>6260 Office Management</b>		
6261 Board Meeting Expenses	\$231	\$600
6263 Office Supplies	\$427	\$2,000
6264 Postage and Delivery	\$96	\$300
6265 Printing and Reproduction	\$340	\$1,000
6266 Software	\$369	\$700
6267 Payroll Services	\$384	\$1,000
6268 Financial Service Charges	\$67	\$100
<b>Total 6260 Office Management</b>	<b>\$1,914</b>	<b>\$5,700</b>
<b>6270 Telecommunications</b>		
6271 Internet	\$1,310	\$3,200
6272 Mobile	\$698	\$2,600
6273 Telephone	\$1,173	\$2,200
6274 Website & Email Hosting	\$212	\$800
6275 Information Technology	\$99	\$1,200
<b>Total 6270 Telecommunications</b>	<b>\$3,491</b>	<b>\$10,000</b>
<b>Total 6200 Office</b>	<b>\$83,999</b>	<b>\$185,100</b>

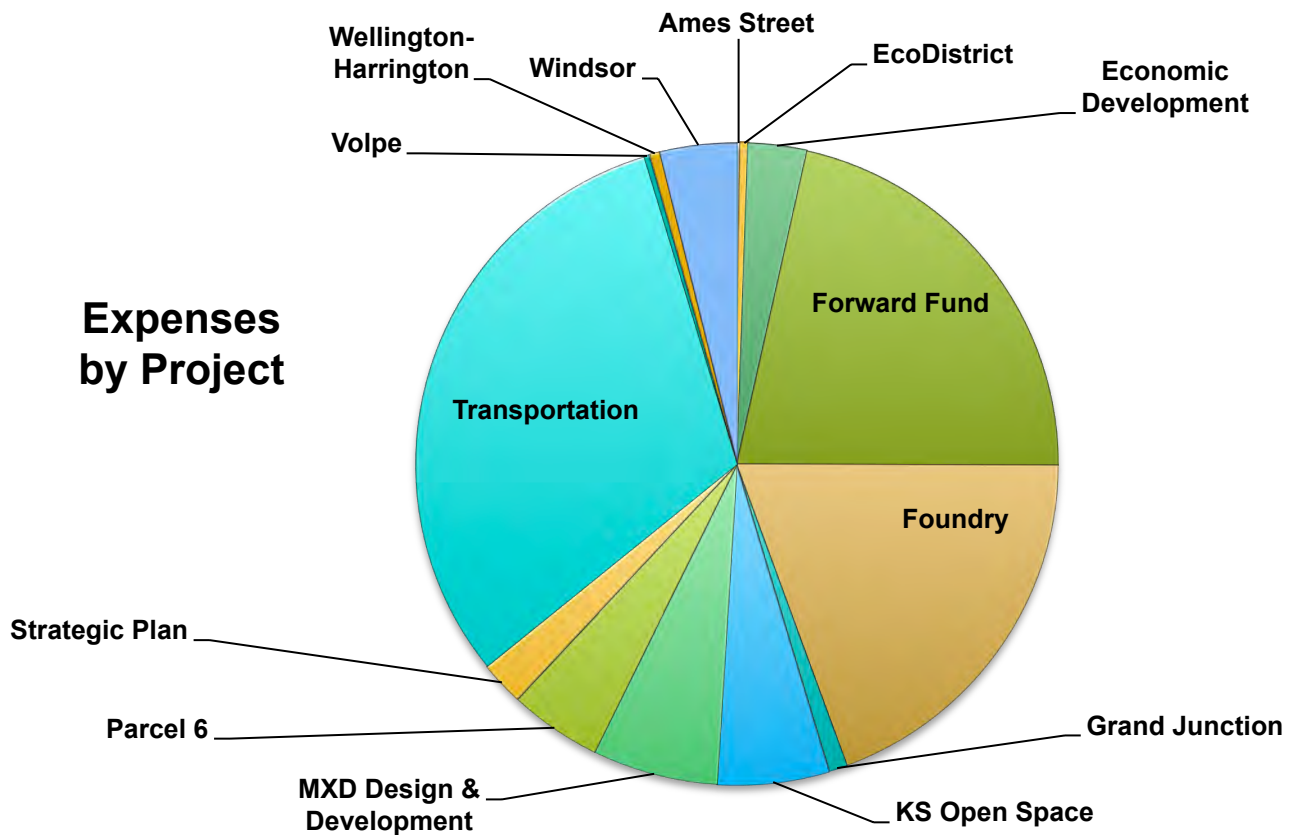
	Total	
	Actual	Budget
<b>6300 Property Management</b>		
6310 Contract Work		\$4,000
6320 Landscaping Maintenance	\$5,387	\$42,000
6330 Repairs		\$3,000
6340 Snow Removal	8,320.00	\$30,000
6350 Utilities		
6351 Gas & Electric	\$1,244	\$4,000
Total 6350 Utilities	<b>\$1,244</b>	<b>\$4,000</b>
6360 Other		
Total 6300 Property Management	<b>\$14,952</b>	<b>\$83,000</b>
<b>Total 6000 Operating Expenses</b>	<b>\$307,882</b>	<b>\$952,006</b>
<b>7000 Professional Services</b>		
7001 Construction Management		\$0
7002 Design - Architects	\$10,538	\$30,000
7003 Design - Landscape Architects		\$20,000
7004 Engineers	\$1,293	\$35,000
7005 Legal	\$22,798	\$150,000
7006 Real Estate & Finance	\$3,354	\$30,000
7007 Planning and Policy		\$20,000
7008 Retail Management / Wayfinding		\$1,000
7009 Accounting		\$19,500
7010 Marketing / Graphic Design		\$4,000
7011 Temp and Contract Labor		\$30,000
7012 Web Design / GIS	\$8,030	\$11,000
7013 Land and Building Surveys	\$6,500	\$10,000
7014 Records Management / Archivist		\$20,000
7015 Energy & Environmental Planning	\$1,650	\$2,000
7017 Transportation	\$78,070	\$253,000
Total 7000 Professional Services	<b>\$132,233</b>	<b>\$635,500</b>
<b>8000 Redevelopment Investments</b>		
8100 Capital Costs	\$5,762	\$120,000
8200 Forward Fund	\$59,357	\$125,000
8400 Foundry Fund		\$2,000,000
8500 KSTEP Fund		\$0
Total 8000 Redevelopment Investments	<b>\$65,119</b>	<b>\$2,245,000</b>
<b>Total Expenses</b>	<b>\$505,233</b>	<b>\$3,832,506</b>
<b>Net Operating Income</b>	<b>-\$428,172</b>	<b>-\$3,574,506</b>
<b>Net Income</b>	<b>-\$428,172</b>	<b>-\$3,574,506</b>



### Cambridge Redevelopment Authority Budget vs. Actuals January - May 2017



### Expenses by Project





## PROPOSED AMENDED 2017 BUDGET

	Actual Jan 1 - June 13	APPROVED 2017 Budget	Change	Proposed Amended 2017 Budget
<b>Income</b>				
<b>4000 Income</b>				
<b>4200 Operating Revenue</b>				
4210 Grants		100,000	-100,000	0
4220 Proceeds from sale of development rights	23,043,079	0	23,043,079	23,043,079
4230 Reimbursed Expenses	1,079	2,000		2,000
<b>4240 Rental Income</b>				
4241 Lot License Agreements	4,000	0	5,000	5,000
4242 Foundry Ground Lease		0		0
4243 Parcel Six Rental Space	8,607	10,000		10,000
<b>Total 4240 Rental Income</b>	<b>\$ 12,607</b>	<b>\$ 10,000</b>	<b>5,000</b>	<b>15,000</b>
4250 Other		0	3,000,000	3,000,000
<b>Total 4200 Operating Revenue</b>	<b>\$ 23,056,764</b>	<b>\$ 112,000</b>	<b>25,948,079</b>	<b>26,060,079</b>
<b>4300 Other Income</b>				
4310 Dividend Income	11,568	12,000		12,000
4320 Interest Income	56,411	134,000		134,000
<b>Total 4300 Other Income</b>	<b>\$ 67,979</b>	<b>\$ 146,000</b>	<b>0</b>	<b>146,000</b>
<b>Total 4000 Income</b>	<b>\$ 23,124,743</b>	<b>\$ 258,000</b>	<b>25,948,079</b>	<b>26,206,079</b>
<b>Total Income</b>	<b>\$ 23,124,743</b>	<b>\$ 258,000</b>	<b>25,948,079</b>	<b>26,206,079</b>
<b>Expenses</b>				
<b>6000 Operating Expenses</b>				
<b>6100 Personnel</b>				
6110 Salaries	143,203	440,000		440,000
<b>6120 Payroll Taxes</b>				
6121 Medicare & OASDI (SS)	2,943	12,000		12,000
6123 Unemployment & MA Health Ins	356	506		506
<b>Total 6120 Payroll Taxes</b>	<b>\$ 3,299</b>	<b>\$ 12,506</b>	<b>0</b>	<b>12,506</b>
<b>6130 Personnel and Fringe Benefits</b>				
6131 Insurance - Dental	2,558	6,400		6,400
6132 Insurance - Medical (for Employees)	21,365	70,000		70,000
6133 Pension Contribution (Employees & Retirees)		72,000		72,000
6134 T Subsidy	1,534	5,000		5,000
6135 Workers Comp & Disability Insurance	839	1,000		1,000
<b>Total 6130 Personnel and Fringe Benefits</b>	<b>\$ 26,296</b>	<b>\$ 154,400</b>	<b>0</b>	<b>154,400</b>
6140 Insurance - Medical (for Retirees, Survivors)	29,133	70,000		70,000
6150 OPEB Account Contribution	7,000	7,000		7,000
<b>Total 6100 Personnel</b>	<b>\$ 208,931</b>	<b>\$ 683,906</b>	<b>0</b>	<b>683,906</b>



	Actual Jan 1 - June 13	APPROVED 2017 Budget	Change	Proposed Amended 2017 Budget
<b>6200 Office</b>				
6211 Materials	2,018	4,000		4,000
6212 Public Workshops	545	4,000		4,000
<b>6213 Other</b>	<b>53</b>	<b>2,000</b>	<b>10,000</b>	<b>12,000</b>
<b>Total 6210 Community Outreach</b>	<b>\$ 2,616</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>20,000</b>
<b>6220 Marketing &amp; Professional Development</b>				
6221 Advertising		3,400		3,400
6222 Conferences and Training	490	10,000		10,000
6223 Dues and Membership	3,225	4,000		4,000
6224 Meals	177	600		600
6225 Recruiting	285	400		400
6226 Staff Development Programs		2,000		2,000
6227 Subscriptions		300		300
6228 Travel	147	500		500
<b>Total 6220 Marketing &amp; Professional Development</b>	<b>\$ 4,324</b>	<b>\$ 21,200</b>	<b>\$ 0</b>	<b>21,200</b>
<b>6230 Insurance</b>				
6231 Art and Equipment	5,675	5,800		5,800
6232 Commercial Liability	3,132	3,400		3,400
6233 Special Risk	3,705	3,800		3,800
<b>Total 6230 Insurance</b>	<b>\$ 12,512</b>	<b>\$ 13,000</b>	<b>\$ 0</b>	<b>13,000</b>
<b>6240 Office Equipment</b>				
6241 Equipment Lease	2,148	4,300		4,300
6242 Equipment Purchase (computers, etc.)	874	2,500		2,500
6243 Furniture		800		800
<b>Total 6240 Office Equipment</b>	<b>\$ 3,022</b>	<b>\$ 7,600</b>	<b>\$ 0</b>	<b>7,600</b>
<b>6250 Office Space</b>				
6251 Archives (Iron Mountain)	2,329	6,200		6,200
6252 Office Rent	50,414	102,000		102,000
6253 Office Utilities	1,249	4,200		4,200
<b>6254 Other Rental Space</b>	<b>4,788</b>	<b>4,500</b>	<b>300</b>	<b>4,800</b>
6255 Parking		400		400
6256 Repairs and Maintenance		300		300
<b>Total 6250 Office Space</b>	<b>\$ 58,781</b>	<b>\$ 117,600</b>	<b>\$ 300</b>	<b>117,900</b>
<b>6260 Office Management</b>				
6261 Board Meeting Expenses	231	600		600
6263 Office Supplies	504	2,000		2,000
6264 Postage and Delivery	96	300		300
6265 Printing and Reproduction	340	1,000		1,000
6266 Software	369	700		700
6267 Payroll Services	384	1,000		1,000
6268 Financial Service Charges	67	100		100
<b>Total 6260 Office Management</b>	<b>\$ 1,990</b>	<b>\$ 5,700</b>	<b>\$ 0</b>	<b>5,700</b>
<b>6270 Telecommunications</b>				
6271 Internet	1,560	3,200		3,200
6272 Mobile	698	2,600		2,600
6273 Telephone	1,173	2,200		2,200
6274 Website & Email Hosting	252	800		800
6275 Information Technology	99	1,200		1,200
<b>Total 6270 Telecommunications</b>	<b>\$ 3,781</b>	<b>\$ 10,000</b>	<b>\$ 0</b>	<b>10,000</b>
<b>Total 6200 Office</b>	<b>\$ 87,026</b>	<b>\$ 185,100</b>	<b>\$ 10,300</b>	<b>195,400</b>
<b>6300 Property Management</b>				
6310 Contract Work		4,000		4,000
6320 Landscape Maintenance	7,249	42,000		42,000
6330 Repairs		3,000		3,000

	Actual Jan 1 - June 13	APPROVED 2017 Budget	Change	Proposed Amended 2017 Budget
6340 Snow Removal	8,320	30,000		30,000
6350 Utilities				
6351 Gas & Electric	1,684	4,000		4,000
Total 6350 Utilities	\$ 1,684	\$ 4,000	\$ 0	4,000
Total 6300 Property Management	\$ 17,253	\$ 83,000	\$ 0	83,000
<b>Total 6000 Operating Expenses</b>	<b>\$ 313,211</b>	<b>\$ 952,006</b>	<b>\$ 10,300</b>	<b>962,306</b>
<b>7000 Professional Services</b>				
7001 Construction Management		0		0
7002 Design - Architects	10,538	30,000		30,000
7003 Design - Landscape Architects		20,000		20,000
7004 Design - Engineers	1,293	35,000		35,000
7005 Legal	22,798	150,000		150,000
7006 Real Estate & Finance	3,354	30,000		30,000
7007 Planning and Policy		20,000		20,000
7008 Retail Management / Wayfinding		1,000		1,000
7009 Accounting		19,500		19,500
7010 Marketing / Graphic Design		4,000		4,000
7011 Temp and Contract Labor		30,000		30,000
7012 Web Design / GIS / IT	8,030	11,000		11,000
7013 Land and Building Surveys	6,500	10,000		10,000
7014 Records Management / Archivist		20,000		20,000
7015 Energy & Environmental Planning	1,650	2,000		2,000
7017 Transportation Planning	78,070	253,000		253,000
<b>Total 7000 Professional Services</b>	<b>\$ 132,233</b>	<b>\$ 635,500</b>		<b>635,500</b>
<b>8000 Redevelopment Investments</b>				
8100 Capital Costs	5,762	120,000		120,000
8200 Forward Fund	59,357	125,000		125,000
8400 Foundry Fund		2,000,000	TBD	TBD
8500 KSTEP Fund		TBD	6,000,000	6,000,000
<b>Total 8000 Redevelopment Investments</b>	<b>\$ 65,119</b>	<b>\$ 2,245,000</b>	<b>\$ 6,000,000</b>	<b>\$ 6,245,000</b>
<b>Total Expenses</b>	<b>\$ 510,562</b>	<b>\$ 3,832,506</b>	<b>\$ 6,010,300</b>	<b>\$ 7,842,806</b>
<b>Net Operating Income</b>	<b>\$ 22,614,181</b>	<b>-\$ 3,574,506</b>	<b>\$ 19,937,779</b>	<b>\$ 18,363,273</b>
<b>Net Income</b>	<b>\$ 22,614,181</b>	<b>-\$ 3,574,506</b>	<b>\$ 19,937,779</b>	<b>\$ 18,363,273</b>