

Board Packet of Supporting Materials

Meeting of March 15, 2017

i. Agenda

1. Draft Minutes of the Annual Meeting of the Board on February 15, 2017
2. Report by Charles Redmond on 145 Broadway Design Development
3. Public Notice from the Department of Housing and Community Development with proposed amendments to Urban Renewal regulations
4. Report on 105 Windsor Street Building

-
6. Parcel Six - Third and Binney Activation Programs Update
 7. Monthly Staff Report and Financial Update

(Document numbering altered to reflect agenda item numbers)

NOTICE OF MEETINGS

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

Design Review Sub-Committee Meeting Wednesday, March 15, 2017 at 4:30 PM

Cambridge Police Department
First Floor Community Room
125 Sixth Street
Cambridge, Massachusetts 02142

MEETING AGENDA

Update: Schematic Design Alternatives Officer Loughrey - Sixth Street Walkway (Mr. Zogg)

Walking Tour (*weather permitting*) Survey of Existing Condition along Officer Lowery - Sixth Street Walkway

Regular Board Meeting Wednesday, March 15, 2017 at 5:30 PM

Cambridge Police Department
First Floor Community Room
125 Sixth Street
Cambridge, Massachusetts 02142

MEETING AGENDA

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

Call

Public Comment

Minutes

1. Motion: *To accept the minutes of the Annual Meeting of the Board on February 15, 2017 **

Communications

2. Design Review Report by Charles Redmond regarding the Design Development submittal for 145 Broadway *
3. Public Notice from the Department of Housing & Community Development (DHCD) regarding proposed promulgation of amendments to regulations 760 CMR 12 .00 – Urban Renewal Regulations and 760 CMR 59.00 – Smart Growth Zoning Overlay District (M.G.L. c. 40R) *

Reports, Motions and Discussion Items

4. Report: Technical Review of 105 Windsor Street Building (Mr. Peralta) *
5. Update: Foundry Project and Demonstration Plan (Mr. Evans)
6. Update: Parcel Six - Third and Binney Activation Programs (Mr. Peralta) *
7. Monthly Staff Report and Financial Update (Mr. Evans) *

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 Street 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/

Upcoming Meetings:

- Regular Meeting of the CRA Board – April 12, 2017
- Regular Meeting of the CRA Board – May 17, 2017

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.*

Annual Board Meeting
Cambridge Redevelopment Authority

Wednesday, February 15, 2017, 5:30pm
Robert Healy Public Safety Center / Cambridge Police Station / Community Room
125 Sixth Street, Cambridge, MA

DRAFT Meeting Minutes

Call

Chair Kathy Born called the meeting at 5:45pm. Other Board members present were Vice Chair Margaret Drury, Treasurer Christopher Bator, Assistant Treasurer Conrad Crawford and Assistant Secretary Barry Zevin. Staff members present were Executive Director Thomas Evans, Jason Zogg, Carlos Peralta, and Ellen Shore. Kathryn Madden will be joining the meeting later on.

John Hawkinson and Ellen Shore are recording the meeting.

Public Comment

Heather Hoffman said that she had no issue with the signage proposal for the Cambridge Trust bank. She encouraged the CRA to strongly consider the Just-A-Start (JAS) proposal and requested that the Board encourage JAS to refrain from demolishing the beloved historic church building. She also hopes that the Foundry gets kick-started soon and that the plans make everyone happy.

Stephen Kaiser is happy that the new administration of the CRA is bringing life to Kendall Square with narrower streetscape designs, retail plans and interesting buildings. He would like to see non-standard architectural structures used above the ground level. He said that the CRA Strategic Plan should include a chapter on transit using its submitted EIR. He requested that the CRA Board speak at the MBTA Control Board meetings and have a consistent presence. He suggested that the CRA look into a recent report done by the Pioneer Institute regarding increased MBTA ridership in combination with the planned capacity improvements (new cars) for increasing MBTA revenue.

Mr. Crawford said that he has attended a MBTA Fiscal Control Board meeting supporting the Green Line extension. He agreed that the CRA should have a presence.

A motion to close public comment carried unanimously.

Minutes

1. Motion: To accept the minutes of the Regular Meeting of the Board on January 11, 2017

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

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

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

Communications

3. Correspondence from Charles Sullivan, Cambridge Historical Commission regarding Historic Landmark Study of Foundry January 12, 2017

The discussion of this letter was referred to agenda item #10.

4. Letter to City Manager regarding the 2017 Forward Fund Program, February 1, 2017

Mr. Evans noted that a similar letter appeared on the City Council's agenda.

A motion to place the communication on file carried unanimously.

Reports, Motions and Discussion Items

5. Election of Officers

Ms. Born noted that the CRA annual meeting occurs in February. This is the fourth annual meeting. Mr. Evans added that officers were first selected in May 2012.

Ms. Drury moved the slate of Kathleen Born as Chair, Margaret Drury as Vice Chair, Christopher Bator as Treasurer, Conrad Crawford as Assistant Treasurer and Barry Zevin as Assistant Secretary. The motion was seconded and a roll call was taken.

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

The motion was carried unanimously.

6. Report: 2016 Annual Report of the Cambridge Redevelopment Authority

The Board thanked staff for the work done on the report. Mr. Evans said that 2016 was a year of project delivery so there were more photo opportunities. There were public realm improvements as well as ongoing planning work for Kendall Square. The map on Page 9 shows the geographic extent of the projects within Kendall Square, its immediate area, and beyond via the Forward Fund. There has been some exploratory work outside of the MXD. In addition to interest in open space and vertical commercial and residential development, the topical scope of the CRA has broadened with a large focus on transportation via the streetscape design and the Kendall Square Transit Enhancement program. In addition, the CRA has piloted new ideas for placemaking and creating more interesting urban dynamic spaces via the wayfinding KSA Kiosks, the Soofa digital bulletin boards, and the temporary civic space on Parcel 6. In keeping with the format of the Strategic Plan, there is a section on community outreach and adaptive management of CRA programs. He noted the historic "lumpy" income story in the section on finances and operations. The last page of the report shows an initial list of 2017 staff priorities, many of which come from the Infill Development Concept Plan. Some items are being discussed tonight and others will be discussed and modified as the strategic plan evolves and conversations occur with the CRA Board and the City. Mr. Evans noted that the Sixth Street Walkway might now be called the Officer Loughrey Greenway since a bike path is being added to it. Mr. Evans noted that the report is a draft. Minor typographical corrections received from Mr. Zevin will be incorporated and a final version will be sent to the City administration and the State. Mr. Evans gave a "shout-out" to GSD intern Hanna Schutt who compiled all the information.

The report, with corrections made, will be placed on file.

Mr. Evans asked to move to agenda item #9.

9. Update: Cambridge Trust Bank Signage Proposal

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

Mr. Ben Lavery, from MITIMCO, was joined by Tom Johnson and Dennis Sheahan from Cambridge Trust (CT), Tom Chiudina from DRL Architects, and Jason from Back Bay Sign. Mr. Lavery said that the project was initially brought before the CRA Board in September, and tonight a more detailed signage proposal and presentation will be given. The demolition and some modifications to the space have already taken place. The expectation is to have CT open for business in May, along with completing significant modifications to the smaller space of Sebastian's. Mr. Sheahan noted that there has been a cooperative relation with MITIMCO in bringing the next generation space to Kendall Square. CT has been in Kendall Square since 1969. It is their second largest office, next to Harvard Square. Mr. Johnson noted that the Board had seen much of tonight's presentation in September. The two identical logo signs at the top of the windows on Ames and Main Streets are halo lit. The dimensions that are listed meet the maximum allowed square footage for each street. CT will place new standard fabric awnings, in corporate color, below the logo signs. There will not be signage on these awnings. There is also a business line tag at the bottom of each glass window. The plans for planters and seating have not been decided. The two sets of front doors will have the company logo and hours of operation in the center.

In response to Mr. Zevin, Mr. Lavery said that the logo sign dimensions include the halo backing. In regards to the non-alignment of the CT awnings to the adjacent awnings of Sebastians, Mr. Lavery said that he expects to come back to the CRA Board when Sebastians decides how to manage their front space. Mr. Zevin stated that seating is preferred over planters. Mr. Zevin also requested that the CT clock be reused somehow in Kendall Square. Mr. Lavery said that this can be considered along with the F&T Diner's plaque and a Rinaldi Tile sign into the MIT project's redevelopment. Mr. Lavery will bring the furniture and the Sebastian's front area to the Board at a later time.

Because of the size of the sign, Mr. Evans said that CRA Board approval is required under the MXD guidelines. In full disclosure, Ms. Born noted that the CRA does business with CT and at least two Board members bank with CT. Mr. Evans said that according to CRA counsel, there is no conflict of interest since the CRA/Board members are using bank products that are available to the public. If a member were actively looking for a loan or mortgage, they would need to recuse themselves. Ms. Born said that she holds a line of equity but the balance is zero.

The motion to approve the schematic signage packet proposal for Cambridge Trust Bank was carried unanimously.

Neither Tom Doolittle from Alta Planning, Kathryn Madden, nor the Just-A-Start representatives were in attendance yet so the meeting skipped to agenda item #11

11. Report: Strategic Planning Update

Mr. Evans noted that the update is intended to be a conversation starter. Although the CRA is in year three of the five-year Strategic Plan, evaluating the mission, vision and the set of operating principles should occur and a realignment or a restatement be made, if necessary. Mr. Evans would like to shorten the mission statement without losing its message. The vision and operating principles are still valid. He suggested assessing the external activities and project plans that were on the CRA "radar" in 2014, which are noted in Figure 5 on Page 12 of the Strategic Plan. While staff continues to work on some of these (Foundry, MXD, Community Loan Fund, Ames Street, 3rd Street Parcel 6 lot), some are no longer a priority for various reasons (Vail Court, O'Brien/1st Street, Ecodistrict) and some have an unknown level of CRA involvement (Volpe, Alewife). There was a discussion about more work associated with Galaxy (Point) Park with respect to the curve from Main Street to Broadway in relation to the ground floor that MITIMCO is planning. The EcoDistrict was absorbed by the KSA. Mr. Evans said that Veolia has infrastructure issues under the Grand Junction Greenway so that project continues to occupy staff time. Mr. Zevin noted that the large development complex that is planned for Allston highlights the importance of the Grand Junction as a

transit corridor and suggested that this be a priority. Mr. Evans said that the Kendall Square Mobility Task Force (MTF) agrees that this is an important corridor but is hesitant about making commitments. He added that MTF is having a public meeting on Tuesday, February 28, from 6 – 8 p.m. at One Main Street, 1st Floor - East Arcade Conference Room.

Mr. Evans noted that in 2014, other possible projects that might have involved the CRA at some point were listed on Page 14 of the Strategic Plan, such as Alewife, O'Brien, and the Webster Avenue corridor in connection with a Union Square transit stop. Since then, other projects have been brought to the CRA, such as parking lots in Central Square that the City owns as well as 105 Windsor Street.

Mr. Evans explained that the spreadsheet on the last page forecasts a possible financial future. It assumes \$23+ million in income from the sale of development rights from the first Boston Properties project which looks likely to occur in May. Also anticipated is income for the other Parcel 2 developments. Additional income comes from the Ames Street agreement which spread the \$4 million payment over 11 years starting with occupancy in 2018. It is unclear what is happening with Whitehead and the Broad. There have been conversations to move to a more aggressive, but still conservative, investment strategy to increase interest income. Looking at line 11, the income for 2018 and 2019 is about \$900,000. This would balance out the baseline expenses of personnel and office expenses. Mr. Evans noted that moving the CRA office into the Foundry could significantly decrease the rental expense. The projects to be done (rows 22-32) which require CRA money need to be decided. The CRA is committed to projects such as the Forward Fund and the KSTEP. Commitments to the Foundry or to the Wellington-Harrington area via Just-A-Start might be decided tonight. Other projects such as 105 Windsor Street, real estate acquisitions, small business or nonprofit loan funds can also be implemented but he reminded the Board that as money is spent on projects, there is less to invest and therefore less income from interest and dividends. Mr. Evans said that the future of the CRA is optimistic assuming that Boston Properties follows through on its special permits. Although \$20 million is a lot of money, it can be spent quickly and the "burn-rate" of the CRA needs to be monitored from a sustainability viewpoint. On the other hand, the CRA shouldn't be sitting on its money. The CRA should be making strategic investments in the City and/or the community.

There was a discussion about how to continue the conversation with the Board, the Cambridge community, and the City administration.

Mr. Bator said that according to initial discussions with Morgan Stanley, the large amount of revenue on hand could generate enough interest income to cover a large percentage of operating expenses. This presents the opportunity to do good work. He added that there is also the need to be prudent so that the CRA can continue to do this over a long period of time. The CRA should take the wealth of Kendall Square and use it citywide. There will be choices to make.

Mr. Evans said that the discussion should start with an analysis of the vision and mission. He suggested allowing the City's Envision Cambridge results as a guide. He restated that the CRA is not the planning agency of the City. The impetus of the exercise is determining what to do with the large amount of funding that the CRA is getting. Regarding the community involvement at this time, Ms. Born would like to concentrate on the Foundry since that process is ongoing. Mr. Zogg noted that there is a lot of public participation already occurring within the City. There was a discussion regarding the results of the Envision Cambridge project. Mr. Hawkinson said there is a public meeting on March 9 but the focus is on Alewife. There was a discussion of the Alewife traffic issues.

Ms. Born is satisfied leaving the Strategic Plan as is for now. It's a five year plan so there's time to rewrite it. Mr. Bator added that selecting large projects could prevent the organization from doing anything else. Mr. Evans suggested providing periodic updates and allowing the public to provide input at these Board meetings.

The agenda moved to item #8.

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

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

Bill Gordon, Director of Real Estate, and Robert Macarthur, Senior Project Manager of the consolidated project, spoke to the Board about the submission.

Mr. Evans said that immediately after the fire, the CRA Board talked about helping the Wellington-Harrington community. Conversations with Just-A-Start (JAS) outlined two ways that the CRA could help. One way was to assist in facilitating a community discussion about the reconstruction of 50 York Street, which was a central property impacted by the fire. The other way was to assist in the broader consolidated project thematically to deal with life safety issues in the affordable housing parcels.

Mr. Gordon said that much thought was put into how CRA resources could leverage something really important. This project includes 112 units. Many of the buildings in this project are old. Although fire suppression systems are not mandated by code, they are a good thing to provide. However, JAS didn't have the resources. The \$540,000 requested would be earmarked for fire suppression systems in the 40+ units in nine buildings. Many of the units are in the Wellington Harrington neighborhood. It can come in as a grant but JAS would prefer it to be a very low or zero interest loan. This would be a soft loan which means repayment comes out of surplus but the timeline can be determined. The details can be worked out. Mr. Gordon added that JAS is on a tight timeline since they have to close in 2017 or they will lose other allocated funds. JAS lost housing in a community that needs more so they are motivated to start construction in the fall.

Mr. Macarthur explained that the JAS consolidation project is bringing together 10 different properties, which are either owned by JAS directly or through subsidiary organizations that are wholly controlled by JAS, and treating them as one property. These properties are scattered throughout Cambridge. Many are in the Wellington-Harrington area, a number are in Area 4, one is in North Cambridge and one is in the Riverside neighborhood. A consolidated property is easier from an operational standpoint. It's also easier to finance a larger project through the low income housing tax credit program. Many upgrades are needed for new kitchens, new baths, window replacements, new roofs and new heating systems. The project is being financed with tax exempt bond financing, low income housing tax credits, proceeds from the fire insurance policy, and a funding request to the State for accessible housing. More accessible units are being added to the portfolio. The building at 50 York will be made into an elevator building. Mr. Macarthur emphasized that the project is very much family housing and a critical resource for Cambridge. The ten properties are a subset of the properties owned by JAS. There was a discussion of the other JAS properties.

Mr. Zevin said that the fire attacked from the outside so no amount of sprinkler construction would have stopped it. Mr. Macarthur said that the sprinklers are for life safety and limiting the fuel for a fire since the building won't catch. Mr. Zevin suggested that the arrangements of new building be done in a way that limits a fire from spreading. Mr. Macarthur restated that only the St. Pats building is being rebuilt within the same footprint but as a sprinkled building with modern building codes which incorporate fire suppression materials.

Mr. Evans stated that the motion before the Board is a proof of concept question for staff to pursue with counsel. The Board was excited about the idea and thought that it fits well with the CRA mission. Mr. Bator said that this is an example of why the CRA should manage its funds in a way that enables it to do things like this in the future.

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

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

The motion carried unanimously.

Mr. Evans said that he will report back to the Board.

The meeting continued with item #7

7. Report: Conceptual Streetscape Design for Binney Street, Galileo Way and Broadway

Mr. Zogg said that the goal of this project is to create a cohesive streetscape design that will be given to different developers as they rebuild streets along the corridor as part of their special permit packages. In the special permit approved for Boston Properties (BP) a few weeks ago, BP made a commitment to rebuild, by the second building occupancy, a section of the corridor from the 6th Street Walkway around the Galileo/Binney curve to the Broadway intersection as well as the portion of Broadway from Galileo to Ames in front of Akamai and the Residence Inn. By the end of the first building occupancy, they need to bring the 25% designs to 100% design and construction drawings. In its special permit, MIT committed to rebuilding the Vassar - Main intersection and the approaches to that. It is assumed that the Volpe developer would commit to rebuilding the section of Binney in front of Volpe from the 6th Street Walkway to 3rd Street. The project is split into multiple pieces in multiple phases. None of the construction work is expected with the City's Binney Park project since the park scope of work ends at the sidewalk. This has been a collaborative project. Meetings have occurred with CDD, TPT, DPW, the fire department, and all of the property owners. Although ARE just completed a design on Binney Street between 1st and 3rd, the design will likely differ. There are issues regarding the median, the number of lanes in both directions, the amount of green space, and what to do regarding potential bus rapid transit.

Tom Doolittle, from Alta Designs, made a PowerPoint presentation. The project scope is Binney Street from the 3rd Street intersection all the way around to Galileo Galilei Way down to Main Street and down a little on Vassar to connect to the cycle track on Vassar. It also includes a section of Broadway from Ames Street to just past the railroad tracks. The major priorities that were established as part of the RFP are zero fatalities, connectivity of bike facilities, facilitated bus travel, improved pedestrian and bicycle movements and access at intersections, streetscape improvements, and preservation of street trees. The work to date includes preparing a baseline analysis of existing traffic conditions and developing an evaluation criteria for selecting alternative alignments. Two alternatives have been prepared – the Median Concept and the Island Concept. Protected intersection designs have been developed. A very preliminary assessment has been done of the utility conditions and there are no fatal flaws which is encouraging. There are some major and minor impacts which are expected. Most of the utility conflicts are due to the need to lower the street when reconfiguring the street cross-sections. There have been a number of meetings with various stakeholders which will continue through the completion of the 25% design. Mr. Zogg added that he is presenting this at the ECPT meeting next week.

Mr. Doolittle said that the primary focus of the transportation analysis is bike and pedestrian movement while avoiding gridlock of cars and buses. A synchro analysis was used to develop the traffic projections. The existing volumes were calculated using historical data since the Longfellow Bridge is closed. A no-build scenario for 2026 was done which assumed the existing alignments for the streets, the existing projects to date that will add more volume to the area, and a 0% annual background growth as defined by the City. Mr. Evans clarified that Kendall Square is the background so any growth is defined by the known projects. Alta also looked at pedestrian and bicycle delays to understand their impacts and did a summary of corridor and intersections by mode to project a complete picture of all traffic volume out to the year 2026. Mr. Doolittle showed charts depicting the volume of each mode at the intersections of Galileo Galilei Way at Broadway and at Main in the morning and in the afternoon. The charts showed that there is a high percentage of non-

car traffic and a very high percentage of pedestrian traffic at these intersections so it is important to design for those uses when developing the plan for the corridor. Mr. Doolittle discussed existing signal phasing at the three intersections and the proposed signal timings and turn movements with respect to pedestrian, bicycles and vehicles.

There are presently two schemes. The Median Scheme retains the existing center median, but shrinks it. The Island Scheme removes the median in many, but not all, sections. It offers more green space than what currently exists. Mr. Doolittle showed three cross-sections from the existing streetscape and then spoke of the modifications with each of the two variations. He noted that five feet is the suggested minimum for an on-street bike lane. Mr. Zogg emphasized that the modifications in both schemes are inside the curb edges because Alta was instructed to protect the curb trees. Mr. Doolittle spoke about the width of travel lanes, shoulders, buffers that separate the traffic from the cycle track, raised cycle tracks, and tree zones. He noted that the fire department requires an 18'-wide path (not necessarily in the same direction) to get through in emergencies.

In response to Ms. Born, Mr. Doolittle said that the crabapple median trees might be movable depending on several factors, which he said could be evaluated. Ms. Hoffman added that it takes many years for a new tree to grow to be equal to their current size.

Mr. Doolittle spoke about improving all the bus stops, with bike movement in mind, to create spaces where passengers are positioned more safely than they are now. Where space allows, floating bus stops (areas between the travel lane and the cycle track) will be incorporated. Where a floating bus stop was not possible, the location of the stop could change. He noted that depending on the location, median sizes will vary. Medians are also used to prevent illegal turning. Mr. Doolittle showed a video on protected intersections that are being proposed for the two intersections at Main/Galileo and Broadway/Galileo. With respect to transit, Alta is working closely with EZ Ride to get their stop locations incorporated. There are also discussions occurring with the City regarding the possibility of a larger transit corridor running through Binney to Galileo.

Mr. Doolittle outlined the benefits and tradeoffs of both alignment schemes. More benefits were listed in the island scheme. However, the major tradeoff was the removal of the existing median trees.

Ms. Hoffman noted that the only way to stop illegal turns in Cambridge is by putting up a wall. Mr. Zogg said that a 6" curb might be a good hindrance.

Mr. Doolittle went into more detail about the Island Scheme although he said that more work is needed in various areas. He noted that all the plans include a truck apron which provides a wider turning radius for larger vehicles. Regarding the Main and Galileo intersection, more design work is needed to tighten the radius at the intersections to slow down bikes, which will protect pedestrians. There was a discussion of funneling cyclists so that they naturally use the protected intersections correctly. The need for the Grand Junction multi-use path was discussed. Mr. Zogg explained that the cycle path is used by a different user, going a different speed, with a different origin and destination. The Grand Junction corridor theoretically goes from Somerville to Boston and only comes together with the street network at this one single block. Mr. Zevin suggested integrating the two paths at this spot, at least in one direction. Mr. Doolittle said that in response to current bike-pedestrian conflicts on the multiuse path, a sidewalk path was being added outside the trees along Galilei Way. An island opposite the loading dock of the Whitehead Institute would prevent trucks from making left turns. Mr. Zevin suggested getting the loading dock moved to the other side, on the alley. Mr. Doolittle said that there would be three lanes approaching each intersection and a single lane of traffic going out of an intersection to create the protected signal cycle for the pedestrians and bicycles moving across.

Mr. Crawford noted a concern about the storage capacity for queuing cyclists east bound on Broadway during rush hour. Mr. Doolittle said that will be addressed. Mr. Zevin noted that the maps would be easier to read if the existing sidewalks were more clearly marked. Mr. Kaiser noted that there is a greater possibility of collisions of pedestrians and bikes at intersections if the bike path is at the same level as the sidewalk.

Mr. Doolittle noted parking areas on the north side of Galileo to service the park. Mr. Evans said that the City is concerned about parallel parking on a bus route that has one lane. Mr. Crawford suggested something like a carriage road option to take the parkers out of the traffic flow. Mr. Doolittle noted an issue with the Binney - Fulkerson intersection that might need to cut into park space. He mentioned the issue of using islands to prevent dangerous left turns, but needing them to be mountable for fire trucks to make turns. Mr. Zevin is concerned about creating emergency access problems by narrowing streets and introducing medians to block turns into and out of the service drives.

Mr. Doolittle said that the new bike path that is being built by Boston Properties will need to be incorporated. He noted additional parking spaces and shortened crosswalks. Mr. Zevin also suggested that too much green space might not be good for creating an urban street. Mr. Doolittle stated that the reconfiguration of Ames Street needs to be further studied with Boston Properties. Mr. Zevin said that the sidewalk on the north side of Broadway from Ames Street to 3rd Street is uncomfortably narrow. There is also the unknown situation with the Volpe development. Mr. Zogg said that the City has asked for a new standard configuration for Broadway. Since Broadway is two lanes at Hampshire and in front of Volpe, it would make it consistent to bring it down to two lanes in front of Akamai. Mr. Evans suggested that the final plan come back to the Board using a plotted poster for the discussion.

Mr. Doolittle started discussing the details of the other scheme which keeps the median. As with the Island scheme, the placement and size of medians are dependent on the driveways and bus stops. In response to Mr. Zevin, Mr. Doolittle said that the designs for the continuation of the Grand Junction multi-use path have not been received by Stoss so they are not shown yet. A two-way crossing would need to be incorporated for the multi-use path. The conversation turned again to the possibility of combining the cycle track and the multi-use path. Mr. Zevin and Ms. Born feel there is redundancy in having both.

Mr. Bator requested that this level of review continue at a design review meeting rather than at Board meetings. Mr. Zevin said that Boston Properties moved trees onto the Grand Junction that were close in size to the crab apple trees in the median. Mr. Evans said that evaluations will be done to salvage as many trees as possible. Mr. Doolittle added that trees should be prepped years before they are actually moved to compress the root mass. Mr. Zevin said that center medians don't seem to be as useful as those adjacent to the curbs. Mr. Kaiser suggested that the traffic analysis should include intersections just outside the project area since these create a traffic limitation when gridlocked. In response to Ms. Hoffman, Mr. Doolittle said that the one lane approach will cut down on truck speeds. Mr. Kaiser added that this increases safety.

Alta will come back to the Board again.

10. Update: Foundry Redevelopment Project

Mr. Evans summarized the current situation. The CRA entered into a process over the course of two years to look at a private-developer driven model in which the developer would bring equity and financing into the project, create a plan for what would happen in the building, and run that program. The CRA would have been a resident of the building and serve a watchful eye but it would not directly manage it. The conclusion of that process, through the fall of last year, was that a sub-lease negotiation could not be reached that satisfied community expectations. In addition, the expanded vision for community uses wasn't able to meld with the investment returns of private equity in the project. There was also discomfort of the overall shared use of space throughout the building in that the equity needs of the developer might overcome the community desired use of the space. After reevaluation, such a model for a developer using private equity to finance capital costs of the project is difficult and perhaps impossible given community expectations for the building.

Looking at past discussions with the community, there was a focus on the arts and workforce development goals and overlapping uses by all members of the community. Mr. Evans noted that co-working spaces was not the key tenant in most people's minds. The vision and objectives written into the demonstration plan still hold true, however. It is still important to have a collaborative environment with a mix of generational

use and to build for maximum flexibility recognizing the potential for change throughout the 50-year term. The process was informed by HR&A's testing of five financial scenarios in 2014, which ranged in the amounts of below market and market uses. Mr. Evans described the respective roles in a public / private partnership, but suggested that the balance of roles might change if the building has a higher percentage of community use.

Mr. Zevin commented that the square footage numbers used by HR&A were not realistic because they did not account for removal of floor area to create high bay spaces. Mr. Evans agreed.

The direction that is now being explored by the CRA and the City is to increase the role of the public sector and decrease the role of the private sector. Although it is still a public / private partnership, the public might contribute more of the capital, and drive the process to select designers, contractors, and operators. The private sector would then carry out the construction, deliver the program, and manage the building, but this might involve a series of consultants and contractors rather than a single partner. In this scenario, the CRA could play the role of the developer using public funds as the primary capital investment. Mr. Evans stated that the revised approach would be much more CRA driven. The CRA needs to decide if this is feasible since the CRA would be the project manager, picking a team to do the design, construction and operation rather than having the developer do this. Mr. Evans feels that this approach might better meet the community's perspective.

HMFH is re-analyzing the original design assumptions, looking at the core and shell of the building with respect to envelope expansion, various modular open floorplans, various floor heights, parking availability, entry scenarios, circulation scenarios, and cost implications. In addition to being a tenant, the CRA would have an ongoing stewardship role over the life of the building. Mr. Evans emphasized that the revised approach would still expect a level of income to sustain the operational costs.

Mr. Bator is very concerned about such an expanded role. The increase in capital commitment, the large sustained financial and time commitment could easily prevent the organization from doing much of anything else.

Mr. Crawford agrees with the effect of the monetary commitment on the CRA's flexibility. He had assumed that the City Council's renewed interest would provide ideas, responsibilities and an increased capital commitment. Mr. Evans said that the City Councillors are not all in agreement. The City has many priorities.

Ms. Born wondered how much the CRA, as a tenant, should take on. Mr. Evans said that this is what was expected of CIC, and noted that in this case, the CRA would be taking on the risk. While the CRA would strive for as much community benefits as possible, a financial situation could occur which would necessitate a rent increase. Ms. Born said that public and Council scrutiny, among other reasons, is why the City stepped away from being the landlord. If the CRA goes forward with the project, a level of independence needs to be implicit or acknowledged, so it is not subject to a political bent.

Mr. Bator questioned whether ongoing management should be a role of the CRA. Mr. Evan said that many redevelopment authorities in other states run commercial properties. Mr. Evans said the new approach would give the CRA more control of the project than the initial approach. He added that the CRA would be subject to political views in both approaches. Ms. Drury said that the CRA has potential to be more broadly involved in the community than putting staff in the position of program managers. Ms. Madden said that if the City wants the project to have more community use, the initial outlay should be renegotiated in order to make that happen. She added that the CRA has learned that it is hard to find a single partner for 50 years, so breaking the project into four different RFP's for each of the phases gives the CRA more control. Mr. Bator was open to that approach. The CRA already has a 50-year lease on the building. Mr. Zevin suggested that the City could deliver the building shell. Ms. Drury noted that she hasn't heard any financial discussions from the City on increasing its commitment from \$6 million to \$20 million. Ms. Drury is hesitant about spending more time researching and negotiating and ending up in the same situation. Ms. Born wants the CRA autonomy defined with respect to property management and ongoing stewardship. Ms. Madden referenced the Transportation Building that has a master operator which does the leasing and the

property management. Ms. Drury added that the project became political, which completely overran the work of the community Foundry Advisory Committee (FAC), the entrusted group to figure out the best fit for the community.

Mr. Zevin said that an understanding is needed that either the FAC or the City Council is responsible for what goes into the building. Ms. Born said that some of this could be addressed with a City Council vote on the structure for the deal that established the CRA's independence. Ms. Madden noted that although the City Council did not have a role in the sublease negotiation, they are a political force. Ms. Born emphasized that the CRA and City Manager need a mutual trust. Mr. Evans noted that the current lease gives the City opportunities to reset the lease every 10 years. Mr. Bator said the City Manager could decide to change things as s/he has four appointees to the CRA Board, which the City Council has to approve. Aside from the initial money outlay, Mr. Bator is extremely reluctant to enter into a long-term relationship where the CRA is second-guessed along the way. Mr. Evans said that the CRA was in the middle of the selection process but was unable to even begin negotiations with the tentatively selected developer. Ms. Drury assumes that there was only one respondent because other developers couldn't afford to do the project. Ms. Madden added that the political nature of the project was also a deterrent.

Ms. Folakemi Alalade, a member of the Foundry Advisory Committee, said that she feels less enthusiastic about how much progress the project can make. There is friction between community members who state that the FAC isn't a representation of the community when clearly there is ethnic and vocational diversity in its members. Mr. Bator said that this project was at the mercy of the most intense and loudest minority. Ms. Alalade is comfortable with the CRA being the shepherd of the project.

Ms. Hoffman said that the process might be different with a new City Manager. The biggest issue was the initial financial commitment by the City, which is the City Manager's decision. Without a sufficient outlay of money, a satisfactory outcome was unable to be reached. Ms. Born restated that the ongoing management role is a risk that exposes the CRA to potentially 50 years of political controversy. Ms. Drury restated that the community is divided about what they want to happen in the space, and the CRA cannot solve that problem. Mr. Evans said that the City looks to the CRA to do the awkward challenges of public / private real estate development.

Ms. Drury categorized her three issues of concern. The first issue is negotiating a required outlay of money from the City that would allow the Foundry to have more public space. The second issue is the ongoing operations of the building while setting rents that the community could tolerate. The last issue is the lack of autonomy that the CRA would experience.

Mr. Evans said that meetings with the City are occurring but will take time because there's a lot of busy City staff involved, which makes scheduling harder. In the meantime, conversations with many factions are needed in order to develop the three financial scenarios requested by the City Manager. The Board told Mr. Evans that they are not sure that a successful project is feasible given the current community and political divisiveness. The Board does not want the Foundry to be the sole project of the CRA. Mr. Evans said that the Foundry could hire a turnkey developer but that is an expensive path to follow. Ms. Drury clarified that the Board is still open to discussing possibilities. Mr. Zevin brought up the possibility of leveling the building to create a bigger one but that the land-marking situation would need to be decided. The Board wants this project entrusted to the CRA only with the City administration's full support and confidence. Ms. Alalade said that the FAC echoes the Board's sentiment.

Mr. Evans will come back to the Board with an update in March.

Adjournment

The motion to adjourn the regular Board meeting at 10:31 p.m. carried unanimously.

Charles Redmon, FAIA/Urban Design

DESIGN REVIEW NOTES: 145 Broadway, Commercial Office A, Design Review Design Development Submission 12/30/16

Date: February 20, 2017

Specific Comments

I reviewed the Design Development drawings prepared by Pickard Chilton and its consultants for Boston Properties. It was dated January 30, 2017.

In general, I found the Design Development drawings to be consistent with the previously submitted Schematic Design to CRA and CDA as well as being very professional and complete. I offer the following comments relative to specific areas where design improvements might be made to enhance the overall image of the project:

1. Ground Floor Plan and landscape treatment

- Further integration of the edges around the ground floor with the final landscape plan need to be fully developed, particularly along the edge of the lobby facing Broadway and parking entry ramp walls.
- Bollards should be considered along the edge of the lobby facing the park to better define this tight pedestrian and vehicular zone.
- The two, two-story columns, C.5E/10 and B.2/10 appear to be too slender is keeping with the vocabulary of other ground floor columns. The east-west width of the terra cotta cladding of these columns is 2'-9" (detail 2/A4.87). I would recommend it to be increased to 3'-8" to be more consistent with the columns along the west façade (detail 1/A4.87). I don't think this adjustment will negatively impinge on the width of the pedestrian walk way along the east side of the building.

2. Fenestration at the top of the western mass of the building

- The adding of extra fins around the top portion of the façade here seems to be overkill and weakens the verticality of the appearance of this portion of the building. The cadence of the elevation should be allowed to extend to the top of the building.

3. Building Mock up

- I would suggest adding certain interior finishes representing the floor, sill and ceiling conditions. This would provide a more complete picture of the exterior façade. See sheet A4.99.

4. Building Signage

- A complete signage package needs to be included in the DD set to show it is integrated with all aspects of the project. It should also address the large building "145" sign.

Overall, I was very impressed with the exciting design of 145 Broadway as presented and look forward to its more detailed refinement.

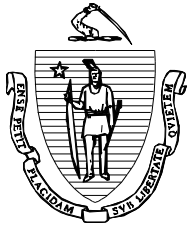


Submitted by: Charles Redmon, FAIA, CR/UD

18A Highland Avenue, Cambridge, MA 02139 / 617-875-7435

Charles Redmon, FAIA/Urban Design

18A Highland Avenue, Cambridge, MA 02139 / 617-875-7435



Commonwealth of Massachusetts
**DEPARTMENT OF HOUSING &
COMMUNITY DEVELOPMENT**

Charles D. Baker, Governor ♦ Karyn E. Polito, Lt. Governor ♦ Chrystal Kornegay, Undersecretary

PUBLIC NOTICE

DEPARTMENT OF HOUSING & COMMUNITY DEVELOPMENT (DHCD)

Under the provisions of M.G.L. c. 30A, § 2, notice is hereby given of the proposed promulgation of amendments to regulations 760 CMR 12.00 – Urban Renewal Regulations and 760 CMR 59.00 – Smart Growth Zoning Overlay District (M.G.L. c. 40R). DHCD's regulatory authority for this action is provided under M.G.L. c. 23B, c. 40R; c. 121B; §§ 45-57; St. 2004, c. 149; St. 2016, c. 219, §§ 37-54. In accordance with M.G.L. c. 30A, § 5, the proposed amendments to the regulations have a minimal or non-existent Small Business Impact.

DHCD will hold a public hearing on these proposed amendments at which time and place interested persons will be afforded an opportunity to present oral testimony on:

Monday, March 27, 2017:

1:00 PM – 760 CMR 59.00

2:30 PM – 760 CMR 12.00

MA Dept. of Housing & Community Development

100 Cambridge Street, 2nd Floor, Room A

Boston, MA 02114

Written comments on the proposed amendments may be submitted at any time prior to 5:00 pm on April 7, 2017, by directing the same to the DHCD, 100 Cambridge Street, Suite 300, Boston, MA 02114, Attn.: Lorraine Nessar, or sent electronically to Lorraine.nessar@state.ma.us. Copies of the proposed regulation will be available for inspection at the offices of DHCD during regular business hours 8:45 am - 5:00 pm and are posted on DHCD's website at www.mass.gov/dhcd.

Section

- 12.01: Effective Date, Applicability and Definitions
- 12.02: Urban Renewal Plans
- 12.03: Plan Changes
- 12.04: Land Acquisition
- 12.05: Land Disposition
- 12.06: ~~Reports Urban Revitalization Development Grant (URDG)~~
- 12.07: Waiver

12.01: Effective Date, Applicability and Definitions

760 CMR 12.00 supersedes Department of Housing and Community Development Urban Renewal regulations appearing at 760 CMR 12.00 ~~through 20.00~~, as previously promulgated ~~December 12, 1986~~ November 1 1996.

760 CMR 12.00 shall take effect on [insert date] ~~November 1, 1996~~ and apply to all applications for approval of Urban Renewal Plans, and all on-going projects on and after [insert date]. ~~November 1, 1996~~.

Plan approvals, conditions and waivers in effect as of the effective date of 760 CMR 12.00 shall remain in effect.

760 CMR 12.00 governs planning and program activities for both Urban Renewal projects and Urban Revitalization and Development projects.

Unless otherwise specified, the definitions in M.G.L. c.121B, § 1 shall be applicable to 760 CMR 12.00.

12.02: Urban Renewal Plans

The Department of Housing and Community Development (the Department) is charged with the responsibility for the review and decision on an application for approval of an Urban Renewal Plan. If the Department shall have made the findings set out in M.G.L. c. 121B, §48 it shall approve the plan.

Each application shall contain the following:

(1) An executive summary, outlining the operating agency's reasons for developing the plan, what it hopes to accomplish and how it will accomplish it.

~~(2)~~ (2) Characteristics. Plans or maps of the project area and the immediately surrounding area, showing:

(a) Boundaries of the project area,

~~(b) Boundaries of areas proposed for clearance and areas proposed for rehabilitation,~~
~~(c) Property lines and the foot print of buildings and parking areas on each lot, existing and proposed,~~

~~(d)~~ Existing uses, ~~including identification of land in mixed uses and land in public use,~~ and the current zoning,

~~(e)~~ Proposed land uses, public improvements and other activities and zoning,

~~(f) All thoroughfares, public rights of way and easements, existing and proposed,~~

~~(g)~~ Parcels to be acquired,

~~(h)~~ Lots to be created for disposition,

~~(i)~~ Buildings to be demolished,

~~(j)~~ Buildings to be rehabilitated,

~~(k)~~ Buildings to be constructed.

~~(3)~~ (3) Eligibility. Data and other descriptive material which demonstrates that the project area is a blighted open area, a decadent area, and/or a substandard area within the definitions set out in M.G.L. c. 121B, § 1. The data and other descriptive material shall also show:

(a) Where clearance is proposed, a showing that ~~more than 50% of the floor area of all buildings is~~ are functionally obsolete, structurally substandard or ~~is~~ not reasonably capable of being rehabilitated for productive use, and a showing that the extent of clearance proposed is justified and necessary, with particular attention paid to justifying the acquisition of individual parcels of basically sound property,

(b) Where spot clearance is proposed, a showing that the clearance is necessary in order to achieve the objectives of the plan,

~~(c) Where clearance is proposed, a showing that the extent of clearance proposed is~~

~~justified, and necessary.—Particular attention shall be paid to justifying the acquisition of individual parcels of basically sound property which involve high acquisition costs,~~

~~(dc)~~ Where rehabilitation is proposed a showing that: 7

~~—(i) a showing that~~ it is economically feasible to rehabilitate the properties in the project area, and

~~(ii) —and that~~ the existing street and land use pattern can be adapted to the objectives of the plan, and

~~(iii) the area has desirable qualities and other evidence of vitality establishing a likelihood that rehabilitation activities will restore the area over the long-term.~~

~~—(e) Where rehabilitation is proposed, a showing that the area has desirable qualities and other evidence of vitality establishing a likelihood that rehabilitation activities will restore the area over the long-term, and~~

~~(fd)~~ The Urban Renewal Plan is based upon a local survey and conforms to any existing planning documents covering the urban renewal area as a whole, including, but not limited to, a comprehensive plan for the locality.

~~(34)~~ Objectives. A statement of the objectives of the plan including:

(a) Specification and explanation of all proposed redevelopment (In any project area the reuse of which will be predominantly residential, an objective shall be the provision of housing units for low or moderate income persons),

(b) A detailed estimate of how many jobs will be retained, how many created, and how many eliminated as a result of the proposed renewal and redevelopment, and

(c) The specific provisions which exist or which will be established to control densities, land coverage, land uses, setbacks, offstreet parking and loading and building height and bulk. and

~~(5)~~ Time Frame. Describe proposed time lines for completing redevelopment. All Urban Renewal plans must have a specified end date.

~~(46)~~ Financial Plan.

~~(a) The estimated cost of each parcel (or interest in a parcel) to be acquired with an attached appraisal from a licensed appraiser in private practice (appraisal services shall be procured in accordance with M.G.L. c. 30B) and identification of any property in which any officer or employee of the municipality or of the operating agency has, or is believed to have, any direct or indirect interest;~~

~~(b) Detailed cost estimates for site preparation;~~

~~(c) Detailed cost estimates of all proposed public improvements;~~

~~(d) Detailed cost estimates for relocation expenses;~~

~~(e) Detailed cost estimates establishing the gross and net project cost (Gross project cost shall consist of the total of all costs associated with the project, including but not limited to planning, acquisition and disposition of land, relocation of occupants, improvements to the site, financing and administrative costs.—Net project cost shall be the gross project cost less revenue anticipated from disposition of land and other income), and~~

~~(f) A project budget including administrative expenses and reserves for contingencies.~~

~~(b)~~ A project proforma/budget which shall include cost estimates for:

(a) Cost estimates for sSite preparation,

(b) Cost estimates of aAll proposed public improvements,

(c) Cost estimates for rRelocation expenses,

(d) Cost estimates of pPlanning, legal, financing and administrative costs,

(e) Acquisitions (which can be based on assessor's data)

(f) An Eestimate of the amount and source(s) of project revenues.

~~(57)~~ Requisite Municipal Approvals. Evidence of a public hearing and the requisite municipal approvals specified in M.G.L. c. 121B, § 48, and an opinion of counsel to the operating agency certifying that the proposed Urban Renewal Plan was adopted in accordance with M.G.L. c. 121B §48 and —is in compliance with applicable laws.

~~(68)~~ Site Preparation. Specification of all proposed site preparation, including land protection and measures to address environmental, topographic, subsoil or flood problems. Any special site preparation or land protection problems shall be identified.

(79) Public Improvements. Specification of any public improvements, a description of their general design and an explanation of how the improvements will help achieve the objectives of the plan.

(810) Relocation. A relocation plan conforming to all applicable requirements appearing in federal law, M.G.L. c.79A, and the regulations and guidelines thereunder.

(911) Redeveloper's Obligation. Specification of the obligations which have been imposed or will be imposed upon redevelopers for construction of improvements within a reasonable time and in conformity with the plan. If specific or general commitments for redevelopment exist, specification of the commitments in all pertinent detail, including copies of any contracts, plans, or proposals.

(10-2) Disposition. The plan must specify the disposition proposed for each parcel and identify any known redeveloper.

(143) Citizen Participation. A report on citizen participation describing citizen participation in the planning process and a plan for the expected continuing citizen participation during the project execution. A showing of meaningful citizen participation is necessary for approval of the plan.

(14) Massachusetts Environmental Policy Act (MEPA) – the plan must indicate: (a) if review under MEPA and implementing regulations is complete, and (b) if review of any known redevelopment project under MEPA and implementing regulations is complete and/or MEPA has issued a Phase 1 waiver with respect the such project(s). If not, DHCD's approval will be issued conditional upon completion of MEPA review.

12.03: Plan Changes

The operating agency shall submit all proposed minor and major plan changes to the Department for approval, except as specified in 760 CMR 12.03(1) below. The application for a plan change shall include a detailed description of the change, and the purpose and effect of the plan change on project activities, ~~and pertinent revisions of the original application to reflect the change.~~

(1) A minor plan change is a plan change that does not significantly affect any of the basic elements (characteristics, objectives, public improvements, redeveloper's obligations or disposition) of a previously approved Urban Renewal Plan as described in 760 CMR 12.02(2), (4), (9), (11) and (12). An application for a minor plan change shall include a resolution of the operating agency adopting the plan change. If deemed necessary for its decision, the Department may request-require additional local approvals or information.

Operating agencies need not seek DHCD approval for the following minor plan changes:

- (a) Granting or receiving easements for utilities
- (b) Confirmatory takings for the purpose of title clearing
- (c) Tax foreclosures
- (d) Conveying non-buildable lots of less than 5,000 square feet to owners of adjacent parcels
- (e) Acquiring an interest in property made available through a discontinuance of a public way
- (f) Transfer of a property interest to or from another public entity

(2) A major plan change is a significant change in any of the basic elements (characteristics, objectives, public improvements, redeveloper's obligations or disposition) of a previously approved Urban Renewal Plan, as described in 760 CMR 12.02(2), (4), (11) and (12). For example, major plan changes shall include, changing the boundaries of the plan area, changing the allowable uses within the plan area, and changing the designation of parcels from "not to be acquired" to "to be acquired." The request for a major plan change shall be accompanied by evidence of public outreach, a public hearing, a Planning Board determination that the proposed change is in conformance with the general plan for the community as a whole, and City Council or Town Selectmen approval, ~~and evidence that all affected redevelopers have been notified of the plan change, have been given an opportunity~~

~~to comment, and that any such comments have been considered.~~ If deemed necessary for its decision, the Department may ~~request~~require additional local approvals or information.

12.04: Land Acquisition

(1) Appraisals. Two independent appraisals ~~must be submitted for Department approval are required for prior to the acquisition of each any parcel. to be acquired.—The first appraisal shall provide the basis for the initial estimate of the value of the parcel to be purchased pursuant to the Urban Renewal Plan.—The second appraisal shall be prepared after the Department's approval of the Urban Renewal Plan.~~ If deemed necessary, the Department may request an additional appraisal, ~~or an update of the first or second appraisal.~~ The operating agency's determination of the proposed acquisition price shall be based on review of the appraisals. The acquisition price shall not be less than the lowest appraisal, nor more than the highest appraisal.

(2) Negotiations and Condemnation. The operating agency may negotiate for the purchase of one or more parcels after the Urban Renewal Plan has been approved by the Department. Negotiations may be performed by a member of the operating agency staff experienced in real estate matters or by a licensed broker under contract. The negotiated acquisition price shall be approved by the Department. Approval by the Department of the acquisition price for a parcel shall constitute the Department's concurrence in the institution of condemnation proceedings, provided that the operating agency shall have made every reasonable effort to acquire the property through purchase. All condemnation proceedings shall be authorized by the operating agency's governing body and shall be carried out in accordance with M.G.L. c. 79.

12.05: Land Disposition

(1) Each parcel to be sold or otherwise disposed of by the operating agency shall have an independent disposition appraisal. If deemed necessary, the Department may require an additional disposition appraisal. In cases where the cost of the appraisal will exceed the estimated value of the parcel, the Department may waive the disposition appraisal. Prior to disposition of any parcel, the operating agency shall file or record the Urban Renewal Plan or an appropriate declaration of restrictions with the appropriate registry of deeds or division of the land court.

The operating agency shall determine the disposition price for each parcel as follows:

(a) The disposition price shall be no less than the fair market value of the land for the use specified in the Urban Renewal Plan, as determined by the disposition appraisal.

(b) The disposition appraisal shall reflect both the advantages created by the project and the requirements and limitations on land uses to be imposed on the redeveloper by the Urban Renewal Plan,

(c) Disposition of project land may be made by long-term lease. The operating agency shall obtain an opinion by licensed appraiser(s) of ~~the fair market value of the parcel to be leased, the then current rate of rent at which similar long-term land leases are made, and an acceptable annual rent for the property to be leased.~~ ~~—shall be determined by the operating agency on the basis of two disposition appraisals made by licensed appraisers,~~

(d) In instances where the operating agency has demonstrated that a significant public purpose will be served by disposing of the parcel at less than the fair market value, the Department may approve such a disposition at less than fair market value.

(2) ~~With its request for disposition approval, the operating agency shall submit to~~ ~~the~~ Department the following:

(a) Identification of the proposed redeveloper

(b) Evidence that the operating agency has determined the redeveloper possesses significant qualifications and financial resources to acquire and develop the land in accordance with the Urban Renewal Plan

(c) The land disposition agreement (LDA), an instrument describing the terms of such sale or lease. The land disposition agreement for each parcel shall insure that the redeveloper conforms to and carries out the requirements of the Urban Renewal Plan and that the interests of the project are safeguarded. The time permitted for the performance of each obligation of the redeveloper shall be specified.

~~shall approve the disposition price, the proposed purchaser or lessee (redeveloper) and a land~~

~~disposition agreement (instrument describing the terms of such sale or lease).— The land disposition agreement for each parcel shall insure that the redeveloper conforms to and carries out the requirements of the Urban Renewal Plan and that the interests of the project are safeguarded.— The time permitted for the performance of each obligation of the redeveloper shall be specified.~~

(3) The Department must approve the disposition price and the LDA.

~~Prior to entering into a land disposition agreement, the operating agency shall determine that the redeveloper possesses significant qualifications and financial resources to acquire and develop the land in accordance with the Urban Renewal Plan.— The operating agency shall not enter into a land disposition agreement until the redeveloper has furnished satisfactory evidence that the redeveloper has the financial resources needed to complete redevelopment.—~~

(4) Members of the governing body of the operating agency or municipality and employees of the operating agency or municipality, who, acting in their official capacity, exercise or may exercise responsibility concerning the project, are ineligible to be redevelopers.

12.06: Reports Urban Revitalization Development Grant (URDG)

~~(1) As authorized by M.G.L. c. 121B, §§ 45 through 57 the Department may provide an Urban Revitalization Development Grant (URDG) to a municipality in an amount equal to half of the net project cost of a project, as determined by the Department. All grants are subject to a prior appropriation by the Legislature sufficient to fund the grant.— Approval of an Urban Renewal Plan by the Department shall be a necessary condition of such a grant, but such approval shall not guarantee that the Department will make a grant.— Such URDG projects will require detailed information regarding the redeveloper and redevelopment proposal, including the financing of the redevelopment, and the operating agency's management plan for the project site, to the extent known.— An URDG request may be submitted in conjunction with an application for approval of an Urban Renewal Plan or as a separate grant application for a project under an approved plan.— Any applicant for a grant shall provide all information requested by the Department for use in its determination of the grant request.—~~

~~(2) Grant Recipients.— Any recipient of an Urban Renewal Assistance Grant or an Urban Revitalization Development Grant shall comply with the following:~~

(a) Reports. ~~The recipient, including the municipality and the operating agency, shall comply with all requests of the Department for reports, audits of accounts, and records of the project, and other assurances that the project is being executed on schedule and in accordance with the approved Urban Renewal Plan.— Each urban renewal agency shall keep an accurate account of all its activities, receipts and expenditures in connection with the planning and execution of urban renewal projects and shall annually in the month of January make a report of such activities, receipts and expenditures to the department and the mayor of the city or to the selectmen of the town within which such authority is organized. Once a year, the recipient must submit to the Department an updated “Comparative Statement of Approved Budget to Actual Project Cost” in a form specified by the Department and a private, independent audit of the project, detailing all project income, costs and expenditures.— The Department reserves the right to suspend grant payments if actual project costs exceed the estimated costs, or such action is necessary to protect the public interest.— Upon determination of project completion by the Department, the recipient shall submit a final comparative statement and conduct a final audit.~~

~~The operating agency shall comply with all requests of the Department for any other reports, audits of accounts, and records of the project, and other assurances that the project is being executed on schedule and in accordance with the approved Urban Renewal Plan.~~

~~The recipient shall also provide all such reports as the Department may request concerning the redevelopment of the project area and shall make all pertinent documentation available for inspection by the Department.~~

(b) Retention of Project Records. All project records shall be maintained and kept for a period of seven years following project completion or three years following the date of final resolution of all legal claims, whichever occurs later. All such records shall be available for inspection by the Department.

~~(c) Acknowledgment of State Assistance.— State participation in the financing of an urban renewal project or activity shall be prominently acknowledged by project signs approved by the Department, and in any book, pamphlet, plan, report, or map prepared by the municipality or the operating agency concerning the project.~~

~~(d) Contracting.— The operating agency shall submit copies of all contracts involving the expenditure of \$10,000 or more to the Department immediately after execution. — The Department may require its pre-approval of some or all contracts as a condition of a grant.~~

~~(e) Final Financial Settlement.— Upon approval of the final audit at close-out of a project, the operating agency shall submit for Department approval a certificate of completion and a statement of the gross project cost and the net project cost determined in such manner as shall be specified by the Department. — The Department shall approve the certificate and statement upon its determination that all applicable requirements have been met.~~

12.07: Waiver

The Director of the Department of Housing and Community Development may waive any provision of 760 CMR 12.00 under the following circumstances:

- (1) A catastrophic event, such as a fire, flood, or other similar event, causes severe hardship to the municipality; or
- (2) There is severe economic hardship in the municipality (such as may result from loss of a major employer), an unemployment rate consistently in excess of the state average, or a high concentration of low and moderate income population; and
- (3) There is evidence that granting a waiver will produce exceptional public benefit not otherwise available.

The request for a waiver must be submitted in writing to the ~~Director~~Urban Renewal Program Specialist of the Department of Housing and Community Development, 100 Cambridge Street, Suite 300, Boston, MA ~~02202~~02114. Communities shall submit detailed evidence to support their claims of hardship and public benefit.

~~As a condition of waiver of the regulations, the Department's Chief Counsel shall render a written opinion that such a waiver accomplishes a significant public purpose not otherwise available and that the request for a waiver is consistent with statutory requirements.~~

In the event of such a waiver, the Department shall prepare a statement of facts upon which such a waiver is based. No waiver shall be made if it conflicts with any mandatory provision of any statute.

REGULATORY AUTHORITY

760 CMR 12.00: M.G.L. c. 121B, § 45 through 57; c.23B.



Memorandum

RE: 105 WINDSOR STREET BUILDING REVITALIZATION RESEARCH

Date: March 15, 2017
To: Cambridge Redevelopment Authority Board
From: Tom Evans, Executive Director

Introduction

This memorandum is provided as an update on some preliminary work conducted by the Cambridge Redevelopment Authority (CRA) staff to look into potential future uses for the building at 105 Windsor Street (Map Lot 74/25, the Property) owned by the City of Cambridge (City). The CRA staff has begun discussions with the City in planning a revitalization strategy for this Property to best serve the neighborhood. The CRA staff has offered to facilitate a community planning process for this public resource in collaboration with the City and neighborhood stakeholders. To inform a conceptual redevelopment program, the CRA has begun conducting due diligence to determine the physical needs of the building and to quantify the potential costs of rehabilitation and operation.

Background

The building is a three-story structure of approximately 12,800 gross square feet, located on a 10,000 square foot parcel at the intersection of Windsor Street and School Street in the Port neighborhood. The brick structure was built in 1868 as the City's Boardman School. It was one of the first brick school buildings in the City, and is the only surviving structure of its class. It was converted into a recreation center in 1940 and housed a social services office and a branch library. It was converted into a health clinic in 1972 and was renovated in 1985.

The City leased the Property to the Cambridge Health Alliance (CHA) in 1997 as part of a Master Lease, covering numerous properties in Cambridge. As of today, the Property remains subject to the Master Lease but is currently vacant. The Property requires a moderate level of investment to be usable, including universal accessibility upgrades, updated heating and cooling systems, a new roof, and other basic improvements, as described below. The Property is currently zoned Residences C-1.

Planning Process

As an outcome of the CRA's 2014 strategic planning process, the CRA has explored projects where the CRA's unique real estate development capacity and statutory authority might be of use in meeting the City's community development objectives. In 2016, the City and the CRA initiated discussions regarding potential strategies to utilize the Property as a non-profit community center. The Property's future use has evolved from community conversations facilitated by the Community Development Department (CDD) regarding the Cherry Street lot as well as ongoing conversations with community stakeholders about local resources and services needs in the Port neighborhood. Initial concepts that have been discussed include community programs related to food security, community-support services, economic development opportunities, and potential synergies between these services. An example of programs overlapping to meet multiple areas of need would be a community kitchen linked with a food pantry, meal programs and local entrepreneurship training. The recently completed Community Needs Assessment Report reinforces

the potential for a facility to host these types of uses in the Port. As the historical uses of the Property have been community use, the CRA and the City hope to revitalize the building to again function as an asset to the neighborhood.

Initial Property Assessment

The CRA has conducted some pre-development analysis of the Property by reviewing the Master Lease with the CHA, conducting a full building survey, and enlisting the services of a construction cost estimator to analyze the potential capital investment needs of the building. The CRA's proposed planning process to establish the future use of the building would be supported by these technical assessments.

The CRA contracted with Daedalus Projects, Inc. for cost estimator services to provide a concept outline of capital needs required to rehabilitate the property. The estimate assumes the building is renovated in its current format as an office with full accessibility upgrades, replacing all building systems, exterior renovations, and a basic interior fit-out. These basic improvements are estimated to require two million and fifty thousand dollars (\$2,050,000) of capital investment. Fit-out requirements with specialty equipment or significant building modifications would be additional costs. Design services and other soft costs are not part of this estimate. The full summary of this initial assessment is documented in the attached report. The CRA also hired Vanesse Hangen Brustlin Inc. to conduct a land survey of the parcel and Existing Conditions Survey Inc. to perform internal measurements of the building to develop "as-built" construction drawings for future design work.

Using some basic assumptions regarding non-profit programming, the CRA has compiled some financial models for the operational costs and limited revenue sources, to test the feasibility of alternative revitalizations strategies. This initial analysis shows that with rents in the range of \$15 to \$25 per square foot, the building can likely support most of its operating costs. However, below-market rents cannot support significant debt to pay off capital investment. The capital needed to rehabilitate the property, as described above, would depend on sources outside the potential rent revenue of the building itself. The building is eligible for listing on the National Register of Historic Places, which could make it eligible for historic tax credits and a potential candidate for historic preservation funding under the Community Preservation Act. Future financial analysis should explore a mix of potential capital funding sources including the City's general fund, CRA revenue from MXD development, state and federal tax credits, Community Preservation Act funds, and local foundation support.

Initial Redevelopment Strategy

The CRA staff hopes to continue to explore with the City how best to implement this project to benefit the Port community. Under Chapter 121B of the Massachusetts General Laws, the CRA has the ability to purchase or lease any property necessary or reasonably required to carry out redevelopment. While the details of the specific development strategy and requisite CRA plan framework would need to be explored, it appears that the CRA could be well positioned to help revitalize this building to deliver a valuable neighborhood resource to meet needs and/or expand resources identified by the various non-profits in this area of the City. In addition to technical assistance and real estate transactional tools, the CRA Board may also consider providing capital and/or operational resources toward the project's implementation. The CRA staff looks forward to continued collaboration with the City and community partners on this initiative.

Attachment: Concept Design Cost Estimate



105 Windsor Street
Rehabilitation and Adaptive Reuse
Cambridge, MA

September 21, 2016

Concept Design Estimate



Property Developer

Cambridge Redevelopment Authority
255 Main Street, 4th Floor
Cambridge, MA 02142
(617) 492 6800

Cost Consultant

Daedalus Projects Incorporated
112 South Street
Boston, MA 02111
(617) 451 2717

INTRODUCTION

Project Description:

Architectural Scope of Work;

Gut demolition of existing fit-out, new core and shell program architectural fit-out

New 3-stop passenger elevator

Masonry façade repairs

Roofing repairs

Fire Sprinkler Scope of Work;

Modification to existing system

Plumbing Scope of Work;

Provide underground modifications and aboveground rough-in to expanded bathrooms revised layout.

Provide all new fixtures, to include Bi-level Drinking fountain with Bottle Feeder.

Provide new Gas Fired Hot Water Heater to the facility with all required installations . Re-route all condensate as required for the new layout.

Storm Piping is existing and shall remain. New Storm Drains with lead flashing shall be provided in order to support all roofing replacement, as applicable.

Demolition and safe-off as required are included.

HVAC Scope of Work;

Provide One (1) Roof Top Unit with gas fired furnace and a centralized distribution grid complete with VAV Terminal Units.

Ductwork and Air distribution to be provided and equally spaced as required for the modified layout.

Makeup Air to be provided within the RTU via makeup air damper, Exhaust Air will be provided by dedicated exhaust fans at all bathrooms and the general space requirements. Return Air shall be sized, as required, and directed to an equally appropriately sized Energy Recovery Unit.

Supplemental heating to be provided via passive chilled beam or floor mounted radiant heat, as required by the architectural design (125 ft. Only Allowance).

Independent Fan Coil Units shall be used in specialty or isolated regions of the project, as required.

Existing Fan Coil Units shall be repaired and serviced for use in the new building scheme.

Stairwells shall be supplemented with electric cabinet unit heaters at all odd number landings.

New Boiler Packages (Qty 2) will be provided and installed. The Boilers shall be approx. sized at 1,500,000 BTU's each for the space given and a new distribution loop provided.

Demolition and safe-off as required are included.

Electrical Scope of Work;

Provide for the relocation of existing electrical and data outlets as required for the modified layout.

Because of the historical space use, the existing facility has ample availability for all electrical, voice and data, therefore, it is assumed that little will be required in terms of modifications to these systems. These requirements shall be defined by the owner and consultant at some future point.

INTRODUCTION

Electrical Scope of Work; cont'd

Lighting of the space will be crucial, this proposal reflects usual and customary commercial standard lighting requirements. Specialty lighting and design will need to be reviewed if required above the standard form.

Fire Alarm and Security systems are existing and require little or no modification (shown as misc. distribution).

There is no electrical site considerations given for the project at this time.

Sitework Scope of Work;

Replace rear ramp with new

Project Particulars:

Existing Plans and Elevation Drawings dated September 20, 2016 prepared by Existing Conditions Surveys Inc.

Scope of Work received August 17, 2016 prepared by Cambridge Redevelopment Authority

Site visit August 25, 2016 by Daedalus Projects, Inc.

Detailed quantity takeoff from these resources where possible

Discussion and review with Cambridge Redevelopment Authority

Daedalus Projects, Inc. experience with similar projects of this nature

Estimate Exclusions:

Salvage of equipment and moveable furnishing items, hand to Owner

Work beyond the boundary of the site

Site or existing condition surveys and investigations

Hazardous materials survey and report, removal and abatement

Architectural/Engineering; Designer and other Professional fees, testing, printing, surveying

Interest expense

Owner's administration; legal fees, advertising, permitting, Owner's insurance, administration

Owner's site representation and project administration

Police details and street/sidewalk permits

Testing and commissioning

Project costs; utility company back charges prior to construction, construction of swing space and temporary facilities, program related phasing, relocation

INTRODUCTION

Project Assumptions:

The project will be publicly bid amongst General Contractors

It has been assumed that no less than 4 bids will be received. Bids can be expected to be significantly higher if fewer bids are received

Site and adjacent building(s) will be occupied during entire construction period

Operation during normal business hours

The Total Estimated Construction Cost reflects the fair construction value of this project in a competitive bidding market

Unit rates are based on current dollars and include an escalation allowance to cover the construction duration

Lay-down/storage area, jobsite shed and trailers, and construction site entrance will be located adjacent to Project area

Temporary electrical and water site utility connections will be available. General Conditions value includes utility connections and consumption costs

Noise and vibration disturbances are anticipated and will be minimized or avoided during normal business hours

Subcontractor's markups have been included in each unit rate. Markups cover the cost of field overhead, home office, overhead and subcontractor's profit

Design and Pricing Contingency markup is an allowance for unforeseen design issues, design detail development and specification expansion during the design period

General Conditions and Project Requirements includes items from Div. 01 General Requirements

Profit markup is calculated on a percentage basis of direct construction costs

Start of new construction is assumed Spring 2017

Escalation from now to start of construction has been carried in the Main Summary at an allowance of 4½% per year

MAIN SUMMARY

		TOTAL	COST/GSF
02 - Existing Conditions		\$100,000	\$7.81
New Restrooms		\$144,000	\$11.25
New Passenger Elevator		\$364,000	\$28.44
21 - Fire Protection		\$37,000	\$2.89
23 - HVAC		\$615,000	\$48.06
26 - Electrical		\$201,000	\$15.71
Exterior Repairs		\$140,000	\$10.94
32 - Site Improvements		\$115,000	\$8.99
Direct Trade Cost Subtotal		\$1,716,000	\$134.09
Burdens and Markups			
General Conditions and Requirements, Bonds, Insurances	11.00%	\$189,000	\$14.77
Building Permit Fee	1.50%	\$26,000	\$2.03
Fee	3.00%	\$58,000	\$4.53
Estimated Construction Cost Total		\$1,989,000	\$155.42
Escalation from now to start of construction	3.10%	\$62,000	\$4.84
ECC including Escalation Total		\$2,051,000	\$160.26

DIRECT TRADE COST DETAILS

DESCRIPTION	QUANTITY	UNIT	UNIT COST	TOTAL
7 02 - Existing Conditions				
8 Site set-up, temp fencing	1	LS	\$20,000.00	\$20,000
9 Gut demolition	12,798	GSF	\$3.50	\$44,792
10 Cut up, cart and haul away MEP demolition elements	12,798	GSF	\$1.00	\$12,798
11 Dumpsters, cleaning	12,798	GSF	\$0.15	\$1,920
12 Repair concrete stair landing	3	FLT	\$5,000.00	\$15,000
13 New code compliance signage	12,798	GSF	\$0.25	\$3,199
14 fire extinguisher and cabinet	3	EA	\$500.00	\$1,500
15 02 - Existing Conditions Total				\$100,000
16				
17 New Restrooms				
18 Gut demo existing single user restroom	8	RMS	\$1,000.00	\$8,000
19 janitor closet	2	RMS	\$500.00	\$1,000
20 Slab on grade trench at new MEP installs, infill, patch	95	GSF	\$15.00	\$1,425
21 Interior door, frame, hardware	10	LEAF	\$1,200.00	\$12,000
22 Partitions	2,310	SF	\$15.00	\$34,650
23 Flooring, wall and ceiling finishes	395	GSF	\$14.00	\$5,530
24 Specialties for single user restroom	8	RMS	\$900.00	\$7,200
25 Plumbing; Underground Rough-in	4	FIX	\$5,000.00	\$20,000
26 Rough-in, Fixtures	14	FIX	\$3,800.00	\$53,200
27 New Restrooms Total				\$144,000
28				
29 New Passenger Elevator				
30 Reconfigure central stair	3	FLT	\$25,000.00	\$75,000
31 Cut new opening in slab on grade for elevator pit	1	LOC	\$2,500.00	\$2,500
32 underpinning	10	LF	\$2,500.00	\$25,000
33 earthwork by hand, disposal	1	LS	\$15,000.00	\$15,000
34 Elevator pit, lean-concrete backfill	1	EA	\$25,000.00	\$25,000
35 pit ladder, sill angles, hoist beam	1	LS	\$6,750.00	\$6,750
36 Demo partitions, cut new floor plate opening	2	LOC	\$3,000.00	\$6,000
37 reinforce slab perimeter, patch existing to remain	2	OPEN	\$3,700.00	\$7,400
38 Cut new opening in roof framing and roofing	1	LOC	\$5,000.00	\$5,000
39 Shaftwall assembly	1,385	SF	\$15.00	\$20,780
40 Overrun doghouse	1	LS	\$15,000.00	\$15,000
41 New passenger MRL elevator, 1x cab opening	3	STOP	\$50,000.00	\$150,000
42 MEP associated with new elevator	1	LS	\$10,200.00	\$10,200
43 New Passenger Elevator Total				\$364,000
44				

DIRECT TRADE COST DETAILS

DESCRIPTION	QUANTITY	UNIT	UNIT COST	TOTAL
45 21 - Fire Protection				
46 Sprinkler coverage (Relocate existing heads as Req'd)	12,798	GSF	\$2.85	\$36,473
47 21 - Fire Protection Total				\$37,000
48				
49 23 - HVAC				
50 RTU/ERU, exhaust air, supplemental radiant heat, FCU, 51 cabinet unit heaters, Boiler package	12,798	GSF	\$43.50	\$556,698
52 VAV ductwork, air distribution	12,798	GSF	\$4.50	\$57,589
53 23 - HVAC Total				\$615,000
54				
55 26 - Electrical				
56 Demolition, make safe	12,798	GSF	\$0.25	\$3,199
57 Temporary lighting and power	12,798	GSF	\$0.20	\$2,560
58 Electrical Equipment and Distribution	12,798	GSF	\$4.50	\$57,589
59 Fit-out; lighting, power	12,798	GSF	\$10.00	\$127,977
60 minor modifications to low voltage systems	12,798	GSF	\$0.75	\$9,598
61 26 - Electrical Total				\$201,000
62				
63 Exterior Repairs				
64 Exterior brick façade	8,730	SF	\$10.00	\$87,301
65 chimney	2	EA	\$5,000.00	\$10,000
66 window opening	28	EA	\$250.00	\$7,000
67 entrance	2	EA	\$500.00	\$1,000
68 Roofing	4,265	GSF	\$5.00	\$21,324
69 restoration after elevator install				New Elevator
70 fascia, gutter	265	LF	\$50.00	\$13,242
71 Exterior Repairs Total				\$140,000
72				
73 32 - Site Improvements				
74 Replace entrance door	1	LEAF	\$5,000.00	\$5,000
75 Demo ramp railings, ramp, foundations	380	GSF	\$30.00	\$11,400
76 New concrete ramp	425	SF	\$10.00	\$4,250
77 strip footing, foundation wall	210	LF	\$250.00	\$52,500
78 pipe guardrail and railings	210	LF	\$175.00	\$36,750
79 Restore paved surfacing	1	LS	\$5,000.00	\$5,000
80 32 - Site Improvements Total				\$115,000
81				
82				



Parcel Six Update

March 15, 2017

Food Truck

The CRA received a total of 18 submissions for the 2017 3rd & Binney Mobile Vending Program. The majority of the submissions were entrée trucks with only one submission from a dessert vendor. The selection criteria which staff used ranged from the types of foods offered, days and times proposed, customer reviews and social media presence. CRA staff has proposed a vending schedule that will include two trucks on site. Based on the vendors proposed times, the vending hours will be between 10:30AM and 4:00PM, Monday through Friday.

Staff has selected eight trucks to operate on 3rd & Binney for the 2017 Vending Program starting on April 3rd. Those trucks are:

- The Chicken & Rice Guys
- Rhythm 'N Wraps
- Pennypacker's
- Munch Mobile Kitchen
- Mei Mei Street Kitchen
- Roadies Diner
- North East of the Border
- Sheherazad Food Inc.

Although it is past the deadline, interested vendors are still encouraged to submit proposals, which will be kept on file. These vendors will be notified if a space in the program becomes free. The 2017 program will continue throughout the summer and fall, with an end date of November 17, 2017.

Garden Program

The CRA has partnered with the Community Charter School of Cambridge (CCSC), Boston Properties (BP) and Green City Growers (GCG) to provide a multidisciplinary gardening program on the site. GCG, a Somerville-based urban farming company will provide students of CCSC the opportunity to learn gardening and entrepreneurial skills, while activating the space and generating interest from the public on the importance of urban agriculture. BP will provide the funding of the garden installation, the program, and signage to promote the program. The signage will provide information about the program and program partners, allowing the public to understand the full impact of the garden.

The Garden Program will provide various benefits to the students as well as to the site. The garden will attract pedestrians passing by and provide an activated, engaging landscape. All vegetables grown on the site will either be sold to the public at a farmers

market located on one of BP's properties, used as part of a culinary education program, or donated on behalf of the CCSC students.

The initial term of the program will be for 12 months. The term will be renewed on a yearly basis upon notice of continued funding by BP to the CRA, CCSC, and GCG. Notice of this funding shall occur three months prior to the end of the existing term.

Art Installations

Last summers art installation provided by the Public Arts Youth Crew and other artist were a great addition to the space. Conversations to have other art installations this season are continuing with the Arts Commission. Staff will continue to update the Board as these conversations progress.

Spring Clean Up

Weather permitting, the space is scheduled for its annual spring-cleaning during the week of March 27th. Brightview Landscaping will continue the duties of landscape maintenance for the site and all other CRA-owned parks. The work scheduled will include, but is not limited to:

- Compacting the existing stone dust
- Clean beds of all leaves and winter debris
- Prune broken or damaged shrubs
- Edge the mulch bed
- Cut down the ornamental grasses
- Work together with GCG to prepare location for gardening boxes

Biweekly maintenance of the space is scheduled to continue throughout the season or on an as needed basis.

Staff Report to the Board

March 15, 2017

Contracting, Personnel, and General Administration

Urban Renewal Regulations

Staff and legal council are reviewing the revisions to the Urban Renewal Regulations proposed by the Department of Housing and Community Development. The proposal affects urban renewal plan adoptions and amendments, land disposition procedures, and redevelopment authority reporting requirements.

Public Records and Website

Staff have been working on updates to the website in order to make records more retrievable, especially for projects actively underway. While the CRA has used coUrbanize as an outreach resource, and may continue to do so, the Commonwealth's Public Records Law also requires that commonly requested records are available on agency websites. Staff receives relatively few public records requests for active projects, and more often are retrieving detailed plans or documents related to past projects in the Wellington-Harrington or other historic urban renewal projects.

Planner Position

On February 17, the position for Project Planner was posted on the CRA website, Facebook page and Twitter account. It was posted on the KSA website, the City's bulletin board, the national and Massachusetts chapter of the American Planning Association, Indeed.com, and Idealist.org. It was also sent to the urban planning graduate departments of BU, Harvard, MIT, UMass Boston, Tufts, and Northeastern. With a deadline of March 13, seventy-five applications have been received to date. Staff is in the process of reviewing and interviewing candidates. Office furniture and technology will need to be purchased in preparation for a summer start date.

Technical Service Contract

The CRA's urban design contracts are due to expire in a few months. Based on upcoming projects, the CRA may consider a broader designer selection process for architectural services ranging from urban design review to building design work. This may include either house doctor contracts and/or project specific scopes for design services. Additionally the house doctor contract with HR&A Advisors is expiring in 2017.

Forward Calendar Items

1. Forward Fund Grant Awards
2. Galaxy Park
3. Kendall Implementation Plan
4. Volpe
5. Investment Report
6. Kendall Center Public Programming
7. IDCP Innovation Space Program Plan

Projects and Initiatives

Forward Fund:

CRA staff continues to promote the fund throughout the City. There will be an outreach emphasis in the next two weeks to get applications submitted by the March 21st deadline. The Selection Committee meeting is confirmed for April 7th. Similar to previous years, the committee consists of individuals from a wide range of City departments.

Kendall Square Mobility Task Force / Kendall Square Transit Enhancement Program:

The City's Kendall Square Mobility Task Force (KSMTF) has produced a draft recommendation for improvements to the area's transit infrastructure, and presented those initial recommendations at a public meeting on February 28th. At the launch of the KSMTF, the Red Line was a focal point of concern. The KSMTF report recognizes the planned Red Line service improvements and future Kendall Station upgrades. The draft recommendations focus of future bus route improvements for further analysis and emphasize the importance of the Grand Junction corridor as both a multi-use path and transit service.

The final recommendations of the KSMTF are planned to become the jumping off point for project investments of the Kendall Square Transit Enhancement Program. The KSTEP project identification is a planning process proposed to involve coordination between the City, the State, and the CRA to identify short-term and longer-term transit investments for consideration from the KSTEP fund. The KSTEP MOU, approved by the City and the CRA is still under review by MassDOT and the MBTA.

Binney / Galileo / Broadway Streetscape:

Continued stakeholder outreach in the past month for the streetscape project has included presentations to the East Cambridge Planning Team, DPW's Committee on Public Planting, coordination meetings with all city departments, EZ Ride, and neighboring property owners Equity Residential, Residence Inn, Biogen, and MITMCO. CRA staff continues to carefully coordinate the streetscape design with ongoing design projects in process such as Boston Properties' 145 Broadway, CDD's Binney Street Park and the new 6th Street Greenway. The CRA website has been updated with additional documents and a new FAQ webpage dedicated to this project. The design consultant team has reached the 10% design phase portion of the project. CRA staff is working to complete outreach related to the results of the forthcoming Kendall Square Mobility Task Force report in order to give the consultant team more solid direction on how the project will address future public transit needs as we move into the 25% design phase of the project.



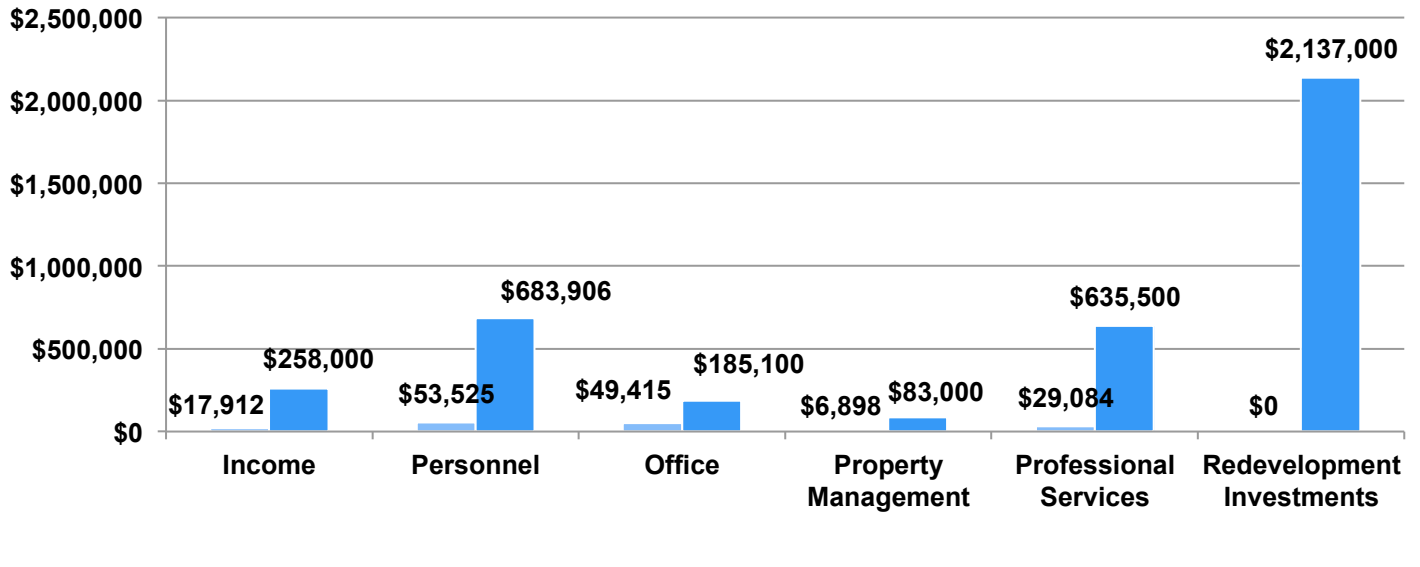
Budget vs. Actuals January - February 2017

	Total	
	Actual	Budget
Income		
4000 Income		
4200 Operating Revenue		
4210 Grants		\$100,000
4220 Proceeds from sale of development rights		\$0
4230 Reimbursed Expenses		\$2,000
4240 Rental Income		
4241 Lot License Agreements		\$0
4242 Foundry Ground Lease		\$0
4243 Parcel Six Rental Space		\$10,000
Total 4240 Rental Income	\$0	\$10,000
4250 Other		
Total 4200 Operating Revenue	\$0	\$112,000
4300 Other Income		
4310 Dividend Income	\$3,693	\$12,000
4320 Interest Income	\$14,219	\$134,000
Total 4300 Other Income	\$17,912	\$146,000
Total 4000 Income	\$17,912	\$258,000
Total Income	\$17,912	\$258,000
Gross Profit	\$17,912	\$258,000
 Expenses		
6000 Operating Expenses		
6100 Personnel		
6110 Salaries	\$43,097	\$440,000
6120 Payroll Taxes		
6121 Medicare & OASDI (SS)	\$853	\$12,000
6123 Unemployment & MA Health Ins	\$168	\$506
Total 6120 Payroll Taxes	\$1,022	\$12,506
6130 Personnel and Fringe Benefits		
6131 Insurance - Dental	\$853	\$6,400
6132 Insurance - Medical (for Employees)		\$70,000
6133 Pension Contribution (Employees & Retirees)		\$72,000
6134 T Subsidy	\$715	\$5,000
6135 Workers Comp & Disability Insurance	\$839	\$1,000
Total 6130 Personnel and Fringe Benefits	\$2,406	\$154,400
6140 Insurance - Medical (for Retirees, Survivors)		\$70,000
6150 OPEB Account Contribution	\$7,000	\$7,000
Total 6100 Personnel	\$53,525	\$683,906

	Total	
	Actual	Budget
6200 Office		
6210 Community Outreach		
6211 Materials		\$4,000
6212 Public Workshops		\$4,000
6213 Other		\$2,000
Total 6210 Community Outreach	\$0	\$10,000
6220 Marketing & Professional Development		
6221 Advertising		\$3,400
6222 Conferences and Training	\$215	\$10,000
6223 Dues and Membership	\$2,050	\$4,000
6224 Meals	\$22	\$600
6225 Recruiting	\$285	\$400
6226 Staff Development		\$2,000
6227 Subscriptions		\$300
6228 Travel	\$28	\$500
Total 6220 Marketing & Professional Development	\$2,601	\$21,200
6230 Insurance		
6231 Art and Equipment	\$5,675	\$5,800
6232 Commercial Liability	\$3,132	\$3,400
6233 Special Risk	\$3,705	\$3,800
Total 6230 Insurance	\$12,512	\$13,000
6240 Office Equipment		
6241 Equipment Lease	\$716	\$4,300
6242 Equipment Purchase (computers, etc.)		\$2,500
6243 Furniture		\$800
Total 6240 Office Equipment	\$716	\$7,600
6250 Office Space		
6251 Archives (Iron Mountain)	\$894	\$6,200
6252 Office Rent	\$24,940	\$102,000
6253 Office Utilities	\$945	\$4,200
6254 Other Rental Space	\$4,788	\$4,500
6255 Parking		\$400
6256 Repairs and Maintenance		\$300
Total 6250 Office Space	\$31,567	\$117,600
6260 Office Management		
6261 Board Meeting Expenses	\$43	\$600
6263 Office Supplies	\$200	\$2,000
6264 Postage and Delivery	\$69	\$300
6265 Printing and Reproduction	\$314	\$1,000
6266 Software	\$242	\$700
6267 Payroll Services	\$135	\$1,000
6268 Financial Service Charges	\$71	\$100
Total 6260 Office Management	\$1,074	\$5,700
6270 Telecommunications		
6271 Internet	511.99	\$3,200
6272 Mobile	\$86	\$2,600
6273 Telephone	\$267	\$2,200
6274 Website & Email Hosting	\$80	\$800
6275 Information Technology		\$1,200
Total 6270 Telecommunications	\$945	\$10,000
Total 6200 Office	\$49,415	\$185,100

	Total	
	Actual	Budget
6300 Property Management		
6310 Contract Work		\$4,000
6320 Landscaping Maintenance		\$42,000
6330 Repairs		\$3,000
6340 Snow Removal	6,420.00	\$30,000
6350 Utilities		
6351 Gas & Electric	\$478	\$4,000
Total 6350 Utilities	<u>\$478</u>	<u>\$4,000</u>
6360 Other		
Total 6300 Property Management	<u>\$6,898</u>	<u>\$83,000</u>
Total 6000 Operating Expenses	<u>\$109,837</u>	<u>\$952,006</u>
7000 Professional Services		
7001 Construction Management		\$0
7002 Design - Architects	\$9,900	\$30,000
7003 Design - Landscape Architects		\$20,000
7004 Engineers		\$35,000
7005 Legal		\$150,000
7006 Real Estate & Finance		\$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		\$11,000
7013 Land and Building Surveys		\$10,000
7014 Records Management / Archivist		\$20,000
7015 Energy & Environmental Planning		\$2,000
7017 Transportation	\$19,184	\$253,000
Total 7000 Professional Services	<u>\$29,084</u>	<u>\$635,500</u>
8000 Redevelopment Investments		
8100 Capital Costs		\$12,000
8200 Forward Fund		\$125,000
8400 Foundry Fund		\$2,000,000
8500 KSTEP Fund		\$0
Total 8000 Redevelopment Investments	<u>\$0</u>	<u>\$2,137,000</u>
Total Expenses	<u>\$138,922</u>	<u>\$3,724,506</u>
Net Operating Income	<u>-\$121,009</u>	<u>-\$3,466,506</u>
Net Income	<u>-\$121,009</u>	<u>-\$3,466,506</u>

Cambridge Redevelopment Authority Budget vs. Actuals January - February 2017



Expenses by Project

