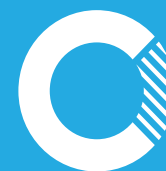


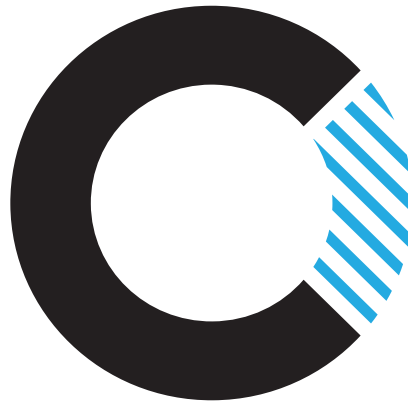


2018

SIXTY-SECOND ANNUAL REPORT



CAMBRIDGE
REDEVELOPMENT
AUTHORITY



CAMBRIDGE REDEVELOPMENT AUTHORITY

Published: February 13th, 2019

Cambridge Redevelopment Authority

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

CRA Board Officers

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

Thomas Evans, Executive Director

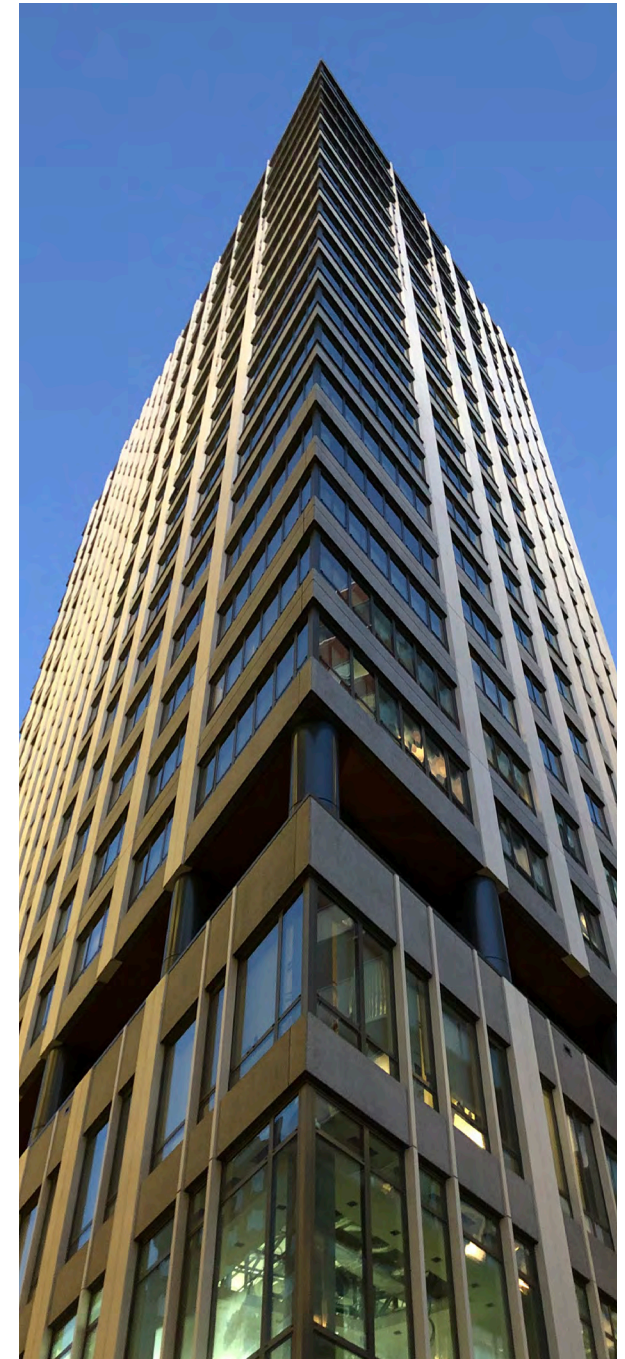
Cambridge City Council 2018

Marc C. McGovern, Mayor
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Community Development

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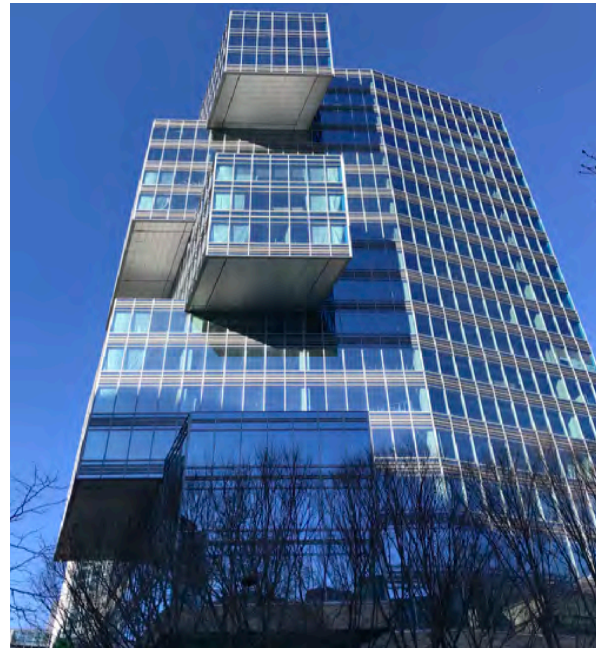


This Page

LEFT / 145 Broadway, which will be the new headquarters of Akamai Technologies.
RIGHT / The newly reconstructed 6th Street Walkway in the fall

Opposite Page

TOP / Galaxy Park in the summer
CENTER / Central Square Mural, a CRA Forward Fund project
BOTTOM / Farmer's Market day in Kendall Square Plaza



Introduction

2018 was another pivotal year for the evolution of the CRA. The first residential project in the Kendall Square MXD District was completed, along with a new streetscape design for Ames Street. Linear open space projects were finished at Grand Junction Park and the 6th Street Walkway, enhancing bicycle facilities through two main corridors in the Kendall Square Urban Renewal Area (KSURP). The construction of a new headquarters for Akamai Technologies also made substantial progress.

The CRA undertook a thorough review of a proposed amendment to the Infill Development Concept Plan, resulting in an accelerated development timeline and improved connectivity of the open space in the area.

The Foundry Demonstration Project Plan took significant steps in all elements of project implementation, building design, and program development. The Forward Fund expanded its breadth and depth of impact for facilities serving the Cambridge community.

While some of the projects that had been on the radar of the CRA through its Strategic Plan did not advance in 2018, a number of new initiatives emerged in response to community needs in Central Square and the Port neighborhoods. Through these new projects, the CRA has successfully repositioned itself as an agency that can provide timely response to real estate and private development issues that align with its mission for the Cambridge community.



MISSION

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

STRATEGIC PLAN OPERATING PRINCIPLES:

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

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

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

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

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

This Page

TOP / Rendering of the IDCP Phase I - 145 Broadway Commercial building (left) and the IDCP Phase II - 135 Broadway Residential Building (right).
BOTTOM / Rendering of the Phase II - 325 Main Street Commercial Building

Opposite Page

CRA Activities Map



Activities & Projects

Kendall Square Development/Planning

The CRA reviewed a major amendment to the Infill Development Concept Plan submitted by Boston Properties (BxP). The CRA Board and the Cambridge Planning Board approved the amendment in December 2018. The amendment moves the site of Commercial Office Building B from 250 Binney Street to 325 Main Street – the site of the current MIT Coop Bookstore, Kendall Plaza, and the Kendall Red Line MBTA Station. The amendment does not include new parking but proposes a way to better utilize the three existing Kendall Center garages.

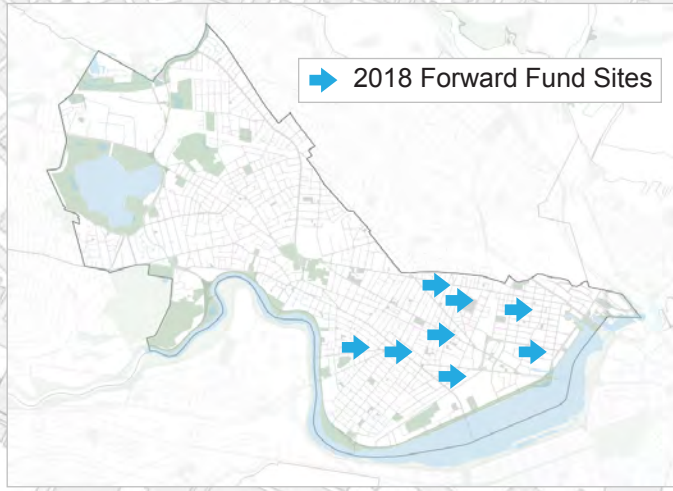
A key element of the 325 Main Street project will be a staircase inviting people from Main Street and the MBTA Red Line to a public elevated retail space on the second floor and up to a

redesigned Roof Garden. A two-story retail space will front Kendall Plaza, wrapping around Main Street to the 325/355 Connector. The approval of this amendment accelerates the delivery of the residential housing project on top of the Blue Garage at 135 Broadway, as the delivery of the office and residential building are linked.

The CRA also reviewed and approved a new design for the Broad Institute DNATrium lobby museum at 415 Main Street. This space provides ground floor activation instead of retail. The lobby area will be substantially improved through the use of new and more interactive museum exhibits, outdoor public art and more.

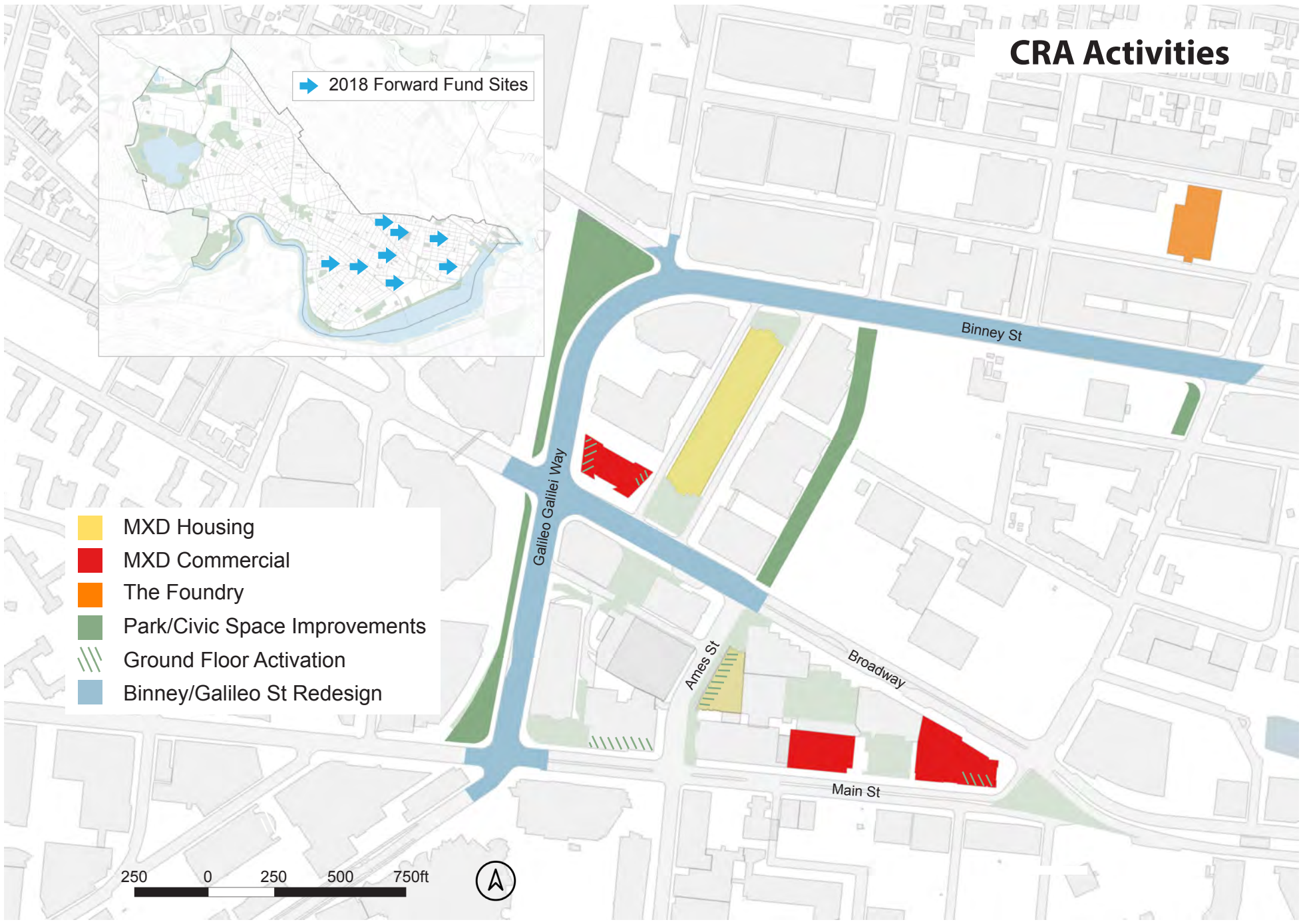


CRA Activities



- MXD Housing
- MXD Commercial
- The Foundry
- Park/Civic Space Improvements
- Ground Floor Activation
- Binney/Galileo St Redesign

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This Page

TOP / CRA Board and Staff tour of 88 Ames (Proto)
BOTTOM / View of 75 Ames and 88 Ames from Main Street.

Opposite Page

145 Broadway under construction

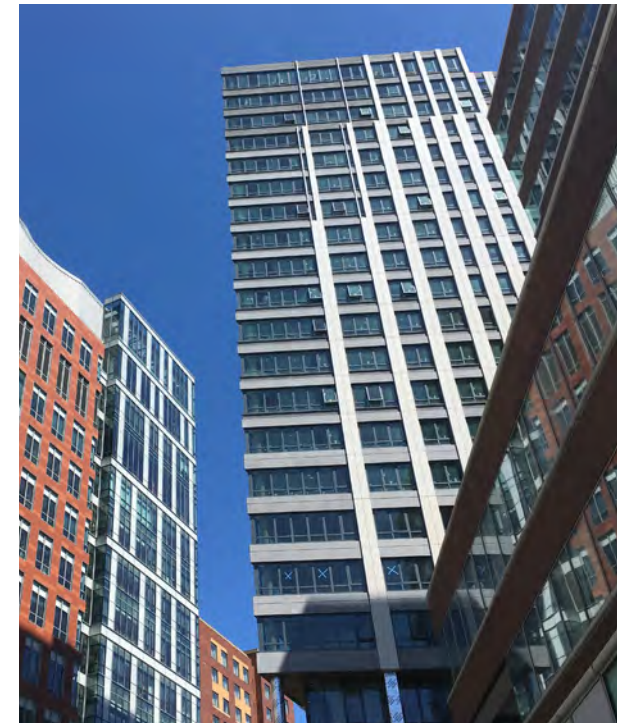


88 Ames & 145 Broadway

The first residential building in the MXD District opened in 2018 at 88 Ames Street - now named Proto. This BxP project welcomed its first tenants in the spring and was nearly 75% leased by the end of 2018. Proto features 280 units of housing including 36 below-market units.

Proto provides much needed housing for the Kendall Square neighborhood. The building features three retailers on the ground floor and a bank on the second-floor. With the completion of Proto and the opening of two new locally-owned independent restaurants on the ground floor of 75 Ames, Ames Street now has a double-loaded active ground floor environment along a redesigned, narrower right-of-way. Proto also features a three-level bicycle parking garage, the largest of its kind in the City.

The Akamai Technologies building at 145 Broadway, the main commercial element of Phase I of the Infill Development Concept Plan, quickly took shape at the corner of Galileo Galilei Way and Broadway. The building was fully enclosed with mechanical systems in place by the end of 2018. Tenant interior fit-out has begun and occupancy is planned for the fall of 2019. The building used several innovative time-saving construction techniques, including up-down construction and a pre-fabricated mechanical penthouse. The project is targeting LEEDv4 gold-level certification and WELL Standard design and operation principles.





This Page

LEFT / People enjoying the shade canopies on Third & Binney
RIGHT / Christmas tree and holiday accessory vending on Third & Binney

Opposite Page

TOP LEFT / The newly reconstructed 6th Street Walkway and bike-path.
TOP RIGHT / Paving work to rebuild Ames Street and add a two-way bike lane.
BOTTOM / Grand Junction Park, the first completed segment of the Grand Junction Path.



Open Space

The CRA is dedicated to improving existing open space in Kendall Square by enhancing and activating spaces with programming and public art. The CRA has successfully leveraged private development to allocate resources for infrastructure and landscape improvements.

Third & Binney

The CRA staff continued to partner with various organizations to activate Third & Binney. A youth-led art installation, known as The Imagination Mural created by the Community Art Center, was added to the parcel. The mural depicts characters from stories that inspire and stimulate the imaginations of the young artists. The seasonal Food Truck program continued to be enjoyed by the community throughout the year, drawing over 20,000 customers to the site.

During the holiday season, CRA staff partnered with the Urban Farmers Institute (UFI) to vend Christmas trees and holiday accessories.

Grand Junction Park

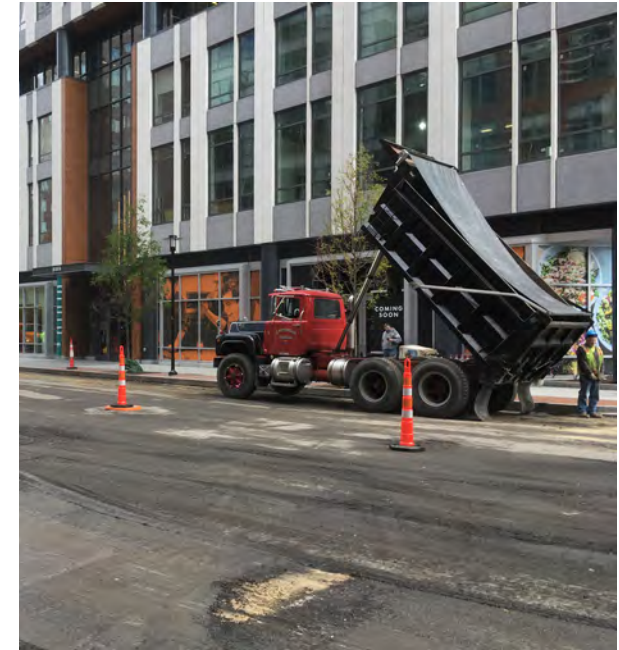
Construction work by Veolia was conducted on Grand Junction Park to replace condensate pipe and perform steam service upgrades. After that work was completed in the spring, Brightview Landscaping refinished and enhanced the portion of the park that was part of Veolia's construction. During the reconstruction process, the CRA updated the park's planting plan, replaced irrigation lines, and installed a new fence separating the park and the Grand Junction Rail.

6th Street Walkway Improvements

Improvements to the 6th Street Walkway were completed by BxP in the fall. This project was an Infill Development Concept Plan public benefit requirement tied to the 145 Broadway building. It included the addition of a new separated bicycle path, a refurbished walkway, LED streetlights, new furniture, and enhanced signage.

Binney Street Park Transfer

In preparation for Binney Street Park construction, the CRA transferred the land commonly known as "The Pork Chop Parcel" to the City of Cambridge. The park, which will be built by the City in 2019, will include a bike path that will complement the Grand Junction Park Path and a dog park.



Transportation

The CRA staff, in partnership with several City departments, worked with Alta Planning + Design to complete the Binney/Galileo/Broadway Streetscape Redesign project. The 25% engineering drawings were given to abutting property owners to integrate into their respective redevelopment projects in the next several years. The design includes raised cycle tracks, floating bus islands, and the first bicycle protected intersections in Cambridge.

The CRA staff selected VHB as transportation consultants for the production of the next-generation Annual Transportation Data Report. The new report will provide more multi-modal transportation information and be published in user-friendly intuitive formats. CRA staff and the VHB team interviewed stakeholders, started data collection, and investigated new data collections

technology options. The first report will be published in 2019.

The CRA worked to advance the Grand Junction Rail-with-Trail corridor. The CRA wrote a detailed comment letter in response to the Environmental Impact Report for the I-90 viaduct project in Allston. The letter urged that the project design emphasize future transit and provide opportunities to connect the Grand Junction Path to the future West Station and Paul Dudley White Path.

The CRA worked with The Fenway Group/Ambit to transform the Kendall Square Mobility Task Force report into a brochure, website, and video. The new report documents will build support for transportation projects to increase the capacity of transportation to and from Kendall Square.





Central Square

Business Improvement District

Innovation Space and Workforce Development Operations

The CRA Board approved BxP's Innovation Space Operations Plan, which outlines how they will meet the obligation to provide office space for smaller start-up companies and nonprofits who otherwise would not have access to Kendall Square. In 2018, 50,000 square feet of innovation space for start-ups came online at 245 Main Street, operated by CIC.

The CRA partnered with BxP to advance plans for the below-market-rate requirement of the innovation space. This Opportunity Space will be a nexus for individuals, nonprofits and corporations focused on workforce development and education within the tech sector. The 8th floor at 255 Main Street will offer co-working, event, and classroom space for nonprofits to train workers for jobs in tech, to provide space for programming, and form partnerships with

like-minded organizations and employers seeking talent.

In 2018, BxP selected the NonProfit Center (NPC) to operate the space. Seven organizations responded to a Request for Qualifications and NPC initiated negotiations with three groups that will move into the space in early 2019.

To expand efforts around workforce development, the CRA partnered with the City of Cambridge to engage the UMass Donahue Institute to identify which unemployed and underemployed populations in Cambridge are not benefiting from existing workforce development programs. When completed, this study will illuminate how residents who need better paying and more satisfying employment can be better supported.

Central Square BID

The CRA assisted the Central Square Business Association (CSBA) on their path to transform their association into a Business Improvement District (BID). As a BID, the CSBA will have stable funding sources to provide a greater range of services to Central Square businesses, residents, and visitors. The CRA provided support to the BID effort by making area maps and procuring graphic designer Visual Dialogue to invent the BID's new logo and branding identity.

Their new branding was rapidly printed on shirts, banners, and trash cans during the "Taste of the BID", a one-month pilot, which demonstrated the value of BID "clean & safe" services to the Central Square community. The BID will be formed in 2019 if enough signatures are gathered.

This Page

Early conceptual rendering of the Foundry interior, by CambridgeSeven Architects

Opposite Page

LEFT/ CIC's new space at 245 Main Street - Photo credit to Benjamin Cheung
RIGHT/ Central Square Business Association's BID logo



The Foundry

The Demonstration Project Plan for the Foundry outlines a mission to convert the site into an arts and technology-focused center that will be accessible and inclusive for a range of community uses. In 2018, the Foundry met several milestones toward delivery of this project. The City and CRA staff selected Cambridge-based CambridgeSeven Associates as the architects and WT Rich Company as the general contractor to serve as the Construction Manager At-Risk. The site was landmarked by the Cambridge Historic Commission. The brick building designs will include restoring the building's façade and preserving the interior timber framing.

The CRA held an extensive Request for Proposals (RFP) process and convened a selection committee to identify a nonprofit operator

to run the Foundry. The committee selected the Foundry Consortium, which is led by Lemelson-MIT and Lesley University and includes community representatives and nonprofit groups that run arts or science programs. The CRA entered into an MOU with Lemelson-MIT to support capacity building and the steps required to make the Foundry operational. The Foundry Consortium will form a separate nonprofit entity in 2019.

The CRA continued holding the Foundry Advisory Committee's (FAC) quarterly meetings. The FAC provided valuable insight and advice on community engagement, site and building design, property management, business planning, programming, and the roles of project partners.

In partnership with Lemelson-MIT and the Foundry Consortium, the CRA and City collected community input on initial program and design plans. The CRA and Foundry Consortium further engaged Cambridge community members who shared views on building design and programming related to artist space, maker space, flexible performance space, and flexible-use meeting rooms. Input was provided to the City of Cambridge and to CambridgeSeven Associates to inform building design.

In 2019, the CRA will select a property management firm to provide technical assistance to the Foundry Consortium and finalize the financial operations model that will ensure the Foundry's success. Perhaps the most exciting milestone during 2019 will be the start of construction, expected by fall.

This Page

LEFT / Aquila Kentish opening her Jamaica Mi Hungry restaurant in Commonwealth Kitchen's new Kendall Square space.
RIGHT / Vinfen window decals

Opposite Page

LEFT / Youth enjoying a Math Talk installation
CENTER / The Mural "Queendom" by Marka27 in Central Square
RIGHT / The Innovators for Purpose Looking Glass. The Looking Glass will be installed on Galaxy Park in 2019.



Forward Fund

The Forward Fund is a grant program to support physical improvement projects that better Cambridge's built environment for the benefit of all the City's residents, workers, and visitors. The goals of the fund are to:

- Advance the CRA's mission to implement creative initiatives that promote social equity and a balanced economic system.
- Support innovative proposals that craft resourceful projects to take advantage of local knowledge in order to maximize potential benefits.

In the fourth year of the fund program, each applicant was asked to approach their proposed project with the theme of "Creating Community Resilience" in Cambridge. The CRA distributed \$153,000 in Forward Fund grants to eight awardees.

Infrastructure Grants

1. 950 Cambridge St. Façade Improvement Vinfen

The award facilitated façade enhancements to Vinfen's building and included new decals and banners to enliven and animate their building's exterior. The decals incorporated photos of staff and individuals they serve. The banners included people who attend Vinfen's vocational art program.

2. CWKendall CommonWealth Kitchen (CWK)

Funds provided to CWK supported the development of a take-out restaurant incubator in Kendall Square. The incubator allows members to test operating their own restaurant. Members rotate through the space in four to six month cycles, affording each user the chance to

test recipes, build their customer base, and gain experience running a retail location.

3. O'Connell Library Park

East Cambridge Open Space Trust (ECOST)
ECOST will use their award to transform the O'Connell Library's under-utilized outdoor space into a new park, which will function as a park and an educational landscape. Features of the new park include charging stations for electronic devices, new seating, and native plants that require minimal irrigation. A special space will be created at the front of the library for outdoor story hours.

4. Senior Center Elevator Improvement Project

Mass. Alliance of Portuguese Speakers (MAPS)
The grant permitted MAPS to update their building's aging elevator, which had to be

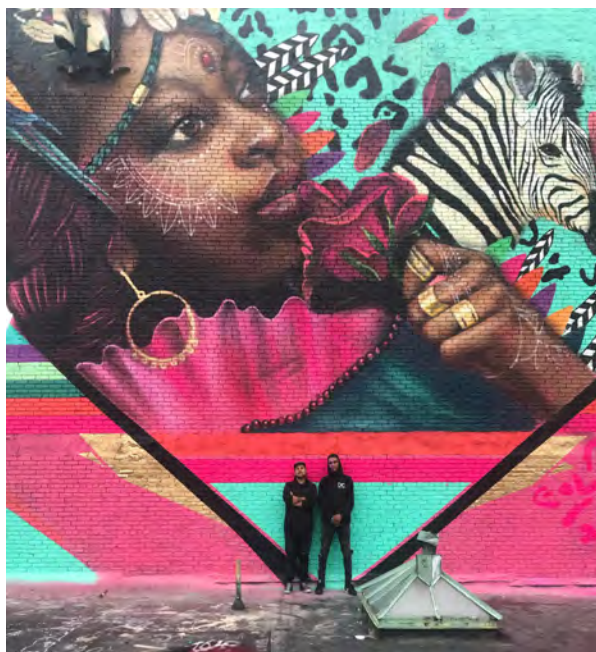


regularly taken out of service due to hydraulic and electrical issues. The elevator will give more than 100 daily visitors access to MAPS, which provides nutritious and culturally competent meals, services, and social/cultural activities four days a week.

5. Building Modernization Project

Cambridge Community Center (CCC)

The grant will allow CCC to relocate and expand their building's kitchen. The increased space will allow the kitchen to be licensed and used as a community commercial kitchen. This will help CCC prepare fresh meals for children and families, conduct cooking classes, and rent it to people who need to use a commercial kitchen in order to sell their locally made goods.



Experimentation Grants

1. Central Square Mural Project

Central Square Business Association (CSBA)

In an effort to celebrate art and the rich culture of Central Square, the CSBA undertook a successful mural campaign. The murals paid homage to the past, present, and future of the square and helped spread the message of equity and inclusion. Murals were completed on eight buildings in the Central Square area.

2. MathScapes: Activating Public Spaces for Early Math Learning

Math Talk

The grant afforded Math Talks the opportunity to turn everyday public places, like parks and bus stops, into resources for fun early math-learning opportunities. The project's goal is to support community health, economic development, and



civic participation by enabling parents and their children to utilize their immediate environment to playfully explore key early math concepts.

3. Genius of 700 Main Street

Innovators for Purpose (iFp)

The award funds iFp to complete a second art installation promoting design and technology history in Cambridge. Under the guidance of mentors, students will conduct interviews and ideation sessions to learn about the innovative past of 700 Main Street and create an installation that shares that history. The project's design includes a projected digital montage of community members that worked at the former Polaroid site, interactive sidewalk tiles, and overhead canopies that detail historical information associated with 700 Main Street.

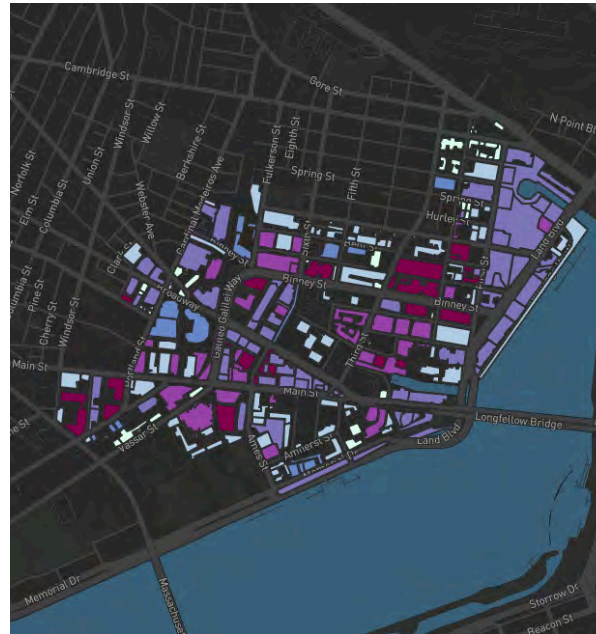
Outreach & Learning

The CRA continued to conduct community engagement to refine the design, programming, and operations strategy of the Foundry. The CRA, in partnership with The Foundry Consortium, hosted a Community Forum in August, received feedback from the community via the online platform coUrbanize, held public Foundry Advisory Committee meetings, and participated in City events, including the Port Action Forum and PARK(ing) Day.

The CRA published an Interactive Kendall Square Development Map developed in partnership with Sasaki Associates. The interactive map shows the past growth and planned development of Kendall Square from 1980 to today. Data is illustrated using three maps: land-use by building, development, and open space growth by square foot. Staff also completed research on privately-owned public open space (POPS) in the MXD District. Research was then aggregated into an easy to use web-page, accessible to the public.

The CRA staff published a 2018 Progress Report for the KSURP 2016-2020 Implementation Plan. The update reviewed the CRA's progress to implement planned initiatives in transportation, open space, economic development, sustainability, and housing. The report included data collection including a Kendall Square Open Space Survey, which received 186 responses through in-person and online surveys.

The CRA staff took part in the Urban Land Institute (ULI) Conference held in Boston in October and led and organized a well received ULI Kendall Square tour.



Internal Operations

The CRA has grown its staff to six full-time employees. Newly hired Community Project Manager, Erica Schwarz, will help oversee the Foundry, the Opportunity Space, as well as other nonprofit and development related projects. The CRA also employed a summer intern from Harvard, who helped with the Open Space Survey, a CRA brochure, and an analysis of retail establishments in Kendall Square.

Through an RFP process, the CRA contracted with consultant, King Information Systems, to reorganize the CRA's current and archive records. When in place, the new filing system will ensure the CRA's files are efficiently managed, easy to search, and allow staff to quickly respond to public requests. All document management procedures adhere to Massachusetts Public Records Law.



Staff remain highly active in the Kendall Square Association (KSA). Executive Director, Tom Evans serves on the KSA Board, co-chairs the KSA Transportation Committee, and serves on the Urban Forestry Committee along with Board Member, Conrad Crawford. The CRA's Project Director Jason Zogg was appointed to the International Downtown Association's Top Issues Council on Urban Transit.

Margaret Drury was reappointed to the CRA Board for a new 5-year term.

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LEFT / The Interactive Kendall Square Development Map, showing building development by year.

RIGHT / The Foundry Community Forum at the Dante Alighieri Center - August 2018

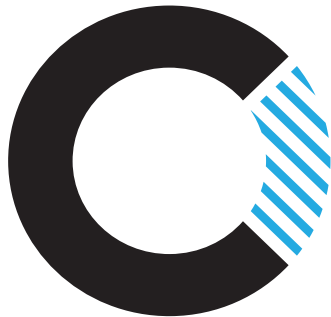
Opposite Page

View from 255 Main Street looking south

Strategic Planning

The CRA will continue to advance key elements of the Kendall Square Urban Renewal Plan and the Foundry Demonstration Project in 2019. The CRA will also launch a new effort to make a deeper investment in the Cambridge community beyond the Kendall Square area, consistent with its mission. Over the past year, the CRA initiated an internal process to explore new programs. At the same time, the CRA was approached with challenges and opportunities developing in the city. Toward the end of 2018, the CRA launched planning studies to test the feasibility of numerous individual projects.

In order to create a strategic focus for new efforts, the CRA is writing a Housing and Community Improvement Plan, targeting capital investments toward housing development and community assets that support lower and moderate-income populations in Cambridge. The scope of this plan will evolve in 2019 to support efforts underway while providing room to consider new initiatives and partnerships.



2019 Priorities

Kendall Square Urban Renewal Plan

- Complete 145 Broadway office building
- Commence construction of 325 Main Street commercial project
- Approve design of 135 Broadway residential project
- Launch Opportunity Space at 255 Main Street
- Design conceptual open space improvements for Parcel Three
- Approve funding for initial KSTEP project(s)
- Complete ground floor activation efforts on Main Street

Foundry Demonstration Project

- Commence construction of building rehabilitation

- Establish nonprofit operation entity and management team
- Support ongoing community engagement and programmatic development

Housing and Community Improvement Plan

- Implement the advanced Forward Fund Community infrastructure grant program
- Create a parking lot development plan in partnership with Margaret Fuller Neighborhood House
- Establish proposal for the preservation of nonprofit office space in Central Square

Administration

- Complete record management transition
- Update on policies

Finances

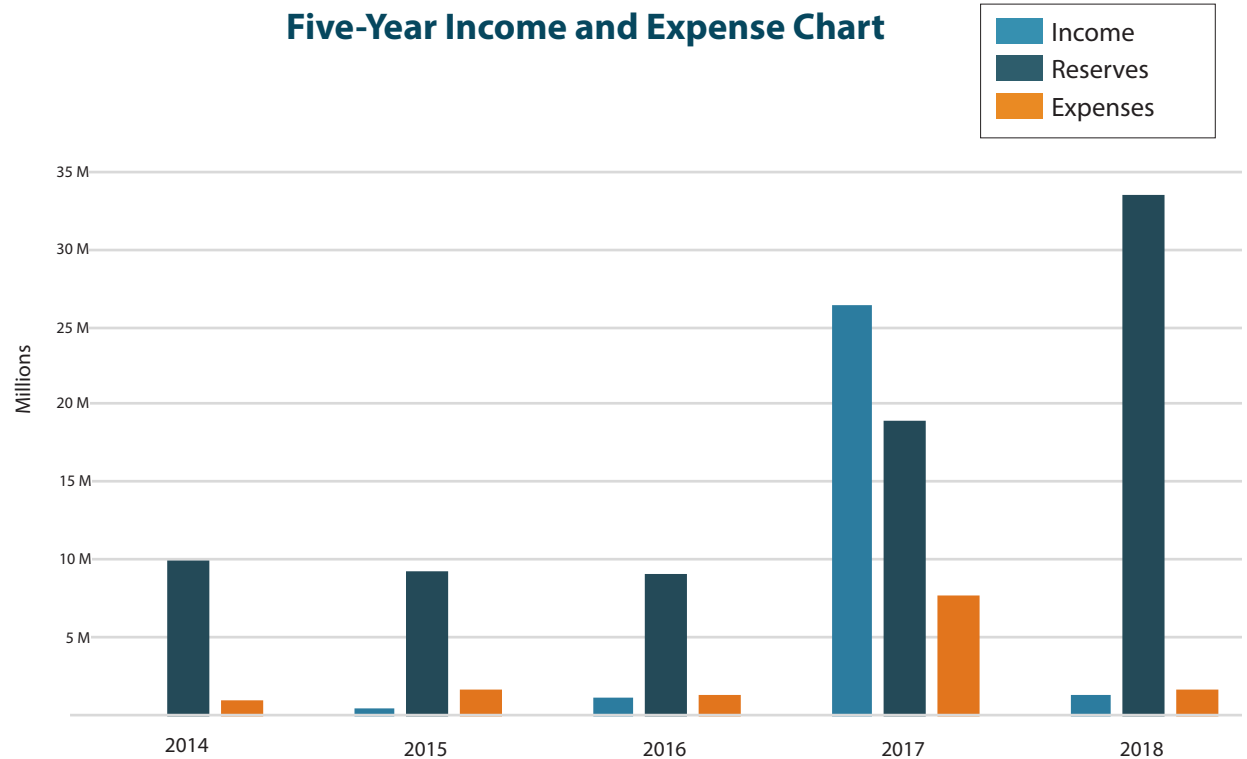
CRA income is primarily based on the sale of development rights to private developers through development agreements. As such, revenue is cyclical in nature and fluctuates with development and construction activities. In 1979, Boston Properties (BxP) was selected as the master developer within the Kendall Square Urban Renewal Area. In 2018, the CRA received the first of eleven annual payments to be made by BxP for the residential development rights for the 88 Ames (Proto) residential building.

Other income was received from providing access rights to CRA-owned land to various utility and construction companies for maintenance and staging. The Third & Binney Street Parcel program continues to support improvements to the site with rental income from the successful Food Truck program.

The CRA engaged with two investment companies to manage its investment reserves to ensure that adequate operational funds will continue to exist in the long-term. Investments for future programs and operations are held by Morgan Stanley. Funds committed to the KSTEP and the Foundry are held by Cambridge Trust Wealth Management. All portfolio funds are invested in companies that pass an environmental, social, and corporate governance (ESG) screening. The CRA also made its annual contribution to its Other Post-Employment Benefits (OPEB) Trust Fund.

Major expenses in 2018 include salaries and fringe benefits for employees/retirees, legal services, office rent, investment management fees, and transportation design services, which

Five-Year Income and Expense Chart



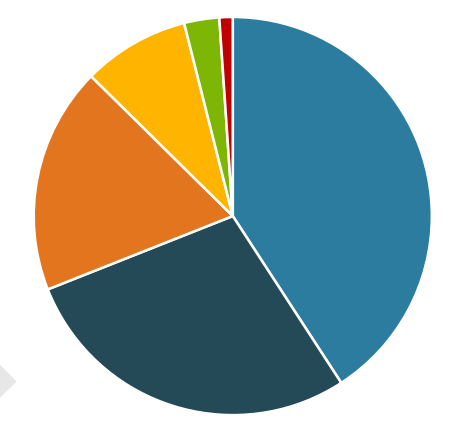
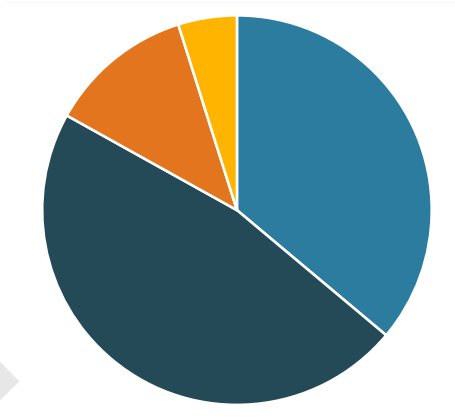
included the completion of the Binney/Galileo Way/Broadway Streetscape project. The CRA is proud to have granted \$153,000 in 2018 Forward Fund infrastructure and experimentation grants to various non-profit, community groups, and small businesses across the City of Cambridge.

Roselli, Clark & Associates completed the CRA's 2017 audit in November of 2018 and gave the CRA a glowing report. There were no deficiencies, which is a vast improvement from five years earlier when an entirely new Board and staff were put into place. Due to a timing dependency on the completion of the audit for

the Cambridge Retirement System, completion of CRA audits have a ten-month delay from the fiscal year.

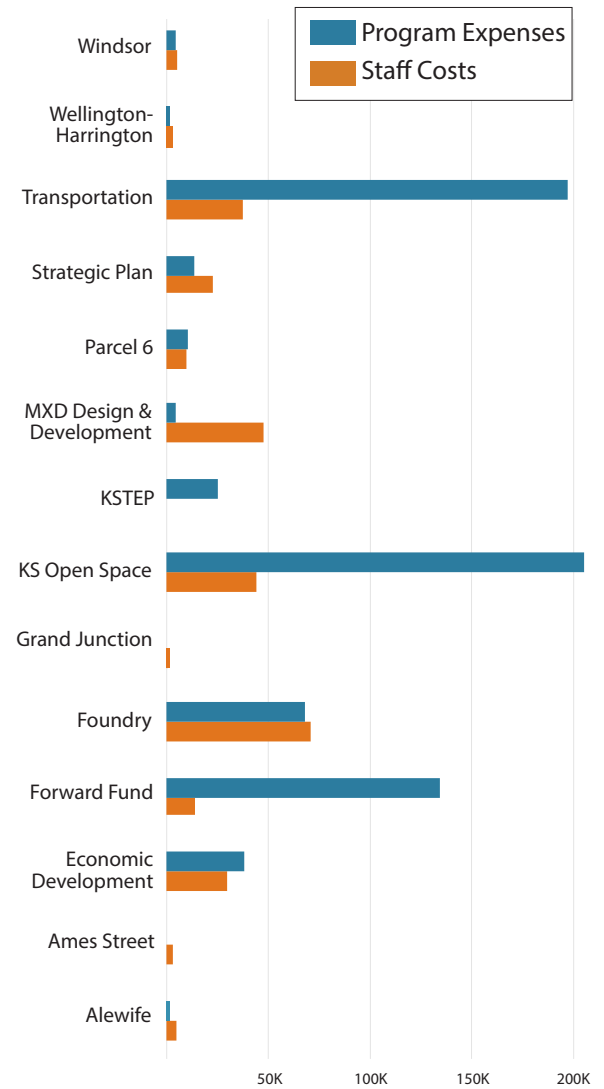
2018 Operating Expenses and Budget (Unaudited)

	Budget	Actual
INCOME		
■ Sale of Dev. Rights	\$1,377,126	\$477,126
■ Investment Income	\$580,000	\$620,748
■ Reimbursements	\$158,028	\$159,231
■ Rentals	\$63,288	\$64,388
Total Income	\$2,178,442	\$1,321,493
EXPENSES		
■ Personnel	\$688,100	\$680,632
■ Professional Services	\$718,100	\$469,639
■ Redevelopment Investments	\$2,480,000	\$306,782
■ Office Administration	\$180,630	\$144,625
■ Property Management	\$76,000	\$47,539
■ Outreach & Professional Dev.	\$31,600	\$18,023
Total Expenses	\$4,174,430	\$1,667,240
NET INCOME	(\$1,995,988)	\$(345,747)



POSITION & ASSETS	
CASH RESERVES, STOCKS, CDs, BONDS	\$18,459,275
OPEB	\$21,232
KSTEP	\$6,000,000
FOUNDRY	\$9,000,000

PROJECT BUDGET ANALYSIS



* Administration expenses were \$284,156 for Program Expenses and \$387,024 for Staff Costs

