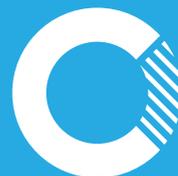




2022

Sixty-Sixth
ANNUAL REPORT



CAMBRIDGE
REDEVELOPMENT
AUTHORITY

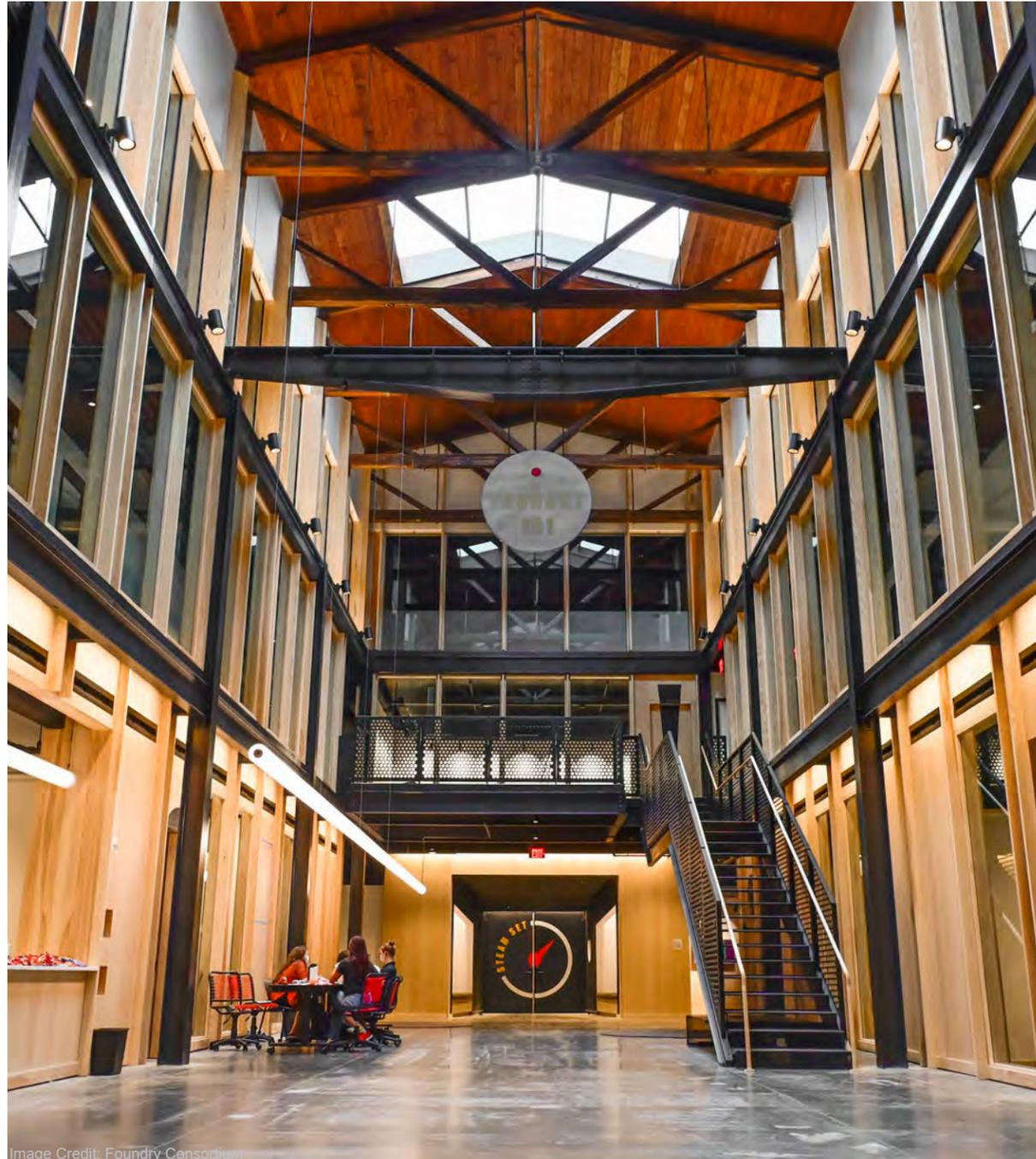


Image Credit: Foundry Consortium



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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- Conrad Crawford, Vice Chair
- Christopher Bator, Treasurer
- Barry Zevin, Assistant Treasurer
- D. Margaret Drury, Assistan Secretary
- Tom Evans, Executive Director

CAMBRIDGE CITY COUNCIL 2023

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- E. Denise Simmons
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MISSION STATEMENT:

The Cambridge Redevelopment Authority is committed to implementing creative development projects and initiatives that promote social equity and environmental sustainability. As a real estate entity that works in the public interest, we offer distinctive public investment tools and a human dimension to our projects and partnerships throughout the city.



Image Credit: Allegra Boverman

2022 was a year of openings and re-openings. After nearly two years of mostly remote work, we returned to the office, alongside much of the Kendall Square community, to experiment with hybrid work environments. This coincided with numerous ribbon-cutting events for projects that have been years in the making, including the Foundry building, 99 Bishop Allen Drive, 325 Main Street, and the Kendall UP rooftop garden.

It has been extremely satisfying to see the hard work of our dedicated staff, the commitments of the CRA Board, and the collaborative spirit of project partners and consultant teams come together in these achievements. To have these milestones overlap with the broader reopening of our City has made this an inspiring year. We have faced transitions in our staff and changes to how we do our work, yet our commitment to learning and growing has built off these challenges. We dug into our Strategic Plan to examine our internal procedures and focus on community development goals, so that the CRA may continue to evolve and deliver transformative projects for Cambridge.

I'm proud of our achievements this year. I hope this report provides a glimpse of our mission in action. Further, I encourage readers to visit these projects and stay involved in the activities of the CRA and our community development partners.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Tom Evans'.

Tom Evans, Executive Director

20+
UNIQUE
PROJECTS

453,838
SQUARE FEET OF
COMPLETED DEVELOPMENT

NEW OPERATIONAL
ROLES AT
2
BUILDING SITES

24
PUBLIC MEETINGS &
COMMUNITY EVENTS



Image Credit: Allegra Boverman

3
NEW FULL-TIME
STAFF MEMBERS

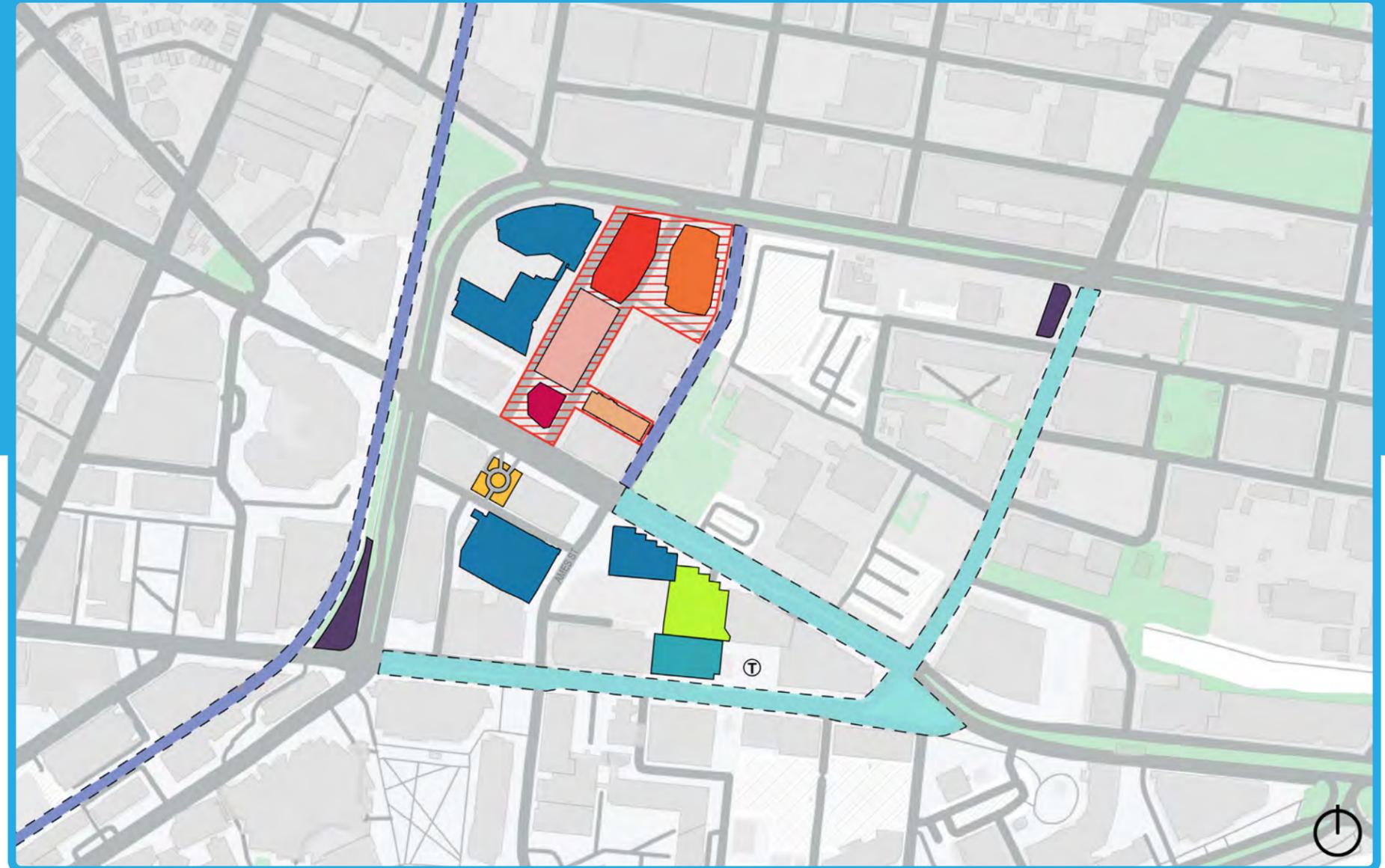
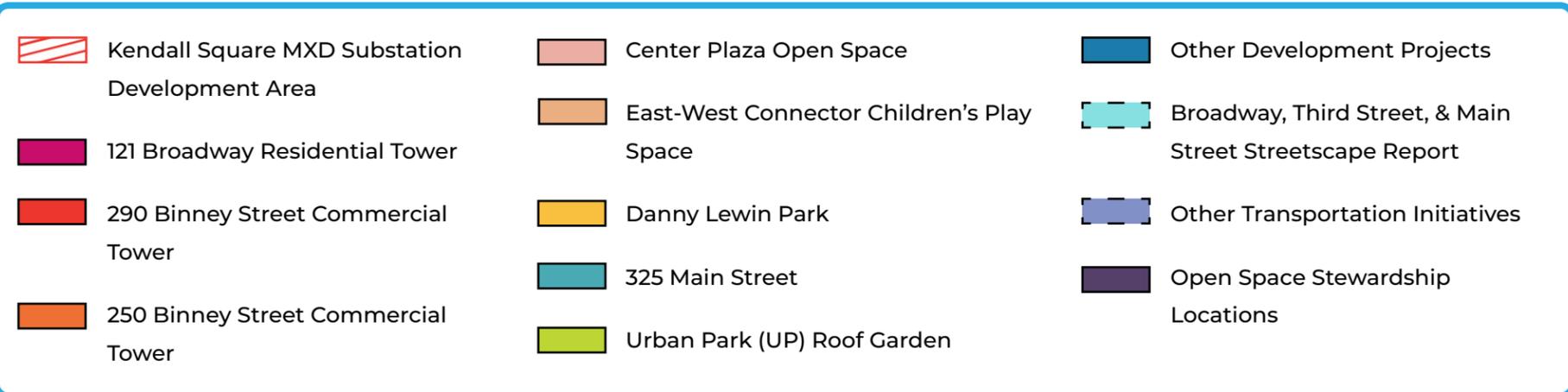
7
PUBLISHED
RFPS

1,216,322
SQUARE FEET OF
PLANNED DEVELOPMENT

4
RIBBON CUTTING
CEREMONIES

KENDALL SQUARE PROJECTS

The CRA continued its stewardship in Kendall Square in 2022. The CRA guided multiple development proposals through its Kendall Square Urban Redevelopment Plan Design Review process, which included renovations to existing buildings and new building designs. The CRA also continued its role spearheading various transportation initiatives and enhancing open spaces in Kendall Square. Learn more about our projects in the following pages.



KENDALL SQUARE MXD SUBSTATION DEVELOPMENT



Project Partners: BXP
Master Architect: Pickard Chilton
Year Started: 2019

Since 2019, the CRA has worked with Eversource and BXP in a public-private collaboration to relocate a new substation out of the East Cambridge residential neighborhood into an underground location within Kendall Square's MXD Parcel 2, supported by private commercial development.

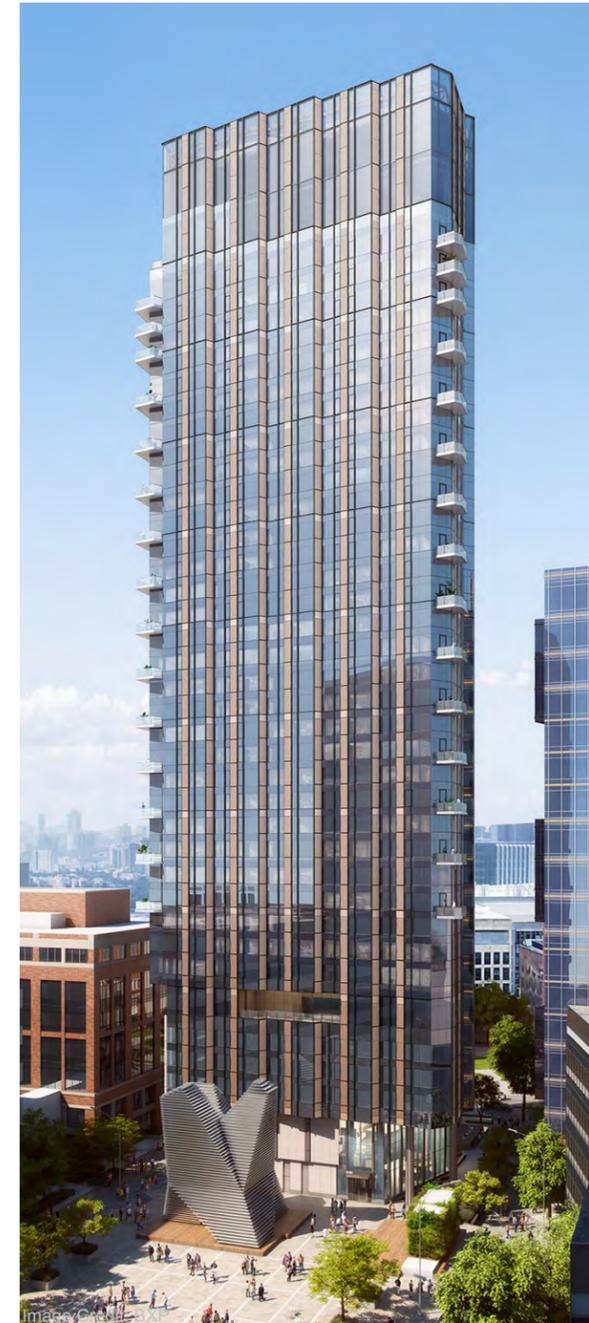
Additionally, Eversource began their application process with the Energy Facilities Siting Board (EFSB).

The substation's location in Kendall Square gained positive reception during public comment, and the project is expected to receive a decision from the EFSB board in 2024.

The development projects that facilitate the substation's relocation on MXD Parcel 2 made great strides in 2022. In April, the CRA Board and Cambridge Planning Board approved schematic design plans for the Parcel 2 buildings, including a residential tower located at 121 Broadway, a western commercial tower located at 290 Binney Street, and an eastern commercial tower located at 250

Binney Street. Following this approval, all buildings progressed through the CRA Design Review process, with each building receiving conditional approval for its design development phase. The developer and its design team have worked closely with CRA staff and the CRA Design Review Committee to refine specific design details.

121 BROADWAY



The residential building located at 121 Broadway (previously 135 Broadway) made great strides towards design completion. CRA staff approved the building's Design Development document set in June. The design review process has yielded an improved water feature located by Broadway's public sidewalk and the building entrance, changes to the façade's articulation on the floors closest to the building entrance, and a new family-oriented amenity space on the second floor. Of the building units' net square footage, 20% will be

Project Partners: BXP
Architects: Stantec, Lemon Brooke
General Contractor: Turner Construction
Year Started: 2019

affordable and an additional 5% will be middle income affordable.

290 BINNEY STREET

Project Partners: BXP
Architects: Pickard Chilton, Stantec
General Contractor: Turner Construction
Year Started: 2019

The future commercial tower at 290 Binney Street progressed through the CRA's design development phase and continues to move towards the next stage of design review.

Design development approval was granted on the condition that certain design elements continue to be discussed and refined ahead of construction document (CD) phase. The CRA continues to work with the developer to improve these details of the building's design. AstraZeneca announced their plans to lease the building and presented the CRA with design modifications that create a more dynamic entry area and a public collaboration space on the second floor. The building will also be home to a retail space that looks out onto Center Plaza.

Both 250 and 290 Binney Street will feature bird safe glass to prevent issues of bird strike, and building balconies will have significant landscaping elements to enhance the building's vibrancy and connection to nature.

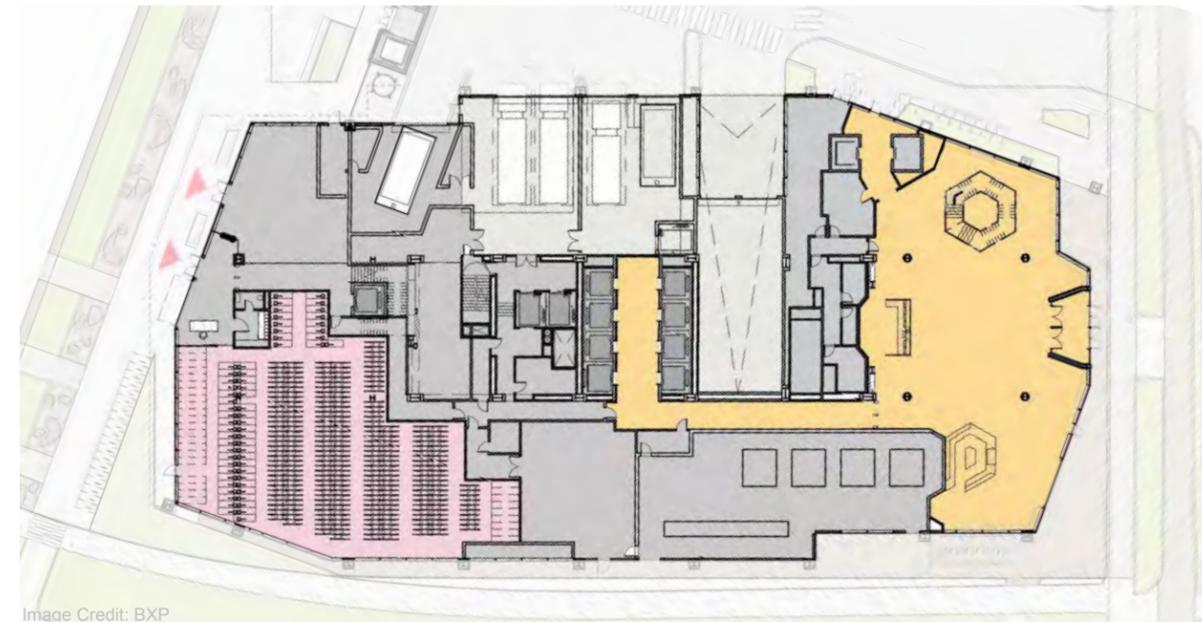


250 BINNEY STREET

Project Partners: BXP
Architects: Pickard Chilton, Stantec
General Contractor: Turner Construction
Year Started: 2019

250 Binney Street received design development approval through the CRA's Design Review process in 2022. Similar to 290 Binney, the development at 250 Binney received approval with the condition that certain design elements continue to be discussed and refined with input from the CRA.

The building's ground floor will feature a valet bike parking area and bicycle retail space facing Center Plaza serving the commercial and residential developments on Parcel 2. The ground floor design was modified to include a café retail space at the corner of Binney Street and the Kittie Knox Bicycle Path.



CENTER PLAZA

Project Partners: BXP
Architects: Stantec
Programming Consultant: Beiderman
 Redevelopment Ventures
General Contractor: Turner Construction
Year Started: 2019



Image Credit: BXP

Center Plaza is an open space that will exist on top of the Eversource underground substation at ground level and will be constructed after the underground project's completion.

In 2022, the CRA began its schematic design review for this new open space. As part of the project's community engagement efforts, an in-person open house was held in the fall on top of the existing Blue Garage roof. The event featured markings on the roof surface to indicate the real-life size of the future plaza and its fixed hardscaping based on the Eversource utility structures. Three design directions were shared with the public, each with a different programmatic focus. Further design development and design review is expected in 2023.



Image Credit: BXP



Image Credit: BXP

EAST-WEST CORRIDOR & PLAY SPACE

Project Partners: BXP
Architects: Sasaki
General Contractor: Turner Construction
Year Started: 2019

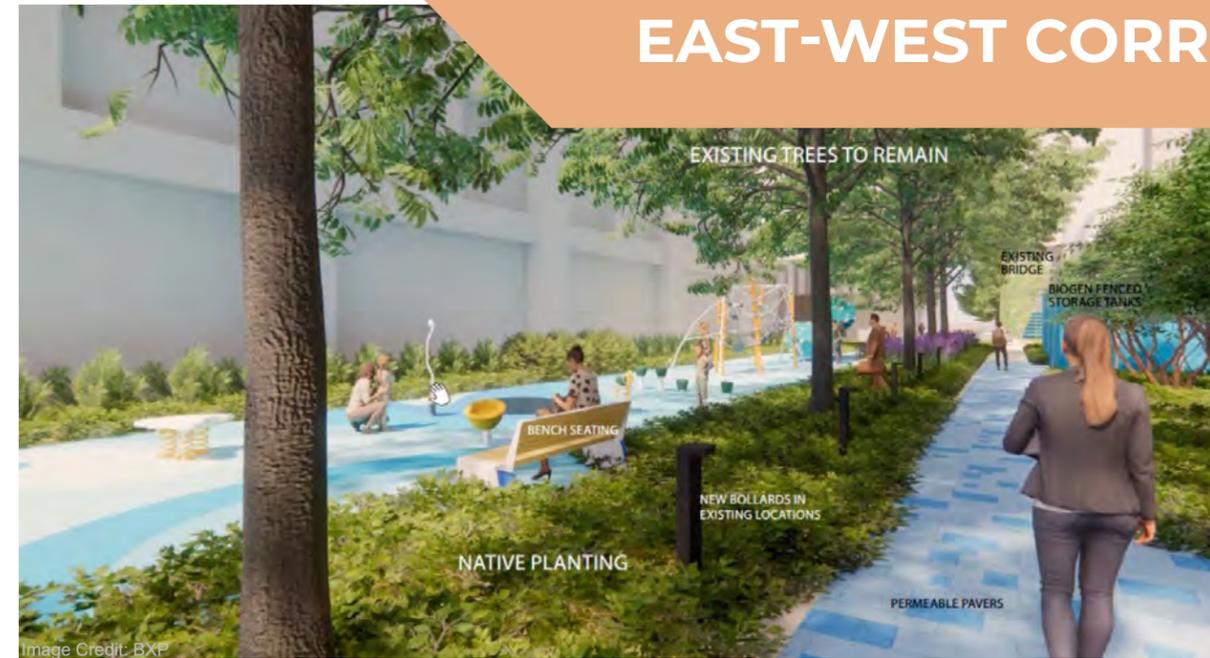


Image Credit: BXP

The area located between 105 and 115 Broadway, often referred to as the East-West Corridor, is an open space planned to be completed in tandem with 121 Broadway.

Plans for the space progressed significantly in 2022, which included design refinement of the boundaries between the space's walkway and children's place space, thoughtfully chosen landscaping and native plantings, and play equipment chosen for a variety of ages and abilities. The play space's color and pattern evokes the Broad Canal, which used to run through the area.



Image Credit: BXP

DANNY LEWIN PARK

Project Partners: BXP, Residence Inn
Architect: Mikyoung Kim Design
Funding Partners: BXP
Year Started: 2021

Renovations to Danny Lewin Park were first discussed in 2018 as part of a broader planning effort for the interstitial spaces of Ames Place within Parcel Three of the Kendall Square Urban Redevelopment Plan (KSURP). In early 2021, the CRA entered into a contract with Mikyoung Kim Design (MYKD) to re-envision the landscape plantings, fencing, seating, activation nodes, and pathways in the park, with an overall goal of making the space more welcoming and accessible. The CRA facilitated collaboration with the Residence Inn at 100 Broadway, owner of one-third of Danny Lewin Park, on their patio design to ensure cohesive park design.

The design team produced a concept plan in the summer of 2022 featuring a flexible lawn for outdoor activities or lounging, a garden nook for quiet seating, and a garden seating area with community tables for eating or group gathering. After going through the CRA Design Review process, the design was shared with



Image Credit: BXP

the community and received positive feedback. The CRA Board subsequently approved the design in June 2022.

Following the design's approval, the CRA received an updated patio design from Residence Inn, which allowed the project to proceed to Phase II. In the fall of 2022, CRA staff facilitated group meetings with BXP and Residence Inn to discuss the construction timeline and other design elements, such as paving and outdoor furniture.



Image Credit: BXP

325 MAIN STREET



After nearly three years of construction, BXP completed the commercial building at 325 Main Street in June. Google has leased all office floors and expects to complete internal tenant fit-out work in early 2023.

The completion of 325 Main Street represents a successful transit-oriented development with expanded retail and publicly accessible spaces. Along with completion of the building's structure, 325 Main Street includes a beautifully renovated Public Lobby providing through-block connections from Main Street to Pioneer Way, the Green Garage, and the future Kendall Public Market. Pioneer Way also reopened,

providing bathrooms and a wellness room for public use. An accessible second-level terrace connects Main Street to the Urban Park Roof Garden, providing better visibility and access to the newly renovated open space.

The building also includes three floors of retail space, which remain under construction and will open in early 2024. On the ground floor, BXP is collaborating with Commonwealth Kitchen (CWK), to create the Kendall Public Market. The market will be run by CWK, a nonprofit that supports local entrepreneurs to start and grow food businesses, with membership consisting



Image Credit: BXP

Project Partners: BXP, Google, & Commonwealth Kitchen
Architect: Pickard Chilton, Stantec, & Lemon Brooke
General Contractor: Turner Construction
Year Started: 2019

of 75% BIPOC-owned and 70% women-owned establishments. Kendall Public Market will provide entrepreneurs with commercial kitchen space and up to eight food stalls in the heart of Kendall Square.

The MIT-Coop will also move back into the 325 Main Street building, taking space on the ground and basement levels. BXP is currently seeking a tenant for the second-floor retail space and is working with the MBTA to construct a new inbound Kendall Square headhouse.

UP ROOF GARDEN



Image Credit: BXP

Project Partners: BXP
Landscape Architect: Lemon Brooke
General Contractor: Turner Construction
Property Manager: BXP
Year Started: 2020



Image Credit: BXP

The Green Garage Roof Garden, formally renamed as Urban Park (UP), reopened to the public on June 27 after two years of construction. BXP hosted a ribbon cutting celebration on September 15, which was well attended by CRA and City staff, CRA Board Members, and public officials including the Cambridge Mayor and City Manager.

Urban Park is designed to be welcoming and inclusive to the public. It is directly accessible to Kendall Plaza through a second level terrace and staircase

connection facilitated by the 325 Main Street building reconstruction. The park features a number of amenities including a pickle ball court, a large video screen and stage for movie nights and events, playful art structures, seating area with an outdoor kitchen, fire tables, and a community garden space. Since June, BXP has programmed the space with publicly accessible and free events including cooking classes, a concert series, and exercise and yoga classes.

OTHER DEVELOPMENT PROJECTS

300 BINNEY STREET



Image Credit: BXP

Project Partners: BXP
Architect: Stantec, Sasaki, HGA
Year Started: 2022

300 Binney Street was originally approved by the CRA in 2009 and completed in 2013 as an office building. Due to changes in market demand, BXP proposed renovating 300 Binney Street for use as lab and office space for the Broad Institute.

The CRA worked with the BXP to guide the plans through the KSURP design review process. The

project calls for removing the existing two-story walkway between 125 Broadway and 300 Binney, reopening an east-west pedestrian path between the two buildings, and connecting Galileo Galilei Way to the future Center Plaza. This reopened corridor will receive landscape enhancements including paving, seating, and new trees and shrubs. The CRA sees the building's modification, especially a new and improved lobby on Binney Street, as an opportunity to enhance the structure's architectural character and strengthen the building's connection to the public realm.

125 BROADWAY



Image Credit: Biogen

Project Partners: Biogen
Architect: SMMA
Year Started: 2022

Biogen proposed installing new tanks with decorative perforated metal panel enclosures between 125 Broadway and 145 Broadway, north of the east-west pedestrian path, occupying approximately 500 square feet on the 125 Broadway property. The CRA

is working with Biogen and the City to ensure that an installation of these tanks can be protected from the public while also providing a visually satisfactory appearance.

75 AMES STREET

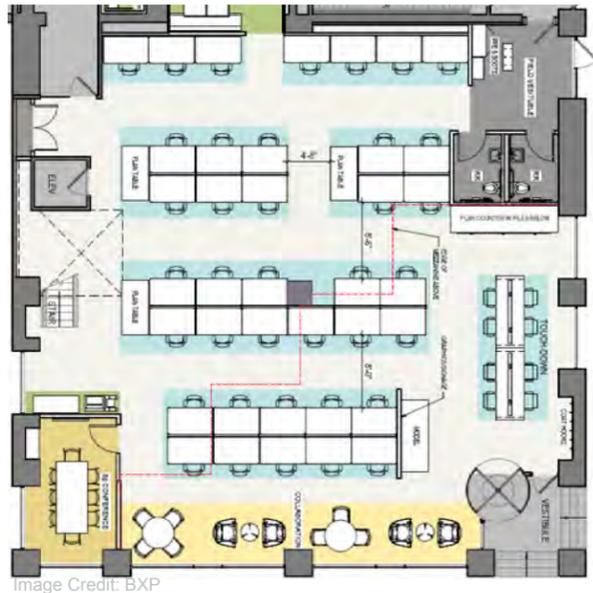


Project Partners: Broad Institute
Architect: Ellenzweig
Year Started: 2020

The CRA has worked since 2020 to assist the Broad Institute with their efforts to convert 14,000 square feet of the existing mechanical space (M1) in the Stanley Building located at 75 Ames Street into usable office space. The Broad submitted Design Development Documents, Construction Documents, and material samples for the M1 Project to the CRA in September

2022. Following internal review, the CRA approved the final design elements of the 75 Ames Street M1 Project. The project also received approval as a Minor Amendment to their Special Permit from the City of Cambridge in October.

90 BROADWAY



Project Partners: BXP
Year Started: 2022

In preparation for the substantial amount of construction work associated with the Kendall Square MXD Substation Development, BXP entered into a memorandum of understanding (MOU) with the CRA to obtain a temporary change of use at 90 Broadway. The MOU will allow the former retail space to be used as a field office until the development's construction is complete, when the space will then be returned to retail use.

The site will display information to the public on the development's progress, including digital screens and a scale model of the project. The adjacent sidewalk will be furnished with seating and mobile retail to activate the area during the temporary change of use.

STREETSCAPE REPORT: BROADWAY, THIRD STREET, & MAIN STREET



Since 2017, the CRA has been developing a coordinated streetscape network throughout the Kendall Square area. In 2022, the CRA published a report with conceptual streetscape designs for Broadway (Ames Street to Galaxy Park), Third Street (from Galaxy Park to Binney Street), and Main Street (from Vassar Street to Galaxy Park). The designs established in the report encourage continuity among any future streetscape reconstruction in the Kendall Square area. The goal is to connect existing and planned streetscape infrastructure while holistically incorporating the region's vision of a multi-modal transportation network with context-specific amenities

and landscaping.

BROADWAY

Concepts for Broadway will narrow the road to reduce pedestrian and bicycle crossing distances and improve visibility of all road users. The sidewalk on the north side of the street will move further north, allowing for raised separated bike lanes between the street's trees and the curb. The mid-block crossing in front of the Marriott will be moved east to allow for a new median opening and left turn lane at Fifth Street. A new mid-block crosswalk will also be added to the west of the Green Garage entrance to connect the new street

Project Partner: City of Cambridge
Consultant: Sasaki, HDR
Year Started: 2019

proposed by MITIMCo's Volpe development.

THIRD STREET

Third Street will gain raised protected bike lanes on both sides of the street which will connect to the existing separated bike lanes on Binney Street to the east and the planned bike facilities on Binney Street to the west. Wherever possible, on-street parking will



CHARACTER/PRECEDENT IMAGES FOR THIRD STREET



CHARACTER/PRECEDENT IMAGES FOR MAIN STREET, OPTION 3

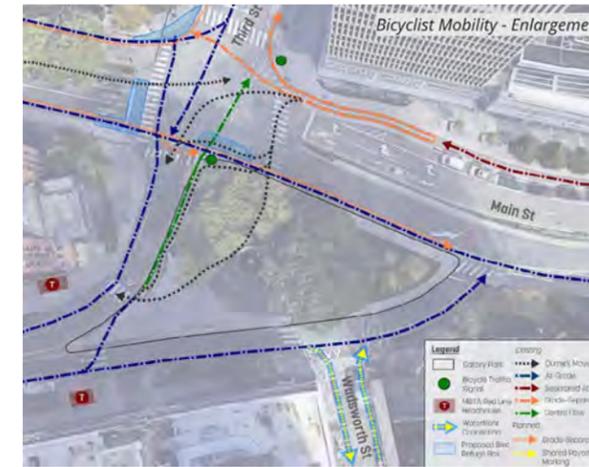


OTHER TRANSPORTATION INITIATIVES

GALAXY PARK STREETScape DESIGN

Project Partners: City of Cambridge, BXP
Consultant: Sasaki, McMahon Associates
Year Started: 2022

Most sections of the Broadway, Main Street & Third Street Streetscape Plan will be reconstructed by entities other than the CRA, as streetscape improvements are often included as mitigations for large-scale development projects. As the CRA owns Galaxy Park's Broadway frontage, the CRA progressed a portion of the proposed concept design from the streetscape plan. This project includes a section



of land along the southern edge of Broadway north of Galaxy Park, the point of Galaxy Park, and the intersection of Main Street and Broadway heading eastbound towards the Longfellow Bridge. The CRA has hosted meetings with members of a Working Group to discuss initial concepts for the area's streetscape and a portion of the park's design. The concepts include two versions of separated bicycle facilities along Broadway, a raised crosswalk at Main Street's eastern terminus at Broadway, and various design options to enliven the eastern portion of Galaxy Park.

GRAND JUNCTION TRANSIT FEASIBILITY STUDY

Consultant: WSP, Inc.
Year Started: 2022

As part of the KSURP Development Agreement for the Kendall Square MXD Parcel 2 Substation and Development Project between the CRA and BXP, BXP agreed to fund a study to investigate the feasibility of future rail transit service along the Grand Junction. The study seeks to identify feasible options for a rail transit service along the Grand Junction rail line, evaluate issues related to corridor right-of-way, provide



service characteristics (vehicle technology, stations served, frequency), and estimate potential ridership. This includes analysis for three different potential transit modes (commuter rail, urban rail, and/or light rail/shuttle), as well as assessing various equipment types, depending on mode. The study will conclude with a technical memorandum summarizing each operational alternative and provide approximate "order of magnitude" costs for each option. This study began in the fall of 2022 and is expected to be complete in the summer of 2023.

be maintained between the raised separated bike lane and travel lanes. As was heard through public input during the project's public engagement meetings, there may be a need to provide pick-up and drop-off locations in place of some of the street's parking spaces.

MAIN STREET

Design concepts for Main Street considered two sections of the street separately. The first section stretches west of Ames Street to Galileo Galilei Way. The proposed streetscape design includes protected one-way bike lanes on each side of the street. The street's existing median would be removed to allow for

the new bike lanes to be installed without significant impact to the existing parking and trees.

The second section, east of Ames Street, between Ames Street and Galaxy Park, presented a more dynamic design challenge. Three streetscape design options were developed to accommodate bicycle facilities while still addressing the street's need for convenient bus service, pedestrian access to Kendall Plaza and the MBTA Headhouse (entrance), customer and loading access to the ground floor retail and restaurant uses, and vehicular access to the south side of the street. These options include traditional protected bicycle lanes, a center two-way bike lane

down Main Street's median, and a more artistic "slow street" option that uses design to slow down traffic, which allows cyclists and vehicles to safely share the street rather than providing dedicated space for each. Discussion around the three options for Main Street east of Ames revealed further study is needed to finalize a design direction for the western portion of Main Street.

KITTIE KNOX BICYCLE PATH & SIXTH STREET WALKWAY



The Kitty Knox and Sixth Street Walkway remain a well-used multi-use corridor in Kendall Square and a link to the East Cambridge neighborhood. At the start of the year, the Kitty Knox bike path was closed and the pedestrian walkway rerouted to accommodate utility and stormwater construction on Broadway. Taking advantage of the bike path's closure, BXP repaved the path surface with pervious asphalt, removing the path's previous Flexipave material. It is

ANNUAL TRANSPORTATION REPORT

Study Consultant: VHB
Year Started: 1994

As part of the CRA's KSURP reporting requirements, the CRA prepares a multi-modal transportation data report annually for Kendall Square. While the CRA postponed data collection due to construction and COVID-19 transportation impacts last year, 2022

marks a return to the more robust datasets that have been collected in the past. This year will be the first time a full set of transportation related observations will be collected by the CRA in Kendall Square since the COVID-19 pandemic began. Additionally, many development and construction projects are presently underway in the area, which impact traffic patterns at specific observation sites compared to previous

KSTEP COMMITTEE

Partners: City of Cambridge, MassDOT, MBTA, BXP
Year Started: 2018

The Kendall Square Transit Enhancement Program (KSTEP) is a transit fund established to fund projects that improve or expand transit capacity in Kendall Square. The CRA provides fiduciary support to the

fund and administrative staffing for the working group Committee, which is composed of members from the CRA, the City of Cambridge, MassDOT, the MBTA, and BXP. After completing a bus shelter and bus priority study in Kendall Square in 2021, the KSTEP committee continued to meet in 2022 to brainstorm ideas for future project proposals. A few of these ideas are being targeted for further development in 2023,

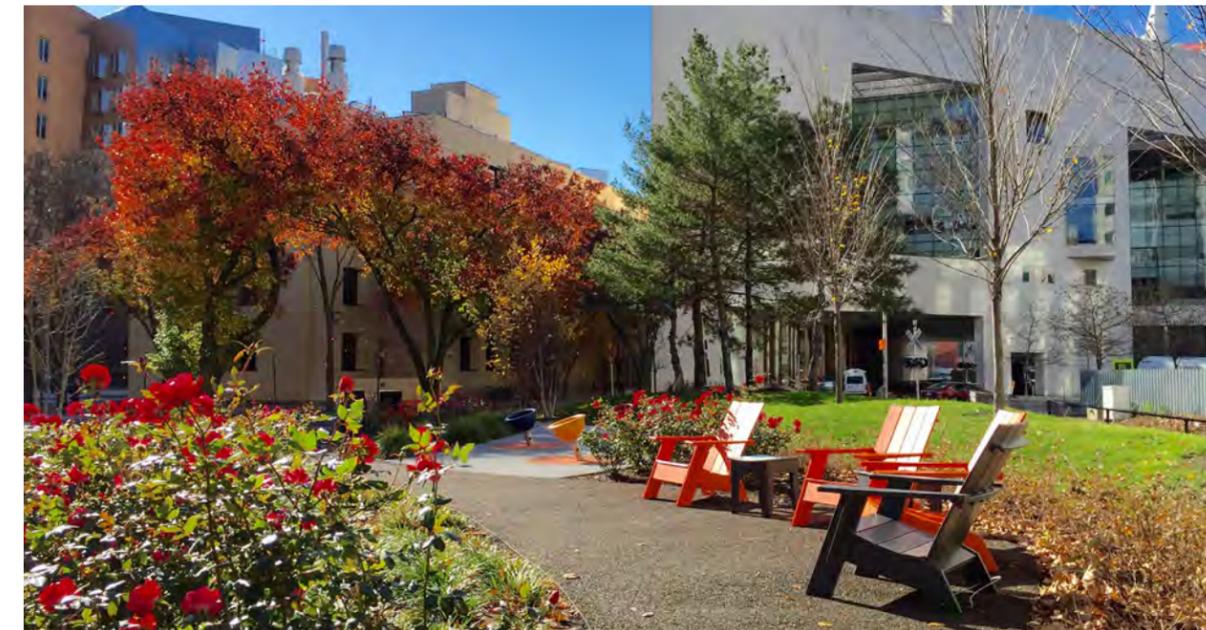
expected that this new surface will wear better during the winter months, while still providing necessary water infiltration for stormwater resiliency and tree health.

years. The CRA expects this year's findings to be impacted by these overarching conditions and expect to see changes in the area's circulation patterns and in observed curbside activities.

including proposals to enhance the EZ Ride Shuttle through supporting operations or extending the service route further north to Chelsea.

As of December 2022, the KSTEP fund had \$6,678,485.97 in its investment portfolio and \$22,216.09 in monetary assets.

OPEN SPACE STEWARDSHIP



Property Manager: CRA
Year Started: 2016

After a hiatus, Food Trucks returned to Parcel 6 in the spring of 2022. The site hosted the Nada Truck and Gourmet Kreyòl. The planters were filled with day lilies and other perennials salvaged from the green space in front of the Blue Garage. The mini urban park continues to be enjoyed as an outdoor dining spot.

Grand Junction Park and pathway had no major renovations in 2022.

SIGNAGE & PUBLIC ART PROJECTS

POPS SIGNAGE

Project Partners: City of Cambridge, BXP

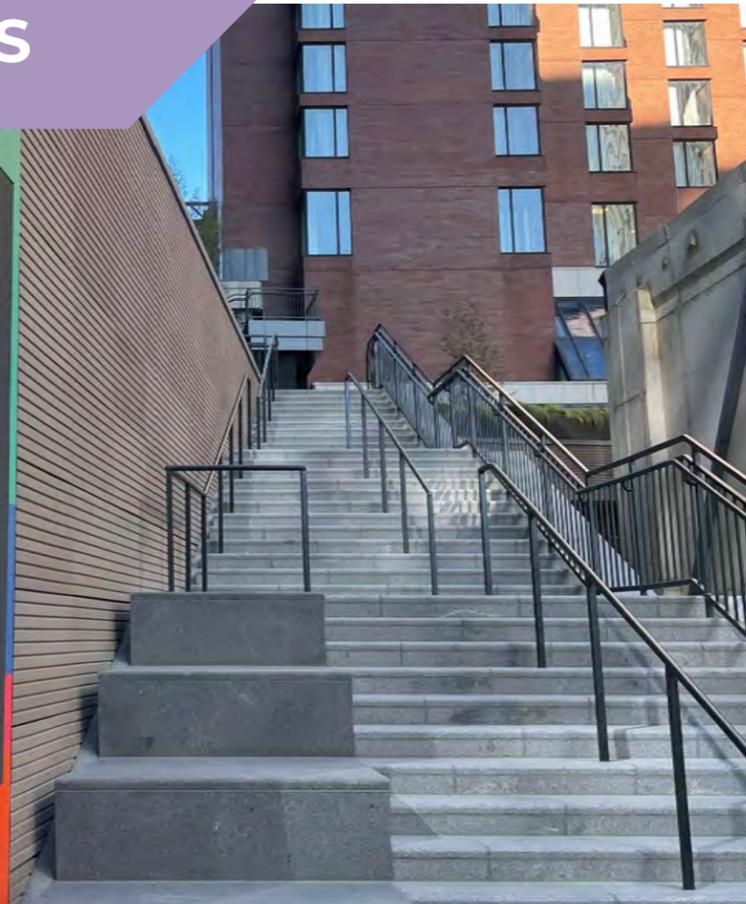
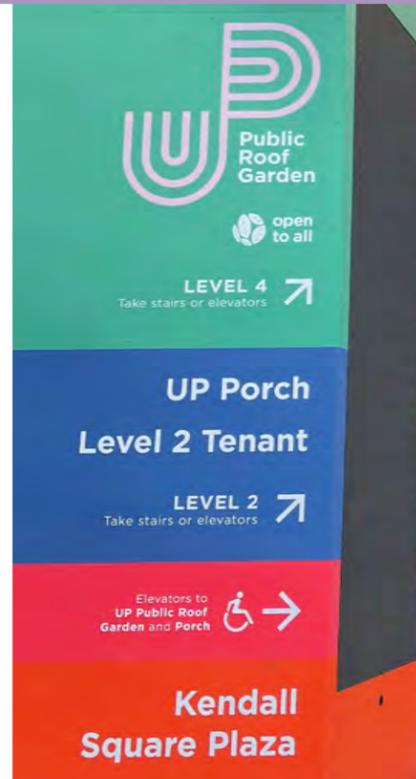
Project Manager: CRA

Year Started: 2022

In the fall of 2021, the CRA, in collaboration with the city, created the Privately Owned Public Space (POPS) logo to help clarify the role of POPS to the public through clear and consistent branding and make the spaces more known, equitable, and welcoming to all.

In 2022, staff focused on developing POPS signage guidelines to provide direction for creating effective and informative POPS signage. The Graphic Composition includes an easy-to-use style guide outlining the brand identity, typefaces, color palette, and examples of the designed elements. The implementation guide consists of guidance on POPS signage as a new standalone sign or addition to an existing sign, as well as placement and materiality of the sign. The guidelines were completed in the fall of 2022 and shared with Kendall Square property owners.

BXP has since implemented the signage around the 325 Main Street building, and MIT has included it in its Welcome Center.



open
to all



Image Credit: Broad Institute



Image Credit: Broad Institute



Image Credit: Broad Institute

BROAD DISCOVERY CENTER

Project Partners: Broad Institute

Architect: Cambridge Seven

Year Started: 2022

In the fall of 2022, the Broad Institute of MIT and Harvard (The Broad) launched a free, public, active educational space called the Discovery Center on the first floor of 415 Main Street. The Center showcases interactive exhibits focused on psychiatric conditions, cancer, infectious diseases, heart disease, diabetes, and rare genetic conditions. CRA staff worked closely with The Broad to activate the space by assisting and approving signage for the Center. In November of 2022, the CRA Board approved a permanent window design signage aimed to attract visitors to the Discovery Center and enliven the exhibit's street side.

PUBLIC ART

A number of exciting art installations have been completed in Kendall Square this year, including murals and sculptures. In June, BXP and the Community Art Center (CAC) unveiled the “Changing Lives, Changing Future,” a mural design by CAC’s Teen Public Art Program.

BXP has also completed five additional art installations as part of the 325 Main Street Wayfinding and Art Master Plan. These include the “Find Joy” and “Hearts” sculptures on the Kendall Roof Garden by Creative Machines, the “Wondrous Traveler” geometric applied metalwork shapes on the Social Stair by Silvia López Chavez, as well as other murals on Pioneer Way, the Roof Garden, and on Broadway.



Image Credit: BXP



Image Credit: BXP



Image Credit: BXP



Image Credit: BXP

CITYWIDE PROJECTS

The CRA is proud of its projects throughout the City of Cambridge. The CRA's work supports projects ranging from building renovations to transportation planning and affordable housing design. See where our projects are located and learn more about each in the following pages.



-  The Foundry
-  99 Bishop Allen Drive
-  The Margaret Fuller Neighborhood House
-  Rindge Neighborhood Connectivity & Multi-Use Path
-  Bolton Street Townhomes
-  Kendall Square Redevelopment Area



THE FOUNDRY

Project Partners: City of Cambridge,
The Foundry Consortium
Architect: Cambridge Seven
General Contractor: WT Rich
Property Manager: TSNE / Foundry
Consortium
Funding Partners: City of Cambridge,
Mass Cultural Council
Year Started: 2013

After over a decade of planning, design, and construction, the Foundry at 101 Rogers Street opened its doors to the public this year. In partnership with the City, the CRA supported the development and final fit-out of the Foundry renovation. The \$46 million project transformed the historic landmark, built of brick and timber in 1890, into a contemporary facility filled with performance spaces, maker spaces, studios, office spaces, and kitchen facilities designed to facilitate collaboration across creativity and innovation. The building meets the City's sustainability goals with a full electric HVAC system and an extensive solar array on the roof.

The CRA also supported the creation of the Foundry Consortium to operate the arts and education



Image Credit: Foundry Consortium

community spaces on the ground floor and to manage the office spaces upstairs. The Foundry Consortium began public programming in the fall, which launched with a multi-day, community-wide celebration. The Foundry has already hosted dozens of dance classes, various performances, regular STEM education programs, mixed media art workshops, cooking classes, and community meetings of all sizes.

The Foundry is a Demonstration Project designed to model a unique form of public-private partnership to redevelop a property and deliver a public asset that would not have been possible through private or public efforts alone. The operating model provides financial support for the management of the building and promotion of community programs through revenues generated by the office tenants on the upper floors.



Image Credit: Foundry Consortium

Those tenants also utilize and collaborate with the community spaces below. Three office tenants moved in over the summer.

The formation of a nonprofit operator allows the CRA to steward the facility and its operating mission while delegating day-to-day management and programmatic decisions for the community space – allowing the

creators, innovators, and educators of the community room to do what they do best.

The CRA also facilitates the Foundry Advisory Committee to help oversee the execution of the community's vision for the building and guide its programmatic evolution in the years to come.



Image Credit: Foundry Consortium



Image Credit: Foundry Consortium



Image Credit: Foundry Consortium



Image Credit: Foundry Consortium



Image Credit: Foundry Consortium



Image Credit: Foundry Consortium



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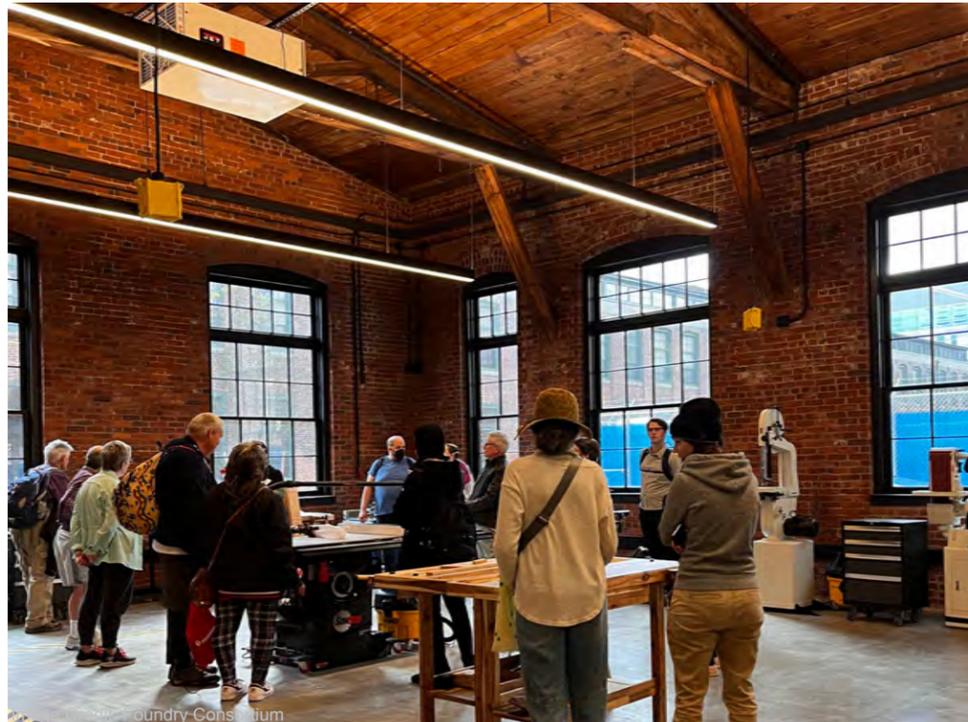


Image Credit: Foundry Consortium



Image Credit: Foundry Consortium

99 BISHOP ALLEN DRIVE

Project Partners: Building tenants
Architect: STA
General Contractor: GVW
Property Manager: TSNE
Funding Partners: City CPA,
 MassDevelopment, Cambridge Trust
 Bank
Year Started: 2018



Image Credit: Allegra Boverman

99 Bishop Allen Drive celebrated its much anticipated grand opening with a ribbon cutting ceremony on March 23, 2022. In attendance were Louis DiPasquale, City Manager; Sumbul Siddiqui, Mayor; Kathleen Born, Chair CRA Board; Conrad Crawford; Vice Chair CRA Board, Margaret Drury, Secretary CRA Board; tenants of 99 Bishop Allen; and community members. There was an open house for members of the public to see the renovations and improvements.

In the first year of full operations, 99 Bishop Allen was fully occupied. It increased its net rental area by converting some common area space into tenant space. The building welcomed Loop Lab as its newest tenant.

While major construction was completed in December 2021, Staff were actively engaged in the punch list items throughout 2022. Due to supply chain disruptions, final lighting, select safety alarms, and solar panel installation remain to be completed.

The tenants held their first group meeting to discuss their satisfaction with the new improvements and suggestions for further improvement. The CRA and its

property management partner, TSNE, are committed to enhancing the tenant experience so that the valuable work of the dedicated non-profit community at 99 Bishop Allen continues and thrives.



BEFORE



AFTER RENOVATIONS



Image Credit: Allegra Boverman



Image Credit: Allegra Boverman

MARGARET FULLER NEIGHBORHOOD HOUSE



Project Partner: Margaret Fuller Neighborhood House
Architect: Studio G
General Contractor: OPM - Socotec
Project Consultant: Stone Soup
Funding Partners: City CPA, BMR
Year Started: 2018



Working under a Cooperation Agreement with the Margaret Fuller Neighborhood House (MFNH), the CRA continued to advance a mixed-use project at 71 Cherry Street.

The project seeks to apply the value of an undeveloped parking lot to reinvest in the capital assets of the MFNH, strengthening the MFNH's long-term sustainability and enabling it to enhance its community programs. The project will also assist the

CRA in developing affordable home ownership units for the community. The project includes a renovation of the historic Margaret Fuller House, a new addition, and eleven new affordable condominiums.

The CRA conducted a needs assessment of the historic house, and a preliminary cost estimate for the renovation and addition. Based on this analysis, the CRA received \$500,000 of funding through the Community Preservation Act towards the renovation.

The CRA held meetings with the City to refine the conceptual plans for the affordable housing and has drafted new agreements to advance the project into the next phase of development.

RINDGE NEIGHBORHOOD CONNECTIVITY & MULTI-USE PATH



Project Partners: Just-A-Start, Schochet Companies
Project Consultant: Gamble Associates, Copley Wolff Design Group, & Nitsch Engineering
Year Started: 2020

Companies parking lots, an east-west path along the southern boundary parallel to the MBTA right-of-way, and a connection to the DCR/MassDOT-owned pedestrian stairway alongside Alewife Brook Parkway.

To further study these multi-use path concepts, CRA staff procured landscape design and civil engineering consultants to assist with community engagement and path designs. In the fall, the CRA Board approved hiring Copley Wolff Design Group and Nitsch Engineering to lead the project.

In 2023, the CRA looks forward to conducting robust engagement with Rindge neighborhood residents, community groups, and adjacent landowners. The goal is to understand their local connectivity priorities, design features and preferences, and to help assess ways to bring the improved connectivity vision to fruition.

In 2022, the CRA continued its collaboration with Just-A-Start (JAS) to consider connectivity improvements on their Rindge Commons property. The CRA's work with JAS progresses the vision and recommendations outlined in the CRA's 2020 Rindge Neighborhood Connectivity Report by Gamble Associates.

This planning effort built off a number of general city planning efforts in the area, and the report studied opportunities and constraints of an open space

vision and ways to enhance connectivity to and from the Rindge neighborhood. Specifically, the CRA worked closely with JAS to consider connectivity and open space as part of their Rindge Commons infill development project at 402 Rindge Avenue. In 2022, the CRA established a Letter of Intent (LOI) agreement with JAS to pursue an option to acquire public easements along the Rindge Commons site to create public multi-use paths. Path connections could include a north-south pathway between the JAS and Schochet

BOLTON STREET TOWNHOMES

Project Partner: Triad Alpha Partners
Architect: R&B Design Architecture
Year Started: 2022

The CRA is partnering with Triad Alpha Partners to deliver a new affordable homeownership project on Bolton Street in Neighborhood Nine. Triad Alpha Partners offered to lease 6,000 square feet of land to the CRA that would enable the CRA to fulfill a portion of its affordable homeownership commitment made as part of the MXD Zoning Amendment. The parties executed a term sheet in December 2022.

The CRA plans to deliver affordable townhome units that offer generous layouts for families, advanced environmental features, and other compelling amenities. In early 2023, the parties will begin community outreach and technical studies to advance the project through the City's regulatory process and develop enhanced design plans.



Image Credit: Triad Alpha Partners



Image Credit: Triad Alpha Partners

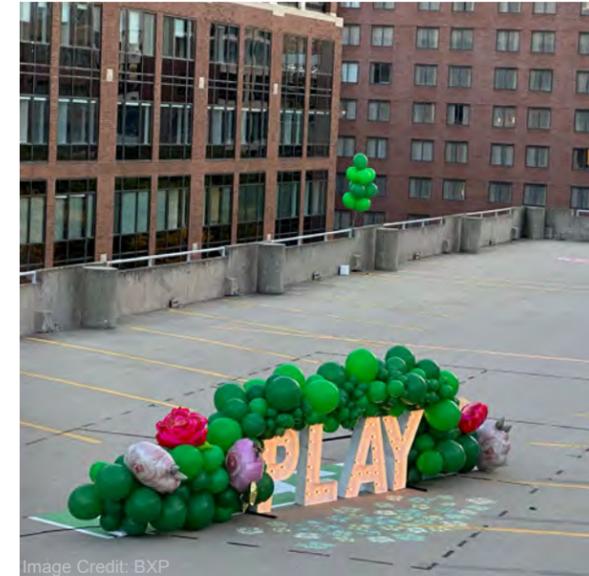
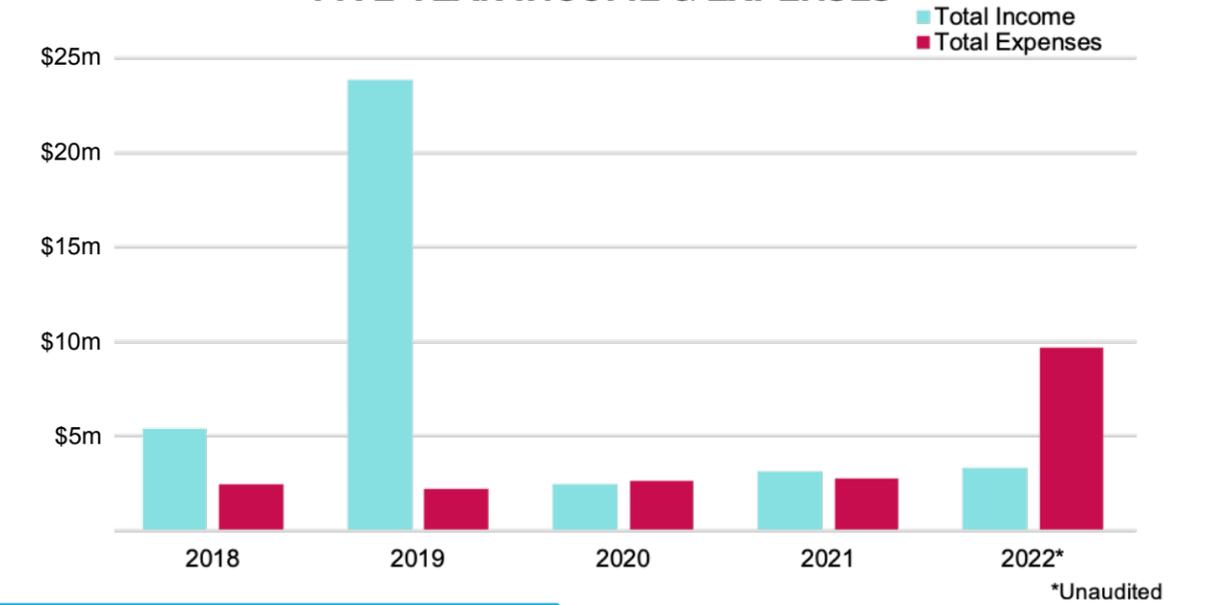


Image Credit: BXP

FIVE-YEAR INCOME & EXPENSES

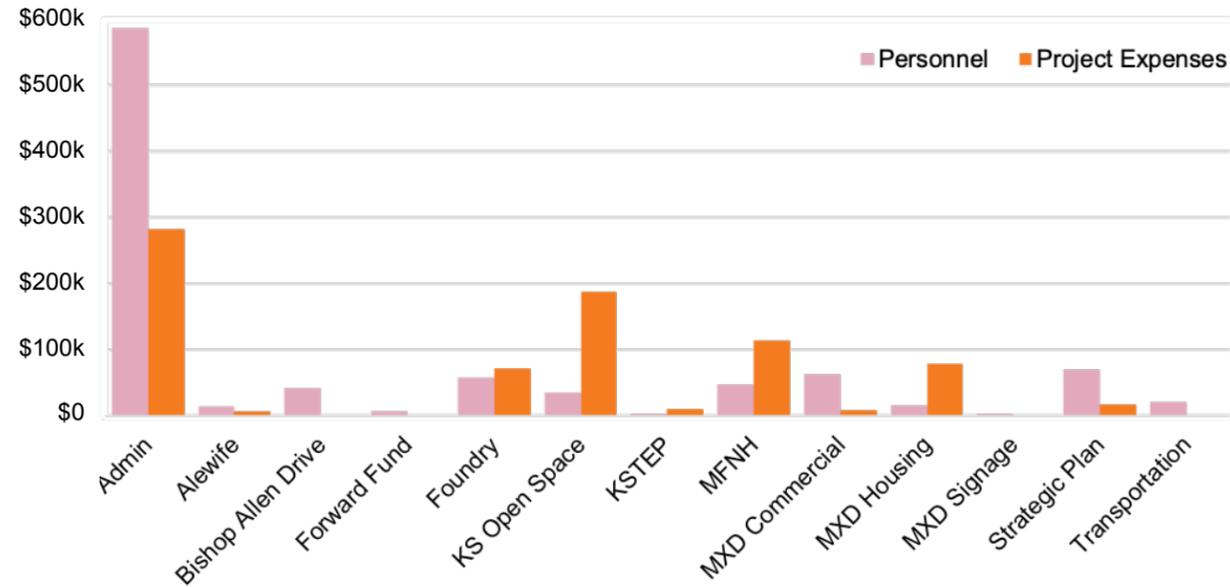


FINANCIAL REPORT

The CRA's primary revenues are from the sale of development rights in the KSURP area. Thus, revenue fluctuates with development and construction activities in the KSURP area. In 2022, the Broad Institute received their permit for their mechanical to office space conversion project resulting in a receipt of \$1,422,000 for the sale of development rights.

The CRA earns revenues from licensing fees from various utility and construction companies for maintenance and staging use on CRA-owned land. The CRA also collects rental income from tenants at 99 Bishop Allen and the Foundry. In 2022, total income from rent and license agreements was \$974,344.

PROJECT EXPENSE ANALYSIS



The 2022 CRA investment income was \$67,082. Morgan Stanley continues to manage the CRA's assets using a 30% bond and 70% equity allocation. The income supports the CRA's current operations and future planning activities. Restricted funds held for KSTEP are also managed by Morgan Stanley using a similar 30/70 allocation. The restricted Foundry funds remain at Cambridge Savings Bank in a money market account. New operating accounts were opened for Foundry operations and reserves.

The second and third amortization payments on the 5-year Zero-Interest Covid-19 loans were collected in 2022. A total of \$335,826 was received, reflecting the total amortizations and repayment of the loans. Total

income in 2022 from operations and investments was \$3,306,043.

The major areas of CRA's expenses are Personnel, Office Management, Professional Services, and Redevelopment Investments. Total expenditures in 2022, including redevelopment investments, were \$7,395,310.

For the Foundry project, a total of \$5,000,000 was paid to the City of Cambridge toward construction costs. The CRA provided \$175,000 for furniture, fixtures and equipment for the community spaces and maker spaces. In addition, \$578,000 was provided for operator support to staff the Foundry Consortium.

In 2022, the 99 Bishop Allen building had its first full year of operations post-renovations. Operating income was \$661,438 and total operating expenses, including financing, were \$583,294.

The 2021 financial audit was completed by Roselli, Clark & Associates. The report made a recommendation regarding the funding of the OPEB liability, which is under consideration in the new strategic plan.

INCOME

	ACTUALS	BUDGET
Rental/Licensing	\$974,344	\$844,000
Sale of Development Rights	\$1,422,120	\$1,000,000
Investment Income	\$67,082	\$500,000
Other Income	\$842,497	\$0
TOTAL INCOME	\$3,306,043	\$2,344,000

EXPENSES

	ACTUALS	BUDGET
Personnel	\$888,420	\$1,155,000
Professional Services	\$739,028	\$2,185,000
Redevelopment Investments	\$7,395,310	\$4,640,000
Office Administration	\$439,912	\$385,000
Property Management	\$196,196	\$439,000
TOTAL EXPENSES	\$9,658,866	\$8,804,000
NET INCOME	(\$6,352,823)	(\$6,460,000)

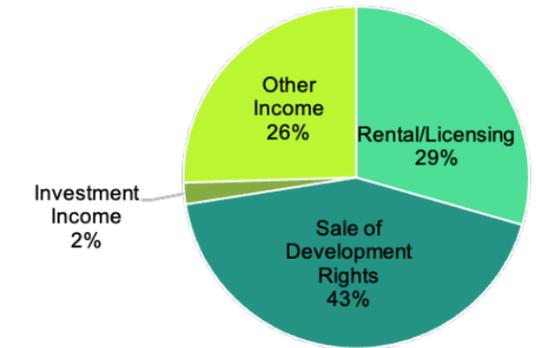
STATEMENT OF FINANCIAL POSITION

	2022	2021
Assets	\$58,726,906	\$65,765,063
Liabilities	\$6,841,503	\$8,290,151
Net Assets	\$51,885,403	\$57,296,868
Liabilities & Net Assets	\$58,726,906	\$65,587,019

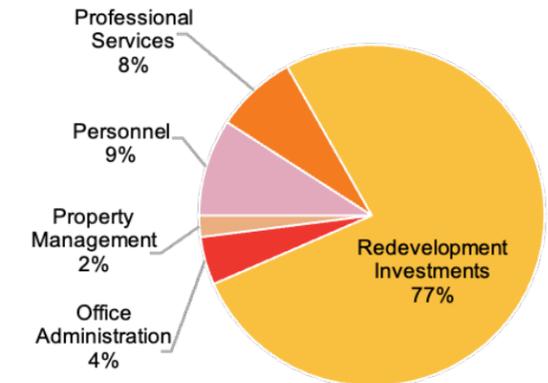
STATEMENT OF ACTIVITIES & CHANGES IN ASSETS

Operating Revenues	\$3,238,961	\$311,500
Operating Expenses	\$9,658,866	\$2,541,960
Operating Income/(Loss)	(\$6,419,905)	(\$2,230,460)
Non Operating Income/(Loss)	\$67,082	\$2,591,393
Net Income (Loss)	(\$6,352,823)	\$360,933

2022 INCOME



2022 EXPENSES





INTERNAL OPERATIONS

The slate of Board members remained unchanged during 2022. At the City Council meeting on October 3, 2022, Kathleen Born was unanimously reappointed to the Cambridge Redevelopment Authority (CRA) Board. CRA Board members are active members of the Cambridge community: Ms. Born is chair of the Charter Review Committee, Conrad Crawford is a member of the Climate Resilience Zoning Task Force, and Margaret Drury sits on the Board of the Cambridge Neighborhood Apartment Services (CNAHS Board).

Board meetings remained virtual throughout 2022 following a law signed on July 16, 2022, which extended the expiration of the provisions pertaining to the Open Meeting Law to March 31, 2023. The Zoom virtual meeting platform was used to provide public access to these meetings.

STRATEGIC PLAN

The CRA's Strategic Plan provides an expanded vision of the organization's potential positive impact for the Cambridge community. The Plan takes into account the CRA's recent growth, ten years after reforming itself with a new board and staff in 2012-2013. Similar to the 2014 Strategic Plan, the approach places the vision and mission at the center, supported by four areas that need to be balanced to sustain a strong organization: external activities, internal operations, financial considerations, and learning, growth, and engagement. The strategic planning work has been developed with CRA Board, staff, and the Strategic Advisory Group through many different work sessions

beginning in February 2021. It is expected to reach completion in March 2023.

The mission and vision statements reflect the context within which the CRA works in the City of Cambridge. It also defines the important role the CRA fulfills as a real estate entity working in the public interest and working in collaboration with partners. Identified strategic priorities highlight: the CRA's important stewardship obligations in Kendall Square; creative development opportunities that advance the mission; initiatives related to economic opportunity and climate change adaptations that foster alternative means of mobility;

and improved parks and streets that contribute to high quality compact development. A central concern of the CRA is that programs and spaces foster a sense of belonging for all residents and workers in the city. Throughout the planning process, the CRA has been implementing changes to enhance its management structure as it becomes a larger organization with greater financial resources and substantial long-term obligations.

STRATEGIC ADVISORY COMMITTEE

The CRA's Strategic Advisory Group (SAG) was formed in late 2021 to help inform priorities in the Strategic Plan and guide the Plan's implementation. Through a multi-step process, the CRA selected twelve members representing neighborhoods across the City and a wide diversity of lived experience, skills, and talents. The SAG is advisory to the Executive Director and has been established initially for a one-year term to advise in relation to the Strategic Plan. The members bring knowledge from many areas, including experience with nonprofit administration, supporting small businesses, and affordable housing. Most importantly, SAG members also bring leadership and deep connection with communities whose voices are less heard in public processes.

Collectively, the group helps deepen the CRA's relationship with the Cambridge community. To help enhance the group's knowledge of the CRA's work, CRA staff organized and facilitated a tour in October for SAG members to visit various project sites in Kendall Square. The group also provided input on the Strategic Plan so far and offered guidance on projects to prioritize in the future.



STAFFING DEVELOPMENT

Throughout 2022, CRA staff continued working in a hybrid capacity with most employees working remotely two days per week. Similar to other organizations across the Commonwealth, the CRA experienced staff turnover and welcomed new team members, including Project Planner Cecelia Cobb, Director of Projects and Planning Kyle Vangel, and Senior Asset Manager Matthew Heller-Trulli. In addition, the CRA engaged Rainmaker Consulting to assist the CRA with its staffing development.

Throughout this time of personnel movement, all projects remained active and showed considerable progress. Staff have continued to discuss ways to better incorporate diversity, equity, and inclusion in staffing practices, in Board education and development, and in CRA policies and programs. These efforts will also be incorporated into the Strategic Planning process.

PROCUREMENT

In 2022, the CRA issued RFPs for:

- expanded information technology services related to increased staffing and project volume,
- design services related to the construction of a multi-use pathway over the future public easement area of the Rindge Commons Project,
- financial auditing services for fiscal years 2021-2023,
- landscaping maintenance services for CRA-owned open spaces in Kendall Square,
- snow removal and de-icing services of CRA-owned open spaces in the Kendall Square area and its 99 Bishop Allen Drive building,
- design services for minor building modifications at the Foundry Building, and
- tree planting services related to enhancing the East Cambridge neighborhood's tree canopy.

LOOKING FORWARD

The work of the CRA is set to continue to grow beyond Kendall Square while also undertaking the launch of the MXD's largest mixed use construction project. The CRA will further the evolution of its administrative systems while finalizing its multi-year strategic planning process in 2023.

2023 PRIORITIES

KENDALL SQUARE URBAN REDEVELOPMENT PLAN

- Complete reconstruction of Danny Lewin Park
- Begin construction of 121 Broadway Residential Tower
- Begin construction of 290 Binney Street and Substation Vault
- Complete Schematic Design of Center Plaza
- Oversee substantial construction of Kendall Public Market
- Conduct Rail Transit Feasibility Study of Grand Junction Corridor
- Complete Schematic Design of Galaxy Park Streetscape Redesign

CAMBRIDGE CITYWIDE PROJECTS

- Restart Forward Fund
- Stabilize Foundry financial model
- Secure Special Permit for Bolton Street Townhouses
- Complete design and development agreement for Margaret Fuller Neighborhood House
- Complete Phase 1 of the Rindge Connectivity Schematic Design
- Facilitate additional real estate opportunity for affordable housing
- Launch East Cambridge tree planting program

INTERNAL ADMINISTRATION

- Finalize Strategic Plan
- Invest in DEI training and action items
- Launch project management workflow system
- Reconfigure office space
- Create asset management system
- Initiate archive digitization
- Establish long-term financial management plan



Image Credit: BXP



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