

Board Packet of Supporting Materials

Meeting of October 19, 2016

i. Agenda

1. Draft Minutes of the Summer Meeting of the Board on August 24, 2016
2. Draft Minutes of the combined Meeting of the CRA Board and the Planning Board on September 20, 2016

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5. Kendall Square Transit Enhancement Program Memorandum of Understanding
 6. CRA “Bring Your Own Device” Mobile Phone Reimbursement Policy
 7. Monthly Staff Report to the Board
 8. Quarterly Financial Report

(Document numbering altered to reflect agenda item numbers)

NOTICE OF MEETING

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

**Design Review Sub-Committee Meeting
Wednesday, October 19, 2016 at 4:00 PM**

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

MEETING AGENDA

The following is a proposed agenda containing the item to be presented at the meeting:

Presentation: Schematic Design Proposal for 145 Broadway, MXD District of the Kendall Square Urban Renewal Plan

Discussion

Adjournment

**Regular Board Meeting
Wednesday, October 19, 2016 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 August Meeting of the Board on August 24, 2016 **
2. Motion: *To accept the minutes of the combined Meeting of the CRA Board and Planning Board on September 20, 2016 **

Communications

Reports, Motions and Discussion Items:

3. Update: Foundry Demonstration Project Plan (Mr. Evans)
4. Update: MXD Infill Development Concept Plan Review (Mr. Evans)
5. Presentation: Kendall Square Transit Enhancement Program Memorandum of Understanding (Mr. Evans) *

Motion: To approve the Memorandum of Understanding regarding the Kendall Square Transit Enhancement Program, Kendall Square Urban Renewal Plan

6. Presentation: CRA “Bring Your Own Device” Mobile Phone Reimbursement Policy (Ms. Shore) *

Motion: To approve the “Bring Your Own Device” Mobile Phone Reimbursement Policy and integrate this policy into the CRA Personnel Policy

7. Report: Monthly Staff Report to the Board (Mr. Evans) *
8. Report: Quarterly Financial Update (Ms. Shore) *

Other Business

At 7:30 PM, the Board will convene in executive session for the purpose of discussing the terms of the Cambridge Center Development Agreements. Conducting the discussion in open meeting may have a detrimental effect on the negotiating position of the CRA with the designated redeveloper. 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/

Regular Board Meeting
Cambridge Redevelopment Authority

Wednesday, August 24, 2016, 5:30pm
Robert Healy Public Safety Center / Cambridge Police Station / Community Room
125 Sixth Street, Cambridge, MA

DRAFT – SPECIAL SUMMER BOARD MEETING MINUTES

Call

CRA Chair Kathleen Born called the meeting at 5:38pm. Other Board members present were Vice Chair Margaret Drury, Treasurer Christopher Bator, Assistant Treasurer Conrad Crawford, and Assistant Secretary Barry Zevin. Also present at the meeting were Executive Director Tom Evans, Ellen Shore, and Carlos Peralta, Jason Zogg, Liz Pongratz, Kathryn Madden and Taha Jennings from the City Manager's office.

The CRA Office Manager recorded the meeting.

Public Comment

Mr. Stephen Kaiser noted that the major streets of the urban renewal plan for Kendall Square, with the exception of Main Street, are included in the urban street design document. He suggested that Binney Street needs more focus on bicycle traffic and the curb structure needs to be totally redone to bring it down to two lanes as stated that there is no need for four travel lanes. He noted that similar street narrowing is being done at Government Center, however not as innovatively. On the NPC that was sent to MEPA, there was no new information on transit. He added that his complaint at the last meeting regarding the additional one million square feet was addressed by correcting a typographical error of an additional "zero." The number was fixed to read 92,000 square feet, rather than 920,000.

Regarding transit, he mentioned areas of progress on transit – the CRA's EIR which was approved by MEPA, the Governor's statement in December to increase capacity on the Red Line, and an agenda item on the next Control Board's meeting for short-term improvements on the Orange and Red Line. He said that bureaucracy is finally responding.

He added that Mr. Bob Kiley had died and summarized his fascinating life. Mr. Kaiser added that although this man started with no mass transit experience, he made tremendous impacts in the field.

Ms. Heather Hoffman said that the urban design states that trees will be saved. While valuing the London Plane trees, she requested that the crab apple trees on the medium could also be saved, as their blooming season is a wonderful anticipated sight. The Soofa signs intrigue her. She appreciates the information that will be available but given all the existing signs (such as for-rent, menus, etc.), this is more clutter on the streets, especially on Third Street.

Regarding the Foundry, she said that the proposal misses what the zoning says which is that the whole building should be used for the community. When the decision was made to make the building a community asset rather than sell it, the arts community and other similar entities expected a higher occupancy presence in the building. The original zoning stated 20,000 square feet, not 10,000. The City Councilors changed this without any community discussion. The arts community is the reason why this building is being redeveloped. Their service should not be lost to making money.

Ms. Jess Flynn, a past Binney Street resident, is in favor of safe, environmentally sound multimodal transit with the ultimate goal of social equity in the community.

Ms. Katie Friedman, a resident and a Charles River Watershed Association (CRWA) employee, noted that the CRWA submitted a comment letter on the Notice of Project Change for the Kendall Square Urban Renewal Project (KSURP) Amendment. The concerns relate to the district-wide storm water management approach and compliancy with the phosphorus and bacterial maximum daily loads. She valued using permeable pavement. She would like to better understand the calculations used behind the engineering to see how the proposed infiltration system will reduce levels by 65%. She would like more information on how the Sixth Street storm management system fits into the regional plan.

Mr. Evans stated that work is being done with DPW on the Binney streetscape design and the open spaces in the area. DPW, CDD and the CRA will be looking at the development proposal and how it deals with onsite mitigations. Mr. Evans encouraged all to attend the Yawkey Gallery on the Charles River exhibit at the Museum of Science.

There were no other requests to enter a comment.

The motion to close public comment was unanimously approved.

Minutes

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

Ms. Born stated that the Board is trying to expedite the meeting because a Board member needs to leave by 8 p.m.

There were no comments on the minutes.

The motion to accept the minutes of the Regular Meeting of the Board on July 20, 2016 and place them on file was seconded and unanimously approved.

Communications

2. Certificate of the Secretary of Energy and Environmental Affairs on the Notice of Project Change, Kendall Square Urban Renewal Project Amendment #10, EEA Number 1891, August 5, 2016 *

Ms. Born congratulated everyone who worked so hard on this project. Mr. Evans looks forward to working with the Board and the City on the MOU for the transit portion as well as incorporating any environmental issues in the upcoming review of the Infill Development Concept Plan.

The motion to place the letter on file was seconded and unanimously approved.

Reports, Motions and Discussion Items

3. Presentation: KS Foundry Development Partners

Motion: To tentatively designate KS Foundry Development Partners (CIC/Graffitto SP/ Hacin + Associates) as the Development Entity for the Foundry Redevelopment Project, subject to the approval of the City Manager and successful negotiation of a sublease.

Ms. Madden said that this was a big milestone in a long process.

Ms. Born noted that Deborah Ruhe, a Foundry Advisory Committee (FAC) member, was present.

Ms. Madden summarized the project. The RFQ process was worked through in 2015 and an RFP was issued to five teams. In the end, one submittal was received by CIC / Graffito / Hacin + Associates. This submittal was fully and thoroughly evaluated by the Foundry Advisory Committee and the Foundry Evaluation Committee which consists of CRA and City staff. There was a nonfinancial review, a financial review, an interview, and a public presentation by the team. CIC / Graffito /Hacin was asked to do a recap of their public presentation.

Using a PowerPoint presentation, Mr. Brian Dacey, President, Cambridge Innovation Center (CIC), summarized the proposal. He said that the Foundry could be a civic gem for the City. The approach and ideas they are suggesting could become a national model for this type of facility. He definitely visions the arts in the building. The team's task is balancing the varying interests while having the building support itself financially. He said that they have brought other places to life and are up to this challenge.

He noted that CIC has been in Cambridge for sixteen years building an innovation community. It has grown into Boston, and other cities nationally and internationally. CIC has created partnerships throughout. They want to activate the Foundry building and build community. Ms. Alex Sear, Property Administrator at CIC, summarized the in-depth public presentation that was done in July 2016. She spoke about managing the Foundry and bringing it to life with programs, shared spaces and high quality resources offered to the community. Mr. David Downing, speaking on behalf of Mr. Jesse Baerkahn who was unable to attend, noted that Graffito has been bringing small businesses, especially community-minded ones, to Kendall Square and other parts of Cambridge for the past decade. They are passionate about forming great relationships and partnerships in the community and focus on creating place. Mr. David Hacin, Principal, Hacin + Associates said that his company has been in Boston for twenty-five years doing work with historic resources and adaptive reuse with an eye towards innovation. He said that the building has many beautiful attributes and it also has challenges. He mentioned other similar projects. Hacin was involved with District Hall in the Seaport, which is a truly public civic space. He noted that the Foundry has a Basilica structure with wings on other side. He mentioned creating outdoor spaces with the wings and that the right wing could be transformed into a front porch. He wants to reinvigorate the historic building with modern exciting elements. He noted dropping the Assembly Space to make it more flexible for various programming as well as inserting pods to allow simultaneous programming. Ramps and stairs will be added so that the space is accessible to all.

Mr. Downing added that the ground floor and basement are truly community oriented although all spaces are available for community usage. The Assembly Hall section is a double-height space for larger gatherings and art-oriented functions, such as theatre and musical performances. The Community Pod is 100% dedicated for community. The various sized Interior Pods are meant for meetings, workshops, informal gatherings, etc. The downstairs Maker-space changes the limited parking area into something more functional for continuing education, workshops and workforce development. The heartbeat of the ground floor is the Community Kitchen, which services the building and benefits community. The vision for the Gathering Space and Colonnade is open space for mixers, art installations, and little carts. It is connected to the outdoor space and the Exterior Garden.

Mr. Downing noted breaking up the space allows it to be flexible and inclusive. There is the understanding that this proposal might change while negotiating occurs. He explained a formula for allocating community usage. Each space has a percentage of time that is dedicated to community use. Based on these calculations the Foundry Building at 86,936 square feet would give 19.3% of it towards community usage. Mr. Dacey explained the financing. The City of Cambridge and the CRA have contributed \$775,000 and \$14 million is needed in equity investment. The debt financing would be \$14,683,014 and the project cost is about \$36 million. The financial documents submitted support these numbers.

Mr. Dacey mentioned that although the Foundry is in East Cambridge, they believe it will be a citywide asset. There are terrific opportunities with the building but there are tremendous challenges finishing off the design and construction. Financing is an unknown until the next stage. The income level should attract investors but there are issues for people who are refinancing this, for example, the inability to sell it and no one wants to foreclose on the City of Cambridge if this doesn't work. He thanked everyone and he would be honored to proceed.

Mr. Madden noted that Mr. Mark Tang and Ms. Folakemi Alalade, two other members of the FAC, had joined the meeting and emphasized the committee's valuable contribution to the process. She added that at this point, the goal should be to pick a Foundry development partner. The team has not been allowed to change their drawings or proposals and they cannot go forward without an approval. There are many things to discuss in the sublease, which was estimated to take at least three to four months. She emphasized that both the FAC and Foundry Evaluation Committee and CRA staff recommend that this team move forward. She added the City Manager's approval will still be needed as well as a successful sublease negotiation.

Mr. Evans asked if any FAC members would like to comment, which was declined by those present. Mr. Evans noted that a prescriptive legal protocol was followed ensuring that the FAC had its own voice into the process and that the Evaluation Committee was meeting separately to converge the decisions. This will continue to be the case with the FAC, advising the City Manager and the CRA, as the process moves forward for the programming and the design and particularly the monitoring of the project. With the shared-use concept, it is very important to create a governance structure whereby the development team's plan can be monitored and reported on to ensure that the community goals are met, and evolving if needed, throughout the 50-year lease. This demonstration project becomes an interesting model within the state, and nationally, for merging public interests and private development which have assets that are fluid between the two.

Mr. Crawford suggested using definite language to reflect community access and ownership. In regards to Mr. Dacey's comment on "foreclosing on the City of Cambridge," Mr. Crawford is curious to see the language used for the collateral discussions. Mr. Dacey said that there are public programs and sources that can help address that. He also thinks there are institutions that want to help so there might be untraditional underwriters involved. There are some equity sponsors with similar views and he is anxious to explore these scenarios.

Ms. Madden noted that the memo written by the Foundry Evaluation Committee embodies many questions.

Ms. Drury appreciated the video of the public presentation since she was unable to attend. She thought the explanation of the time and space formula was very helpful. Creating a governance plan and monitoring it will be a challenge but she wants to see this work. The Foundry Evaluation Committee memo was very useful and she had similar concerns regarding the use and replenishing of the CRA's Reserve Fund. She thanked everyone involved in.

Mr. Bator noted that this is a complicated project and he is grateful to all for the work that has been done. He then asked the team to describe the most complicated financial challenge in getting this project underway. Mr. Dacey noted that having CIC as a guaranteed tenant on two floors committing to a multimillion long-term lease is an important factor in underwriting the project. They are also counting on event activity and programming revenues to help support the project financially. Their model has a high ratio of equity to debt, because lenders have expressed concern and may be reluctant to finance a publicly owned building with a relatively short ground lease (30 years), since there would be no collateral. They will need to find financial partners that support the mission to make the project work.

Mr. Barry Zevin noted that the Foundry project is not only about programming but primarily exists because of the physical building. He said that the proposed scheme perpetuates the problems of the previous incarnation of the Foundry--workspaces with little light and view produced by low ceilings and very wide floor plates. He added that, while the architect stated admiration for the Basilica form of the Foundry and showed a slide containing a beautiful two-story space in Denver featuring abundant light from high clerestory windows, the actual plans do not show such a design to be plausible with the Foundry. Mr. Dacey stated that he respects much of what is there but the volume issue affects a workable economic situation. He continued that the team wants to create a lively, light-filled building because any other way would cause the project to fail. Mr. Zevin would like to see the building opened up between floors. Mr. Hacin first noted that it is early in the planning process and that previous modifications to the building foreclosed potential possibilities from a historic renewal point of view. He suggested thinking about creating

a space that has new qualities that are surprising and exciting, rather than re-creating a previous character that existed. He added that exploration has been done to bring light to the lower floors.

Ms. Born noted that with the completion of the neighboring building on Third Street, the Foundry building will be hidden from the street view so bringing people to the building will require visual clues on Rogers Street. She suggested tying the building programmatically or thematically to the park on Rogers Street. Mr. Crawford added that improvements to Rogers Street in general would benefit the Foundry.

Mr. Cathy Watkins, of the DPW, noted that shared streets are being done in other parts of the City and doing this for the Foundry can be part of a conversation. Mr. Evans added that the CRA and City staff have been coordinating with Equity Residential, who has a project next door, regarding shared street resources on Rogers Street, which is a private street. Ms. Born stressed to Ms. Watkins the importance of a presentable appearance of the Equity building facing the Foundry. She added that the rental tenants of the Equity building must also understand that the Foundry building will have events with many people, lights and music.

In response to Ms. Born, Mr. Evans stated that as proposed, the Foundry project would need some kind of zoning relief for parking, which would be requested with a special permit. Ms. Born was pleased that the proposal came from an experienced local team. Mr. Hacin added that the City of Boston's involvement contributed to the success of District Hall which has many of the same goals as the Foundry.

The motion to tentatively designate KS Foundry Development Partners (CIC/Graffito SP/ Hacin + Associates) as the Development Entity for the Foundry Redevelopment Project, subject to the approval of the City Manager and a successful negotiation of a sublease was moved and seconded.

A roll call was taken.

Ms. Bator - yes
Ms. Drury - yes
Ms. Born - yes
Mr. Crawford - yes
Mr. Zevin - no

The motion carried 4 to 1.

Mr. Evans stated that updates will be provided. Mr. Evans did note that more discussion is needed with respect to the level of CRA staff involvement in the project.

4. Update: Interim Use of Foundry Side Yard for Temporary Dog Run

Mr. Evans explained that the City Council has needed a dog park for years in East Cambridge. At some point, this might become a component of the Rogers Street Park but there is a current need for a temporary spot. The City would like to use the area next to the Foundry, basically formalizing what is already happening. The DPW would add signage and trashcans. There would be an understanding that this would end if there were issues with the dog park, the Foundry project or the Equity project next-door. The Equity project is currently undergoing soil remediation.

Mr. Taha Jennings, from the City Manager's office, emphasized that this is a temporary measure relating to a City Council's order this summer for permanent off-leash opportunities in East Cambridge which is part of the open space planning process.

The timeframe for the park would go through October. Since there is a fence already there, this would not have major costs associated with it. Ms. Drury stated that people hate when their dog parks disappear. Mr. Bator stated that the signs would need to underline that this is temporary. Mr. Jennings noted that the temporary nature at this spot would not come as a surprise since the community expects construction at Foundry. Ms. Drury said that providing multiple short lasting areas is problematic for dog owners. Mr. Hoffman suggested calling it a pop-up dog park. Ms. Madden added that people are using it already as a

dog park so there is no need to do anything. Mr. Evans added that the fenced in area on the Binney Street parcel would most likely be used for snow management so this area was not available. The CRA could be asked to find another temporary solution after October.

Mr. John Hawkinson added that communication is extremely important even when ending a temporary use for whatever reason. Mr. Crawford added that unless the notion of a pop-up dog park can be managed and communicated well when it ends, he is also skeptical of a temporary solution. Ms. Born would rather not add more complications to the Foundry project. Mr. Evans noted that closing the area based on health and safety reasons are undisputable reasons to have the area closed down. Mr. Evans emphasized that until the sublease is signed, the City is managing the Foundry. There will be no money spent by the CRA. The DPW will create signs, get a trashcan, and empty the trash. Mr. Evans summarized by stating that staff will continue discussions with DPW and the City since it is important that when the sublease is signed, the rights for using the land are clearly understood by all. At that time or before, the plan for a different temporary dog park would be clearly articulated.

5. Presentation: Proposed Soofa Community Bulletin Board

Motion: To authorize the placement of a digital community bulletin board on CRA property in front of the Marriott Plaza along Main Street. (KSURP)

Ms. Sandra Richter gave a PowerPoint presentation and proposed a Soofa sign, a new form of a bulletin board, for the Kendall Square community. The name Soofa is derived from the first letters of smart urban furniture appliance but replaced the “u” to “oo.” The formal name of the company is registered as Changing Environments, dba Soofa, and founded out of the MIT Media Lab in May 2014. She spoke of her background. She sees a need to have products in the public realm that bring technology to the streets so that people will engage in conversations about smart cities. The company is located in Kendall Square and founded by three women. The company started with solar-powered Soofa benches with the intention of people communicating about the use of solar power. They are also monitoring the solar power usage. The benches are now located in 20 states in all-sized cities. Their next product relates to people communicating ideas and is a sign that shares information in three ways – transit information in real-time, events, and advertisements for small local businesses. The latter would pay for the sign’s existence. She showed a picture of a Soofa sign. It uses E-ink technology for its display, it can be solar powered, and it can be branded and used in wayfinding. It is designed to be lightweight, easy to install, and has a small footprint. A proposed location is close to the T station. She suggested having mixed-use content with changes to transit in real-time (updated every minute) and sponsored content that changes every 10 minutes, with a total of six daily content providers. These signs will not create light pollution. The cost is estimated to be \$12 per day. In exchange for using CRA property, they would offer the CRA 25% of the content free of charge. The content would need to be approved by Soofa. She envisions it taking at most three minutes for one to enter content. Soofa would like to prototype this concept in Kendall Square since it is close to their location and close to the T. From conversations with City personnel, Ms. Richter said that the Soofa sign would not require building permits due to the small size, electrical grid connections or drilling since it runs on solar energy, nor permits for local advertisements since it falls on the CRA’s MXD property and the installation is temporary. She proposed a six-month trial period and then a reassessment with the CRA Board. A map of four proposed locations was distributed.

Mr. Evans noted that the CRA owns the sidewalk in front of the Marriott since it hasn’t yet been transferred but noted that it will be transferred at some point. Ms. Cathy Watkins from the DPW agreed. However, the transfer transaction is complicated since the CRA gave Boston Properties a signage easement over the sidewalk. The CRA has jurisdiction in the MXD district. Ms. Watkins noted that advertising for bus shelters on private property required Board of Zoning Appeals approval. Ms. Richter will be meeting with the City to request a clause in the zoning to allow a percentage of advertising due to the community benefit of the transit screen and the special announcements. She added that the information is made for pedestrian traffic, which differs from the bus shelter advertising. There was a discussion about the advertising approval process for various mediums. Mr. Evans suggested that the Soofa sign would be offered instead of allowing the local restaurants to use sandwich boards. Ms. Richter has had favorable conversations with

nearby retailers on this topic. She mentioned healthy guideline content. Mr. Evans added that the restriction would be real estate contractual agreement rather than regulatory.

Ms. Richter said that the City intends to buy signs, initially for Porter Square with only City content and transit information. When the regulations are determined, advertisers would be added. Mr. Evans said that an initial MOU has been drafted with a fixed term with some content structure that would be revisited over the next 6 months. Ms. Born requested the agreement be un-assignable so that the sign and its location cannot be sold. Ms. Richter mentioned a clause that would allow the agreement to end if both parties weren't satisfied. Ms. Richter would like to install the sign in Kendall Square within two months. Ms. Born noted that the CRA Board has spent a lot of time on the Kendall Square Association wayfinding project and wondered why the Soofa signs shouldn't be combined or used as a replacement. It was noted that the lack of digital signs in Kendall Square is an issue. The KSA wayfinding has been in process for several years. The Soofa sign would be related with branding and color. Because of the transit information, its location would be near T-stations, bus stops and Hubways. To clarify, the Soofa signs would be located on the CRA sidewalk. The goal is to have it visible but not in the way. There was a pro versus con discussion about the location choices. Ms. Richter added that, to reduce costs, only one side has the E-ink display while the other side is branding. She added that these are prototypes being tested and changes could be made in the future. The Soofa signs will be bolted down. Ms. Watkins would like to see the details before speaking on the topic. Ms. Richter said that fixing the sidewalk, if the signs are moved, will be included in the agreement. In response to Ms. Born, the solar power collected by the signs might not be sufficient to add charging stations since it's needed to run the E-ink display. This can be reevaluated when data is collected after installation. The signs are made of power-coated steel. Mr. Zevin suggested keeping the metal off the ground by adding a layer that would protect the metal from salt and snow. Mr. Zevin also suggested using some type of digital security to prevent hacking. Ms. Richter added that they are also looking into supporting wifi.

Mr. Evans proposed a revised motion *to authorize the Executive Director to negotiate an un-assignable agreement for the temporary placement of a digital community bulletin board on CRA property in front of the Marriott Plaza along Main Street, condition on further coordination with the City (DPW).*

The motion was moved, seconded and unanimously approved.

6. Report: Transportation Planning and Streetscape Design for Binney Street, Galileo Galilei Way, and Broadway (Mr. Zogg)

Motion: To authorize the Chair to enter into a contract with Alta Planning + Design for transportation planning and roadway design services for Binney Street, Galileo Galilei Way, Broadway and corresponding intersections. (KSURP)

Mr. Zogg explained that a process was initiated to select an urban planning / transportation consulting firm to do a complete redesign of Binney Street/Galileo Way from the Third Street intersection, around the curve of Galileo Way to the Vassar Street intersection, including a portion of Broadway from the corner of Galileo Way to Ames Street. In agreement with DPW and TPT, a comprehensive concept plan is important for the City when dealing with multiple development projects. The goal is to have standard 25% level design drawings for all these streets to be implemented by potentially up to four different developers.

An RFP was issued on July 1st to ten transportation-specific firms. Five submissions were received and a walkthrough was done with these firms. A committee of staff from DPW, TP&T, CDD, and CRA, thoroughly reviewed the submissions. Alta Planning & Design was unanimously recommended for numerous reasons as stated on page 3 of Mr. Zogg's report, which is part of the Board's packet. Reference checks were made with favorable results. Alta's proposal is part of the Board's packet and is on the CRA website. Mr. Zogg introduced Mr. Tom Doolittle, from Alta's Cambridge office. Mr. Doolittle mentioned that Alta is partnering with McMahan Associates and HDR. Ms. Wilkins added that in addition to Alta's well-known progressive bike and pedestrian designs and planning, they also have a comprehensive team who will look at the entire realm of the public way.

Mr. Evans noted that the diagrams in the presentation are initial concepts to demonstrate the basic scope. Mr. Doolittle added that a primary goal is to create protected areas for bicyclers so that they don't get caught in vehicle turn movements. He noted that the proposal's cover shows a similar idea done in Salt Lake City. He added that the Broadway intersection is complicated by a bike path that's already been built and a railroad crossing. Ms. Watkins explained that the scope of this RFP is a 25% design, although the Alta team has the experience to go beyond that if needed. In response to Mr. Zevin, Mr. Dolittle confirmed that Alta was not involved with the contract documents of the Main Street construction project.

Mr. Evans suggested that a "not-to-exceed" number be added to the motion because the amount wasn't confirmed when the agenda was posted. Although the amount of \$295,000 is higher than expected, Alta is price-competitive with the other proposals. The Alta proposal has three add/alternates - redesign of Broadway between Ames and Galileo Galilei Way and if necessary additional survey work and traffic count. The City would like to propose a streetscape design regarding Broadway to Boston Properties for their comment as opposed to commenting on a proposal they might present to us.

The motion to authorize the Chair to enter into a contract with Alta Planning + Design for transportation planning and roadway design services for Binney Street, Galileo Galilei Way, Broadway and corresponding intersections. (KSURP), with a total contract cost not to exceed \$295,000 was seconded.

Mr. Evans said that the time period for the work is about 6.5 months.

A role call was taken.

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

The motion carried.

Mr. Kaiser fully endorsed the project. Mr. Evans noted that updates on the design would be reported in future meetings.

7. Update: KSURP Implementation Plan

Mr. Evans said that per the urban renewal plan amendment, staff agreed to create an implementation plan to notify the board and the public of what the CRA is doing in Kendall Square. This is work planned for the urban renewal project area containing projects lead by the CRA as well as those in which the CRA is involved. This is a living document that will come before the board regularly. It will be the basis for the annual report. CDD has received a version of this report.

Adjournment

The motion to adjourn the meeting was seconded and unanimously approved. The meeting was adjourned at 8:22 PM.

The next CRA meeting will be a joint meeting with the Planning Board on September 20th, at 7 pm, to discuss the MXD Infill Development Concept Plan.

Joint CRA Board Meeting with the Cambridge Planning Board
Tuesday, September 20, 2016, 7:00pm
City Hall Annex - Second Floor
344 Broadway, Cambridge, Massachusetts 02139

DRAFT - MEETING MINUTES

Call

The joint public hearing meeting was called at 7:07 p.m. by H. Theodore Cohen, Chair. CRA Chair Kathleen Born noted that the CRA is recording the meeting. The other four CRA Board members introduced themselves - Margaret Drury, Christopher Bator, Conrad Crawford, and the Commonwealth representative Barry Zevin. Also present were Executive Director Tom Evans, consultants Charles Redmon and Larry Bluestone, and staff members Carlos Peralta, Ellen Shore and Jason Zogg. The planning Board members introduced themselves - Tom Sieniewicz, Steven Cohen, Hugh Russell, Ahmed Nur. City Staff members were Jeff Roberts, Iram Farooq, Susannah Bigolin.

There was an update from Community Development by Iram Farooq. This information is not included as it was not specifically related to the work of the CRA. Due to the conflicting public meeting of the City Council regarding the City Manager selection, Ms. Farooq stated that no decisions will be made tonight so that those who could not attend this meeting would have the ability to comment.

Ms. Born did not have other CRA business to discuss other than that which was scheduled.

Mr. Cohen started the joint hearing on the special permit application case PB #315 for the property located at Kendall Center, at various street addresses including 145 Broadway, 250 Binney Street and 255 Main Street for which the applicant is Boston Properties Limited Partnership seeking special permits pursuant to Section 14.32.2, approval of Infill Development Concept Plan in the Mixed Use Development (MXD) District in Kendall Center for a proposal to Increase the Aggregate Gross Floor Area (GFA) in the district from 3,330,000 square feet to 4,273,000 square feet. This will involve constructing two new commercial buildings and two new residential buildings, demolishing two existing commercial buildings, and converting the use of floor area in some existing buildings in a manner that affects whether or not it is included in the calculation of GFA, and associated sites in public space improvements.

Ms. Born noted that the CRA goal is to assess the adequacy of the submission in meeting the objectives and criteria of the Kendall Square Urban Renewal Plan (KSURP), which the CRA just amended.

Mr. Michael Cantalupa of Boston Properties agrees to go forward with the hearing although only five Planning Board members were present. Mr. Roberts gave an overview of the case as this is the first time that the Infill Development Concept Plan (IDCP) for the MXD zoning district is being considered by the Planning Board. This hearing is proceeding as noted in the new zoning as interagency design review, a process held jointly by the CRA Board and the Planning Board. Under the Planning Board's jurisdiction, the application is for a planned additional development within the district beyond the base zoning limitations of the district. The base is currently three million square feet of development, whereas the IDCP authorizes development above that figure. There are similar criteria to that of a planned unit development review but the procedures are somewhat different. A project review special permit under Article 19 zoning is still required. The CRA has jurisdiction under the Kendall Square Urban Renewal Plan to approve the IDCP in accordance with the zoning adopted in December 2015. The approvals are separate as the roles and decision making of the CRA Board and the Planning Board are different.

Mr. Evans noted that the first public meeting he attended with the CRA Board was also a joint meeting with the Planning Board to discuss the strategic planning process of the CRA. He is pleased to now be discussing the evolution of the CRA's role and governance in the design review process which has been

reflected through the zoning process to date. The urban renewal plan, amended in 2015, required a long process outside the zoning which involved state and MEPA review and approval. This IDCP project has gone through an evolution via City zoning and state and MEPA review. This is not the same massing configuration initially in the MEPA process but it is approximately the same square footage. He also noted that the intent for further growth is intended to have a stringent public review forum before both the CRA and the Planning Board. For the past two years, there has been considerable outreach done through community engagement and the MEPA process and this plan reflects this.

Mr. Michael Cantalupa of Boston Properties explained the project. Boston Properties submitted two documents – one for the IDCP and one for 145 Broadway, which is the first phase of development. The IDCP has five major elements in it – four new buildings and an existing building which will accommodate the innovation space. The bulk of development is on the north parcel at Kendall Center. Boston Properties has assembled four teams for the project. Sasaki is the masterplan architect and the designer of the innovation space proposed at 255 Main Street. Pickard Chilton is responsible for the corporate build-to-suit of the building at 145 Broadway. SCB will design the two residential buildings on the North Garage at 135 Broadway) and Perkins + Will will focus on the building at Binney Street which could be either office or laboratory space.

Under the zoning, one million square feet was allowed under the entitlement. About 600,000 of it are commercial and 400,000 are residential. The buildings here are slightly larger due to the commercial side. The two residential buildings in the middle of the parcel do total 400,000 square feet but the building on Broadway and Galileo Way is about 450,000 square feet, on an FAR basis, and the building on Binney Street is about 350,000 square feet so there is more than one million square feet and there are two reasons for that. There are two existing buildings sites that are located on the sides of the commercial building – a 80,000 square foot 4-story building at Broadway and a 70,000 square foot laboratory building. These will be demolished and their FAR reused. In addition, the approved zoning obligates that 10% of the commercial space be innovation space and a right to deliver another 10%. Boston Properties will use all of that available innovation space and locate it at One Cambridge Center (250 Main Street). They are effectively taking out office space and replacing it with innovation space. He believes this plan is fully compliant with the spirit and intent of K2 and the KSURP.

The proposed phasing is to build the corporate building on the corner of Broadway and Galileo Way in the early part of next year and then deliver a commensurate amount of open space improvements. Boston Properties will also deliver the first phase of the innovation space. The next phase is nebulous. The zoning stipulates that up to 375,000 square feet of commercial space can be delivered but then a minimum of 250,000 square feet of residential must be delivered before delivering any more commercial space. So a possible second phase might be simultaneous building on Binney Street and a residential building on Broadway. He added that the additional heights are fully compliant under the modification allowed in the zoning with 350 feet on the residential on Broadway and up to 200 feet as they approach the neighborhoods along Binney Street. Another possible second phase could provide affordable housing delivering 20% for-sale ownership space in the residential buildings by developing a mixed-use residential on Broadway via a combination of apartments and condominiums or exclusive condominium ownership in the building on Binney.

Mr. Cantalupa showed a summary of the numerous public forums held from October 2015 thru July 2016, including community groups, the CRA Board, and the Planning Board, where the IDCP or portions of it were discussed. He feels that the material has been reasonably vetted. He highlighted the various benefits of the project - 20% home ownership (about 75 units), a commitment to 3-bedroom units, the largest (20%) affordable housing percentage in the City with an additional 5% for middle income, 105,000 feet of innovation space, and enhanced open spaces. The majority of the housing is planned to be delivered in the first phase, with delivery in 2019. Creating rooftop space on top of garages is also a possibility. Tonight, Mr. Cantalupa is asking for approval of the IDCP and then to proceed with a design review of 145 Broadway. Once the IDCP is approved, Boston Properties would come back with future submission for the other buildings.

Mr. Alan Ward, a planner and landscape architect with Sasaki, spoke next. This is an opportunity to improve the public realm in this part of the Mixed Use District. The three key areas are Broadway Park, Binney Park and the Sixth Street connector. He showed maps of the parks and spoke of improvements and modifications to each of them. The Sixth Street connector will get new paving, new LED lighting, and an added bicycle path that links to the Ames Street bike path, while protecting the existing trees. The Broadway Park, currently defined by service drives, would be opened up, changing it from an inward-oriented public space into a more permeable and accessible space. There would be a community table, more programming potential, and a rainwater feature. The east-west connectors would be more visible and usable. There will be new paths and new plantings. The Binney Park, oriented to the north neighborhood, will have recreational use.

Mr. Cantalupa spoke briefly of the retail aspect of the project. The active retail uses on the north parcel are seen as an outpost as they are not connected to the rest of Kendall Square. Broadway is more vibrant with the development on Ames Street as well as activity at the Broad and the Residence Inn. The zoning provides that Broadway needs to have 75% frontage covered with retail or active uses. There will be retail at the residential building on Binney Street. What happens with Volpe will determine the success of retail along the Sixth Street walkway. Mr. Ward showed a picture with a hierarchy of walking paths including the Sixth Street connector and the importance of the east-west connections. He noted loading and service paths. He said that the north-south streets are more functional with garage parking and loading entries. The short-term bike parking requirement has been met except for one area that would have inhibited use of the park. Mr. Cantalupa added that these will be the areas for the apartment and condominium loading areas.

Mr. Chris Schaffner spoke about Boston Properties' strong commitment to achieving sustainable buildings. Highlights include targeting LEED Gold for all the buildings in the district and incorporating a master site approach for some of the key elements such as managing storm water and transportation. That being said, he noted that each building is different in its use and will have different strategies and approaches to sustainability. The focus is the triple bottom line of sustainability - the environment, social issues and economics of all the issues.

Mr. Richard Kuhn, a design principal with Perkins + Will, spoke about the proposed commercial office and laboratory building at 250 Binney Street (commercial building B). From the feedback received, an important aspect is how the building relates to Volpe. The building will be terraced or stepped back from Volpe. Two stories along the Sixth Street connector as well as around the corner to Binney provide a pedestrian connection. The building is more asymmetrical to reveal the base. The elevation along Binney reinforces pedestrian movement around the corner. Columns were also added along Binney to look like a front porch. There's a strong entry site at the corner. The loading and service doors are pushed back so they are not seen from down the street. He mentioned using glassy and lighter materials along Binney Street and the corner.

Mr. Devon Patterson with SCB spoke about the residential buildings. He said that residential buildings are organized around the apartments. The K2 plan was used as a guideline. The residential have an identifiable top. It relates well to the park on the south side. The building was pushed to the east as much as possible. It sits on top of the existing parking garage. Two bays were used for the building which allows the units to touch the ground floor with a lobby out to the plaza. The north tower is shorter and blends into the neighborhood. More corner units were created by pulling out the sides. The south side would potentially hold the condominium units. The plan gives the building two lobbies to have distinct entrances for owners and renters. Balconies and other materials are being discussed to break up the façade.

Mr. Cantalupa noted that the building summaries given thus far are sufficient for reviewing the master Infill Development Concept Plan. There is also a more detail design submitted for a review of building of 145 Broadway. He would like to do a concurrent review of both submittals.

Mr. Cohen clarified that the Planning Board role this evening is a public hearing on the concept plan. There will be a subsequent hearing at some point in time with regard to the design of 145. Any presentation tonight on 145 would be informational. There will be a vote on the concept plan which would include a

reference to a design review procedure to involve the Planning Board and the CRA. Under the MXD ordinance, the approval of the plan could specify the details of one of the buildings and exempt them from future reviews. This process is still being worked out so the hearing on the concept plan will be continued to a future date. Mr. Farooq noted that there have been instances before, specifically for PUDs, where discussions of the master plan occur followed soon by a design decision. They do not need to be separated tremendously in time. The IDCP needs to be adopted before the design review can be granted. Mr. Cohen asked Boston Properties to speak in the same details for 145 as done with the previous buildings.

Mr. Tony Parchesi, design principal with Pichard Chilton, used a 3D mode and Powerpoint presentation to explain the building details at 145 Broadway. There is a tenant for this building and much of the design collaboration has been done with this tenant. In addition to using the K2 plan and strategy, this building reflects the innovative and vibrant area. The K2 plan provides structure for the design but it's not so descriptive that it creates cookie cutter buildings. The building follows all the rules but it is not traditional. It has a clear base and top and also has an interesting silhouette with sliding and connecting forms. The building is anchored on Galileo and Broadway, it embraces the park and provides fantastic frontage on Galileo. It fits within the context of the City and fits in with the heights of other buildings. He brought out a more detailed model of the building that was lit up from beneath. He mentioned the highlights of the building with respect to the K2 plan and its relationship to the nearby park and buildings. He spoke about creating compression and release in the urban fabric. He showed a walkthrough presentation of the space in real-time to give the audience a better feel of the building at the pedestrian level at various points.

The presentation of the infill master plan concluded. There were neither Planning Board questions nor CRA Board questions at this time. The meeting was open to the public for comment.

Mr. George Cook with Alliance of Cambridge Tenants requested police call boxes to be added to the parks and in the square in general. Mr. Roberts said that a resolution to this issue would be investigated.

Mr. Alex Taylor spoke on behalf of the Cambridge Transit Advisory (CTA) committee. He stated most of what was written in the CTA letter to the Cambridge Planning Board.

Ms. Katie Friedman, a staff scientist of the Charles River Watershed Association (CRWA), said that since this project site drains directly into a segment of the Charles River, the CRWA is concerned about storm water management. The CRWA would like to see the data analysis used for the design (such as rain gardens, permeable pavement, etc.) with respect to reducing the nutrient, bacteria and phosphorous loading in compliance with the maximum daily allowable loads.

Ms. Heather Hoffman hopes to repeat the successful result of a previous joint review as each Board brings different strengths to the table. She strongly urged the two Boards to force Boston Property to make the project worthwhile and enjoyable to see. With respect to Mr. Cook's statement, there is at least one call box on the Sixth Street extension. She defers to the architects to make the buildings beautiful. She said that most people don't know that the park on Broadway is beautiful because it is surrounded by walls. It should remain an oasis so don't go overboard with programming. She said that if rentals were built more like homes, people would be less transient. Frequent turnaround is a real problem. The community wants neighbors.

There were no other members of the public who asked to speak.

Starting with comments from the CRA, Ms. Drury noted a comment written in the CRA architect review regarding whether the 145 Broadway building has enough of an appearance if it is to be a gateway into Kendall Square. Mr. Zevin said that the size of the building could make it a gateway, although it's not clear what a gateway should be. He would resist the temptation to make it special by adding elements and that this minimalist view might be more elegant. He likes the refinements that have been made. This is doing in three dimensions what the Binney Street buildings are doing with just materials.

Mr. Crawford likes the visual interest at the street level rather than having vertical canyons in greater Boston. He is focused on the sustainability and how that reflects on the ecology of the district. He liked the transit demand ideas stated by Mr. Taylor. There are intersections throughout the area that currently fail at rush hour and when it rains. He would like more detail about the sustainability plans for this district with respect to materials, storm water and a planting regimen around the open space given today's climate. This is an opportunity to talk about the issues of waste and energy usage.

Mr. Bator was pleased with the enhancements done from previous iterations.

Ms. Born said that regarding the Infill Development Concept Plan, the Board has heard feedback to consider more open space, particularly more active use of the roof on the North Garage between the two residential towers. She noted that BP has done presentations of proposed programming for that area. She said that the model of building B was helpful and there seems to be a better refinement to reflect pedestrian movement but she hopes there would be more articulation of the wall panels. Since the residential building will be the tallest building in the area and in Cambridge in general, we could benefit from renderings of massing diagrams that show what the building will look like from key vantage points both in Cambridge and across the river. With regards to Building A, 145 Broadway, which benefits from being more along in the process, Ms. Born wanted more clarification on the phrase "beautiful soffit." From a composition point of view, she appreciates the notion of it being a center anchor. She mentioned hearing public feedback from earlier presentations that the building, which faces due west, is "turning its back" on the residential neighborhood. She added that this critique is oppositional to the notion of it being an anchor. She asked the architects to think about materials or lighting that could add interesting aspects to the simpler plainer wall.

Members of the Planning Board relayed their comments.

Mr. Nur noted that there is a glare from an existing building on Binney Street as one comes down Third Street to Broadway. He would like to see data on the curtain wall, in addition to a wind study with this massing. He added that although the balconies are recessed, he would like to understand the safety measures taken. Since this is such a big massing, the deflection of ground water needs to be better understood with respect to the foundations of other buildings.

Mr. Russell noted that the comments have been temperant. He thought the community table was odd and although not against it, he would like to see more movable furniture in the parks. He would like to know if the entrance to the garage under 145 Broadway is protected against flooding and to what extent. He is skeptical about glass buildings being as sustainable as they should be. Looking at the LEED score for 145 Broadway, 80% of the LEED points do not relate to energy efficiency and the relative score within the 20% that is there is not impressive. He would like to see more done to mitigate the solar load from the western exposure. He questioned the absence of the terracotta base of the 145 Broadway in many of the renderings. He feels that more could be done with the top of the building so that the mechanical room isn't just articulated as 2 or 3 stories of building with windows like the floors below. He likes the sleekness of the building. He is somewhat suspicious of the softly presented wind study since the analysis needs more hard data, something he would expect in a detailed design of a building. With all that said, he thinks 145 Broadway is one of the most exciting buildings that have come to the Planning Board for review. As for the other buildings, he feels that the Binney Street building seems bigger than it should be. Because of its setback, it won't be at the end of a street sightline and might not feel as dramatic except for right in front of the building when on Broadway.

Mr. Cohen said that having reviewed the considerable materials, the model is very helpful but needs more time to study it before commenting. He said that 145 Broadway is a strong, smart, unique and appealing building. He would like more time to investigate the feel from the street because he doesn't want dark uncomfortable urban landscapes in Kendall Square. He noted that the aesthetic nature of a building is as important as its energy efficiency and likes glass buildings. He agrees that the building on Binney Street seems tall and massive for that setting. The 20% affordability housing and another 5% moderate is laudable and is pleased that this developer found it financially feasible. Boston Properties has set the bar high and would like that bar accepted and generalized in future development within the entire city.

Mr. Sienciez noted that a good master plan should offer flexibility for the future and reflect the values of the community. He is pleased with the plan's commitment to affordable housing. He noted that the sustainability goals should be more ambitious. Although the residential towers are proposed to have the bare minimum for a Gold standard, these tend to get whittled down for various reasons. Adding that the commercial towers are to hit 62, he is unsure if the developer will be able to realize the GOLD standards as promised. Although not bound by the zoning time table, moving towards a net zero value would be consistent with the values of the community. He noted that this is the first time that he has seen a proposal that indicates a well-being model for individuals within a building. This is exceptional forward thinking and he would like to see that happen. He asked for more clarification with respect to the two entrances to the residence building. He noted that that this community doesn't value separate entrances for affordable housing and that units should be indistinguishable. He agreed that more detail is needed regarding open space. He would also like more discussion on the tree demolition plan. He voiced concern regarding the enormous turning radius onto the driveway on Binney Street which is an increasingly pedestrian oriented street. Relative to the architecture, he likes the proportions relating to each other. An improved corner at Broadway and Galileo Way is highly desired as it is more highway-like than it should be. The height on Binney Street is hard to judge at this time without more information regarding the Volpe site.

Mr. Cantalupa clarified that the two entrances to housing only differentiate product type which is not economically determined. There will be affordable units in each product type regardless of whether they are rental or ownership.

Mr. Cohen thanked everyone for their comments and concurs with his colleagues. The issues raised need to be addressed. The buildings are exciting and will be nice additions to Kendall Square. Open space is important and something should be considered for the roof of the garage. He suggested bringing back the notion of a winter garden or an explanation of why an enclosed indoor public space is not in the plan. More information is needed on sustainability and storm water management. There have been many comments regarding bike parking including the number of spaces, the use of elevator access, and the potential for conflict with pedestrians. He is against any signage for the cutout on the Broadway side of 145 Broadway. He is concerned about the viability of retail in this area as there are many empty spaces in Harvard Square and along the strip going to Porter Square. According to an article in the New York Times, large companies that can afford high rents are providing more services to their employees which then price out smaller restaurants and retail stores.

Mr. Roberts emphasized that more time is needed to look at the materials, including the CRA's materials. With regards to the overall land use plan, he needs more insight on the proposed innovation space and the design implications on the block of the Broad Institute with respect to the proposed additional square footage.

In the application materials for 145 Broadway, Ms. Bigolin requested clarification on the materials of the overhang on the service road and the extent to which it might overwhelm the park. She also requested more discussion to increase the amount of ground floor retail versus lobby space to better enhance park edge activation, especially in 145 Broadway and the residential tower.

Mr. Bluestone agreed that the maximization of retail frontage could be accomplished by looking at lobby size. He also encouraged public use of the garage roof top.

Mr. Evans noted that the innovation space proposed at 1 Cambridge Center (255 Main Street) is an exciting element of the project. He emphasized that the CRA will be actively involved with its design and the interaction of it with Galaxy Park as well as developing the program for the 25% that is set aside at a lower cost level for entrepreneur opportunities.

Mr. Barr added that the CRA has undertaken the redesign concept for Binney Street which will address the concerns of the turning radius on Binney at the service drives and what will be expected from the developer. The Kendall Square Mobility Task Force is making good progress regarding transit capacity on the Red Line and bus service. He expects a discussion during the special permit process regarding trip-making

monitoring and required mitigations if the numbers are higher than expected. In response to a public comment, a PTDM will be a requirement for the commercial building. Similar discussions will occur for the residential buildings.

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Ms. Drury noted that from work she has done with the Alewife Working Committee, the lack of places to meet neighbors is a problem in that area. She urged Boston Properties to make the rooftop space above the garage into a neighborhood that would, of course, be open to the public, but would foster a neighborhood community.

There were no other comments.

Mr. Cohen noted that the Planning Board would like to continue this meeting at a date to be determined with both Boards and the collective staffs. Ms. Born offered the option of the two boards meeting separately and then combining later on in the process. Mr. Cohen liked the combined meeting since the collective ideas will lead to a better project. Ms. Born stated that the economy of staff time should be considered. Mr. Evans agreed that the joint dialogue has been beneficial and he does agree that another joint meeting will be necessary. However, due to the multitude of CRA meetings for the Foundry, the development agreement, and a host of other things, it might be difficult to schedule a joint meeting but he would like the process to move ahead.

Ms. Born stated that the CRA has a practice of an open public design review meetings for individual building designs when the designs are deemed ready.

Ms. Farooq noted that there is a baseline requirement in the zoning. The two Boards function differently and will be making decisions on different criteria. An initial joint meeting was beneficial so that all thoughts could be heard but she suggested deliberating separately to allow each body to delve into topics of concern to their roles in the process. The decisions of both boards are separate. There could be a need to discuss possible touch points together in the future. She suggested that staff of the CRA and the City work together and then determine a reconvening time for the Boards. Ms. Born added that smaller meetings with CRA subgroups worked well with the Ames Street process. Ms. Farooq noted that there are no provisions for the Planning Board to have smaller groups. Ms. Drury noted that staff from CDD would attend these meetings. Ms. Born said that having a Planning Board member present during the Ames Street design discussions would be useful.

There was a long discussion on how to proceed. Ms. Farooq suggested that City and CRA staff decide on the process and report back to each Board with the recommended process. However, Mr. Evans interjected that a decision is needed tonight on whether the hearing on the Infill Development Concept Plan remains open with a 2nd joint meeting to be scheduled or whether this proposal can be now be heard separately by each Board where the Planning Board votes on a special permit and the CRA votes on consistency with the Urban Renewal Plan.

Mr. Cantalupa said that this process is analogous to the PUD process. The IDCP requires approval by both Boards. For the Planning Board, it becomes part of a larger special permit. Before getting to the design review, there are tasks specific to the Article 19 hearings that need to take place but don't involve the CRA. Similarly, the CRA has other tasks charged to them. They would come before the board again for the special permit which could include 145. Boston Properties would like an affirmation from the Boards on the IDCP. Mr. Cohen said that there are issues that need to be worked out. Mr. Cantalupa stated that if the issues regarding the joint meeting have been addressed, the process can move forward and the answers to the issues would be address in the special permit and URP consistency process. Mr. Roberts stated that the most important piece of the IDCP approval is establishing the procedures for the design review process, the transportation mitigation package, the phasing requirements, and how these all tie in together. The question is whether the Boards could do this separately. Mr. Cohen stated that City and CRA staff could create this process together and report back to each of their Boards separately. If the Boards agree, each Board can function separately. Both Boards would rely on staff to keep the Boards updated on issues.

There was an agreement that this was the only way to move forward.

Ms. Farooq requested feedback from the Boards on the phasing or the transportation elements of the IDCP. Mr. Russell understood from Mr. Barr's report that the items were known and the mitigations were workable. As for the phasing, Mr. Sienciez said that seeing alternate phasing shows a good flexible master plan. The last building will become clear when the Volpe situation is resolved. He agrees with Phase 1.

There were more discussion of the process.

Boston Properties brought two proposals together because a tenant exists for 145 who would like to move ahead so there is developmental pressure. Mr. Cantalupa noted that Boston Properties intends to do the same process with 145 as was done with the successful Ames Street building proposal.

Mr. Zevin noted that there are issues detailed in the staff's memo to the Board on the IDCP that might need to be mentioned before the vote on the IDCP. Ms. Farooq said if the issues are grave and require both Boards, they should be addressed now. If they are relatively small and can be addressed by staff then they don't need to be brought up tonight for discussion. Mr. Zevin explained that the memo calls for a reduction of floor plate sizes at 255 Binney, the last building, to let in access to natural light. However, the width of the floor plates in 145 Broadway is the same and there was no mention of this being a problem. He explained that this affects the overall floor area and program. In response to Mr. Redmon, Mr. Zevin replied that none of the issues are deal breakers to advancing the IDCP.

Mr. Zevin was asked to go through the issues. The first set of issues called for more east-west pedestrian permeability of the site. He felt that Mr. Ward made a good case in that the pedestrian circulation should eventually filter down to Broadway before it goes straight through to Galileo which would only result in frustrated pedestrians piled up against four lanes of traffic and the railroad track. There are good reasons to divert traffic past the struggling retail on Broadway. This means that the connection through the Blue Garage is unnecessary. Secondly, the notion of the sidewalk along the west service road being inadequately wide seems to be an odd assertion since they are the same width as the new sidewalks on Broadway. Thirdly, the diagonals through the park have been addressed by Sasaki but Mr. Zevin hopes that a new diagonal through the Broadway Park is not being proposed as this would wreck the useable space. The last issue is screening the garage which is not necessary. The east façade of the garage is better than most office building facades in the area, it just doesn't have windows. Moreover, screening might trigger a need for mechanical ventilation which would be a terrible environmental consequence. Let the garage be what it is. He also noted that cities have alleys so service roads are part of life. The length of the garage end-to-end is not an enormous length to ask people to go around. He takes a slight exception to Mr. Bluestone's assertion that we need to respect the 80 foot horizontal datum which he feels is mythical on this site. It does exist on the two adjacent buildings on Galileo and Broadway but doesn't exist across the street. The diagram in the design guidelines 5.14 is incoherent showing buildings stacked on top of each other with no vertical continuity and should not be emulated. This might not matter as no one brought up this topic. The claim that the west façade of 145 lacks any scaling elements at the pedestrian level is not the case. The model shows a two-story glazed section and a slight setback so it does stop before it smashes into the ground which seems proper. He is concerned about the wind studies because the wind at that corner in the winter is brutal. People are queueing up to cross the street and waiting for the EZride bus so people are not always briskly walking at this site. If this requires an alteration of the façade at the corner to shed the vortex, then that is worth doing.

Mr. Cohen said that the Planning Board will continue the hearing of PB #315 to a date to be determined. A notice will be going out to all interested parties.

There were no objections to Mr. Evans' statement that the feedback has been adequate to have the design move forward.

The CRA Board meeting was adjourned at 10:25 p.m.

The Planning Board meeting adjourned at 10:25 p.m.

Presentation: Infill Development Concept Plan *

Public Comment

Presentation: Schematic Design Proposal for 145 Broadway *

Public Comment

Adjournment

Adjournment

KENDALL SQUARE TRANSIT ENHANCEMENT PROGRAM

MEMORANDUM OF UNDERSTANDING

This Memorandum of Understanding (the “MOU”) is entered into by the Cambridge Redevelopment Authority (the “CRA”), the City of Cambridge (the “City”), the Massachusetts Department of Transportation (“MassDOT”) and the Massachusetts Bay Transportation Authority (“MBTA”). Boston Properties Limited Partnership (“BP”), the designated redeveloper of the Mixed Use District (the “MXD District”) under the Kendall Square Urban Renewal Plan (the “KSURP”) is a concurring party to this MOU.

WHEREAS, since 1977, the CRA has undertaken the successful redevelopment of forty-three (43) acres within the MXD District which has resulted in the creation of an economic hub of 3.3 million gross square feet of office, retail, lab, innovation, hotel and residential development with road improvements, transit investment, parking garages, open spaces and other public amenities;

WHEREAS, in 1979 the CRA selected BP as the Master Developer for the Cambridge Center property in the MXD District of the KSURP, and BP remains the primary property owner in the MXD District;

WHEREAS, the success of the MXD District has been greatly enhanced by the favorable transportation mode split, with greater than seventy percent (70%) of trips to and from KSURP area utilizing transit, walking, biking, shuttles and car pools, the majority of which relies heavily on service provided by the MBTA’s Red Line and the Kendall Square Red Line station;

WHEREAS, from 2011 through 2013, the City conducted an extensive planning process of the Kendall Square area as part of its Kendall Square Central Square Planning Study (“K2C2 Study”) to develop a vision for the study area and formulated recommendations to achieve the vision, which included among other things; increased mixed use development opportunities and the provision of local transit improvements;

WHEREAS, in 2015, MassDOT formed the Kendall Square Mobility Task Force (the “Task Force”) to study the transportation network and facilities servicing the Kendall Square area from throughout the region and in 2016 transferred the leadership of the Task Force to the City;

WHEREAS, the CRA wishes to enhance the transit-oriented environment in the KSURP area by piloting innovative programs to expand mobility through partnerships with both public and private parties, and MassDOT and the MBTA also wish to enter into such partnerships that can maximize alternative funding opportunities to support the MBTA’s transit development and operations;

WHEREAS, in 2015 the CRA and the City amended the KSURP and the zoning for the MXD District, consistent with the K2C2 Study, to add approximately 600,000 square feet of gross floor area for commercial office, innovation and retail space and approximately 400,000 square feet of gross floor area for residential uses which expansion program is more fully described in KSURP Amendment No. 10 (the “Project”);

WHEREAS, the CRA submitted a Single EIR for the Project for review under the Massachusetts Environmental Policy Act (MEPA) and on which the Secretary of Environmental Affairs issued a Certificate, dated November 25, 2015 (the “EIR”); and

WHEREAS, the EIR required the CRA to work with the MBTA, MassDOT, and the City to develop an MOU that outlines enforceable commitments to support the maintenance and improvement of the transit system servicing the KSURP area.

NOW, THEREFORE, in recognition of the critically important role access and mobility play to the successful redevelopment and expansion in the MXD District and the Kendall Square area, the parties to this MOU wish to set forth their understanding regarding certain commitments and the process to be undertaken that will lead to identification of the specific measures to be developed and implemented over the next 15 years that will preserve, enhance and expand transit access and mobility in the Kendall Square area through a Kendall Square Transit Enhancement Program (“KSTEP”).

1. The parties to this MOU acknowledge and agree that all transit enhancement measures that are identified in this document for implementation under the terms of this MOU and the proposed KSTEP will be coordinated with planning efforts of MassDOT, the City, and other transportation programs identified by the parties.

2. The parties agree that funding to be provided under this MOU shall be focused on both short and long range transit enhancements that provide direct benefits to the KSURP area as well as to other properties and institutions located in and around Kendall Square. Accordingly, the parties agree to work together to establish a program that will contribute to transit funding in a manner that improves transit mobility in the MXD District and in the Kendall Square area.

3. The parties further agree that a KSTEP fund (the “KSTEP Fund”) shall be established and maintained by the CRA, in coordination with the City and the other parties to this MOU. The CRA Board shall authorize disbursement of funds from the KSTEP Fund after consulting with and obtaining final approval from the City Manager. As the geographic scope of the KSTEP is potentially expanded beyond the KSURP area, as discussed further in Section 10 below, it is anticipated that the KSTEP Fund may transition into or merge with a different governance structure, with the City playing a more central role in its administration.

4. The CRA shall convene a Working Group, which shall include the parties to this MOU, additional contributors to the KSTEP Fund and other stakeholders as may be designated, for the purpose of establishing funding priorities and allocations under the KSTEP Fund for consideration by the CRA Board and the City Manager. The Working Group, utilizing the recommendations of other relevant planning efforts, shall give consideration, at minimum, to projects with:

- a. measurable improvement to transit service levels in the Kendall Square area (transit services that touch Kendall Square), including connections to and from transit service in the Kendall Square area;

- b. the ability to leverage multiple layers of available public and private funds and remain long-term economically sustainable from a capital and operational perspective; and
- c. a high level of utility from a broad mobility perspective.

5. Funding for the KSTEP Fund will be provided initially by Boston Properties, in conjunction with its addition of commercial GFA within the KSURP area as part of the Project, with the Initial Payment to be made to the KSTEP Fund upon the issuance of any building permit for new commercial development. The KSTEP funding shall be in a lump sum of six million dollars (\$6,000,000).

6. Within six months of the Initial Payment, the Working Group shall meet to decide on initial funding allocations for short-term transit enhancements and shall consider projects to be included in an immediate scope of transit investments for up to one-third (1/3) of the KSTEP funding commitment, which may include, but are not limited to:

- a. Capital investment for additional MBTA bus service to Kendall Square from under-served corridors and potentially including new routes that can be added relatively quickly;
- b. Capital and operating investment for additional EZ Ride bus service to address commuter peak periods, additional routes to underserved corridors, and/or expansion of off peak service; or
- c. Capital improvements to the existing transit infrastructure at Kendall Station, including increased station capacity by expanding passenger waiting areas, or similar enhancements, improved Kendall Square station transit information, resiliency measures, and/or improved bus connectivity.

7. Within a year from the Initial Payment, the Working Group shall begin to meet regularly (at least every six months) to recommend longer term funding allocations for enhanced transit service in Kendall Square, potentially leveraging additional resources from an expanding KSTEP or other sources for more significant service enhancements in the future. The Working Group may consider the following projects as the scope for potential future transit funding.

- a. Operating and capital support for new ground transportation via non-MBTA shuttles and/or MBTA buses or Bus Rapid Transit (BRT) aimed at facilitating access to and from Kendall Square to and from Central Square, Sullivan Square, Union Square, Longwood Medical Area, North Station, or other locations with a demonstrated clear need for access to or from Kendall Square;
- b. Red Line service modernization and improvements, including signal, track, station, and other technology improvements designed to increase capacity and reliability especially at peak-of-the-peak, including enhancing headways (time

between service) and other improvements that will positively impact the quality and capacity of transit service and the customer experience;

- c. Other strategic investments that are consistent with the considerations listed above, and with state and local 2030 and 2040 transportation planning efforts, which all may also be considered for funding from the KSTEP Fund, including feasibility investigations and potential capital investments toward new transit service benefiting the Kendall Square area.

8. Prior to allocating funding from the KSTEP, the Working Group will obtain approval from the entity to which the funding is being allocated, confirming that entity is ready and willing to accept and expend those funds for the purpose intended by the Working Group.

9. The CRA, with the approval of the City Manager, may reserve up to two-thirds (2/3rds) of the Initial Payment to KSTEP Fund or otherwise place limits on the usage of funds for up to five (5) years from the date of the Initial Payment, in order to preserve a tangible link between the development investment in Kendall Square that generated the funds and the subsequent supporting investment in transit, especially related to the percentage of funds that may be used for capital expenditures, operational/maintenance expenditures or planning expenditures. The Parties will develop metrics of success to measure the success of the KSTEP within two years (2) of the Initial Payment

10. Additional ongoing funding for the KSTEP may also be provided by property owners and developers in the Kendall Square area under a transit enhancement funding program to be developed in cooperation with the parties to this MOU. The parties agree to use good faith efforts to expand the area and funding sources supporting the KSTEP and to advance efforts to implement a program of ongoing annual KSTEP Fund payments, or other financial contributions to transit improvements, by property owners and developers in the Kendall Square area.

11. This Agreement does not preclude the City or the CRA with the City's approval, from seeking additional funding sources in the future for the KSTEP Fund or combining this fund with other transit funding programs, such as but not limited to the introduction of a special assessment district to Kendall Square. The parties further agree that the payments contemplated in paragraph 10, above, will require certain actions and approvals by the City and must be implemented in a non-discriminatory fashion consistent with the requirements of all applicable federal, state and local laws and regulations. Further, in connection with the payments to the KSTEP Fund, the parties acknowledge and agree that the transit funding required and to be required hereunder must take into consideration all other transportation mitigation payments required by state and municipal permits related to a particular development project, so as not to disproportionately or unfairly impact any single owner or property.

IN WITNESS WHEREOF, this Agreement is hereby duly executed by the parties on this __ day of _____, 2016.

CITY OF CAMBRIDGE

By: _____

Name: Richard C. Rossi

Title: City Manager

CAMBRIDGE REDEVELOPMENT AUTHORITY

By: _____

Name: Kathleen Born

Title: Board Chair

MASSACHUSETTS DEPARTMENT OF TRANSPORTATION

By: _____

Name: _____

Title: _____

MASSACHUSETTS BAY TRANSPORTATION AUTHORITY

By: _____

Name: _____

Title: _____

As a Concurring Party:

BOSTON PROPERTIES LIMITED PARTNERSHIP

By: Boston Properties, Inc., its general partner

By: _____

Name: Michael A. Cantalupa

Title: Senior Vice President, Development

Exhibit A

Kendall Square Transit Enhancement Program (KSTEP)

Funding Formula and Methodology

Formula Inputs

- **Space/Square Footage:** The square footage of development based on land use type (ie: office, retail, residential) is used in a standard trip generation calculation to predict the number of trips a future development project may generate through commonly accepted modeling by qualified transportation engineers and planners. Trip generation is calculated for all modes – auto, transit, bike and walk.
 - *The KSTEP uses only the commercial space square footage (600,000 GSF from the Project), in order to incentivize residential.*
- **Daily Transit Trips Generated:** The daily number of trips predicted to be generated by the proposed development is based upon the square footage of development in different land use categories and results in predicted daily vehicle, transit, walking and biking trips. Because the KSTEP is intended to benefit public transit it utilizes the transit trip generation number from the Project.
 - *The KSTEP uses only the adjusted daily office space transit trip generation to levy funding responsibility in order to not disincentive residential development. The KSTEP accepts the funding responsibility of 50% of each transit trip as the presumed destination of the trip.*
- **Timeframe:** The Kendall Square Urban Renewal Plan, which provides the initial regulatory framework for the adoption of the KSTEP, expires in 2030 and therefore the KSTEP calculations are based on a 15 year development window. There are at least 260 weekdays in a calendar year, and in Massachusetts there are 11 legal holidays according to the Secretary of State's Office, leaving at least 249 working days in a year.
 - *The KSTEP is calculated using the number of weekdays in a year because the capacity burden on the T system from the proposed development is on weekdays.¹ In the case of the KSTEP funding calculation, 249 weekdays is multiplied by 15 years to equal 3,735 total days.*
- **Fare Recovery Gap Per Trip:** There are multiple methods to calculate the cost of a single MBTA trip. The CRA has concluded that the simplest and most effective way to calculate it using easily available data is to reverse calculate the fare recovery ratio presented in the Governor's Special Panel to Review the MBTA in spring 2015: *Back on Track – An Action Plan to Transform the MBTA*. That report states that the fare recovery ratio is 26% for bus, 48% for commuter rail, 55% for light rail/trolley, 61% for heavy rail/subway.

Utilizing the 2015 standard subway fare (\$2.10) a reverse calculation of the Fare Recovery Gap per MBTA Trip for subway service can be estimated. This number represents the cost gap that is not covered by each transit passenger fare. This gap is a significant financial burden on the MBTA and for each new trip on the system, this gap adds to that deficit. The MBTA lacks sufficient non-fare

¹ Alternatively, the capacity burden for other types of developments may be focused on weekend trips, such as a casino for example.

revenue, state aid, or federal aid to continue to close this accumulating gap, as new trips are continuously added through increased transit oriented development. For purposes of the KSTEP, the parties have determined that the subway fare gap per trip is \$1.34.

- *The KSTEP calculation uses only the subway fare gap (\$1.34/trip) as the multiplier because subway service is the primary MBTA service used by transit trips in and out of Kendall Square.*

Application of the KSTEP Funding Formula to the Kendall Square Urban Renewal Project

*DAILY TRANSIT TRIPS GENERATED BY THE PROJECT x .50 x
TIMEFRAME (WEEKDAYS PER 15 YEARS) x FARE RECOVERY GAP PER TRIP =
KSTEP Project Contribution*

Product rounded up to \$6,000,000

DRAFT



DRAFT Employee Mobile Phone Policy

Policy: Employees whose job duties include the need for a mobile phone may receive extra compensation, in the form of a mobile phone allowance, to cover business-related costs on their personal cell phone. Employees may choose the cellular service provider, plan design and phone number of their choice.

Cell Phone Allowance:

- a) **Eligibility:** Full-time employees are eligible for a mobile phone allowance based on the need for emergency contact, field work, irregular work hours or other job related factors that require the employee to utilize a cell phone to enhance their ability to perform their job duties.
- b) **Allowance Amount:** The monthly mobile phone allowance is as follows:
 - a. Level A - \$80 per month (primarily Executive Director)
 - b. Level B - \$40 per month (Program / Project Managers)
 - c. Level C - \$20 per month (Office Manager)
- c) **Allowance Payment:** The approved mobile phone allowance will be reimbursed quarterly.

Employee Responsibilities: The employee must retain an active cell phone contract as long as a cell phone allowance is in place. The employee must provide the CRA with their current cell phone number and immediately provide notification if the number changes. Employees receiving a mobile phone allowance are expected to carry the mobile phone on their person during the business day and respond when contacted for CRA business. The employee's cell phone number must be available to CRA contacts consistent with the responsibilities of the employee. The Executive Director is expected to carry a device both on and off duty and respond when called for CRA business.

The phone may be used for both business and personal purposes, as needed. Use of the phone during work hours shall be primarily for CRA functions, and use for personal matter shall be limited. Use of the phone in any manner contrary to local, state, or federal laws will constitute misuse, and will result in immediate termination of the mobile phone allowance. Any and all restrictions and regulations specified elsewhere in the CRA personnel policy with respect to CRA networks, office technology, and files are relevant to mobile phone usage.

Staff Report to the Board

October 17, 2016

Contracting, Personnel, and General Administration

2016 Audit – The 2016 Audit by Roselli, Clark & Associates (RC&A) is nearly complete. The adjustment to accommodate the relationship to the Cambridge Retirement System, which operates on a different fiscal year, has required some additional calibration work. The state’s legislation regarding the investment parameters for OPEB funds have been modified by the Municipal Modernization Bill and will go into affect shortly, allowing the CRA to set up an OPEB account.

Streetscape Contract – Working with the City, the CRA and Alta have launched the survey and initial design work for the redesign of Binney Street and Galileo Galilei Way from the Binney/3rd Street intersection to the Main/Vassar/Galileo intersection.

Cost Estimator Contract – In August, the CRA entered into a Cost Estimator Contract with Daedalus Projects Incorporated. They have begun to provide preliminary construction cost estimation services on a number of small projects for the CRA.

Grand Junction Park – The landscape maintenance agreement with Bright Horizons for Grand Junction Park was finalized in July and work to date has gone smoothly thus far. The one issue in the park has been trash accumulation in the seating areas on the hill, despite receptacles located 50 feet away. CRA staff and Bright Horizon have been focusing extra time on litter removal and will monitor the situation.

Forward Calendar Items

1. Binney / Galileo Way / Broadway Streetscape Designs
2. Personnel Policy Revisions
3. Binney Street Park Design
4. 2017 Budget
5. Forward Fund Round 3
6. 2015 Financial Audit

CRA and Community Development Department (CDD) Staff are working to establish a schedule for ongoing review with the Planning Board to consider the Infill Development Concept Plan and the schematic design of the first phase of development at 145 Broadway.

Projects and Initiatives

Parcel Sixth (Third and Binney) – During the month of August the CRA partnered with the Public Youth Art Council (PAYC) to activate the site with an Artistic Shade structure that was created by youth artist from the City of Cambridge. The structure was on exhibit for three weeks and received many praises from visitors to the site. Staff continues to work along with Lillian Hsu from the Cambridge Arts Commission to bring other forms of art exhibits to the

area. Staff is currently involved in discussions to add a Hubway Station to the site. The Hubway will replace the current bike corral that is located on Third Street.

The pilot season of the Food Trucks went fairly well and provided some insight for next year. Most of the Food Trucks have ceased vending for the year however a few trucks have offered to operate through the fall. As a pilot program changes will be proposed for the 2017 season so the site activity continues to grow.

88 Ames Street Residential - The CRA Staff and Boston Properties have met and resolved nearly all the remaining design review items in the Construction Design packet. CDD and the CRA have approved the façade mock-up after some modification to the selected materials. Demolition work is completed and structural site work is underway. BP and the CRA staff are working to fully execute the open space covenant and development agreement amendment this month.

Soofa Sign - The Soofa Sign is constructed and scheduled for installation in front of the MBTA stop in Kendall Square this month. The Department of Public Works (DPW) and the City Manager's office have requested that the agreement set parameters for the sign to be moved or approved by City Council before the sidewalk space is transferred to the City. Staff is currently working on the contract with Soofa to clarify these requirements.

Galaxy Park - Boston Properties' contractor Mattuchio Construction has initiated work on the improvements to Galaxy Park, which is current closed. BP is coordinating with DPW to assure pedestrian access from the MBTA station during the construction project which aims to complete hardscape work this fall. Staff have worked with DPW and the Electrical Department to layout the additional section of sidewalk along Main Street.

KSA Wayfinding Kiosks – Three of the wayfinding kiosks were installed in September including one on the Sixth Street Walkway. The granite foundations for the signs are on backorder and the timeline for their installation is unknown at this time. At least two other locations are anticipated to be completed this fall.

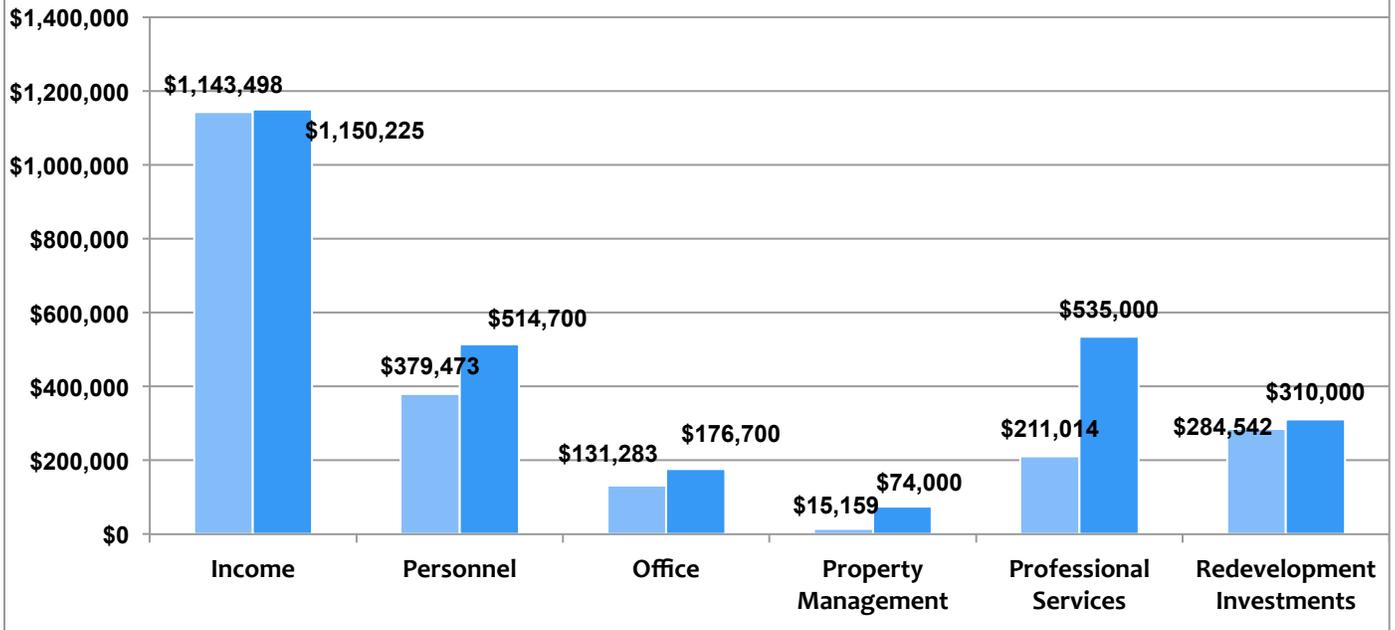
Budget vs. Actuals
January - September 2016

	Total	
	Actual	Budget
Income		
4000 Income		
4100 Discounts given		
4200 Operating Revenue		
4210 Grants	152,467.68	152,468.00
4220 Proceeds from sale of development rights	832,856.89	832,857.00
4230 Reimbursed Expenses	1,544.19	2,000.00
4240 Rental Income		
4241 Lot License Agreements	2,500.00	2,000.00
4242 Foundry Ground Lease		0.00
4243 Parcel Six Rental Space	10,165.00	10,900.00
Total 4240 Rental Income	\$ 12,665.00	\$ 12,900.00
4250 Other	53,558.00	55,000.00
Total 4200 Operating Revenue	\$ 1,053,091.76	\$ 1,055,225.00
4300 Other Income		
4310 Dividend Income	11,722.82	5,000.00
4320 Interest Income	78,683.25	90,000.00
Total 4300 Other Income	\$ 90,406.07	\$ 95,000.00
Total 4000 Income	\$ 1,143,497.83	\$ 1,150,225.00
Total Income	\$ 1,143,497.83	\$ 1,150,225.00
Gross Profit	\$ 1,143,497.83	\$ 1,150,225.00
Expenses		
6000 Operating Expenses		
6100 Personnel		
6110 Salaries	243,468.14	336,000.00
6120 Payroll Taxes		
6121 Medicare & OASDI (SS)	4,734.96	9,000.00
6122 Payroll Taxes - Fed & MA		0.00
6123 Unemployment & MA Health Ins	306.96	400.00
Total 6120 Payroll Taxes	\$ 5,041.92	\$ 9,400.00
6130 Personnel and Fringe Benefits		
6131 Insurance - Dental	3,043.12	4,800.00
6132 Insurance - Medical (for Employees)	26,034.72	40,000.00
6133 Pension Contribution (Employees & Retirees)	47,698.00	47,700.00
6134 T Subsidy	2,416.50	4,800.00
6135 Workers Comp & Disability Insurance	768.00	2,000.00
Total 6130 Personnel and Fringe Benefits	\$ 79,960.34	\$ 99,300.00
6140 Insurance - Medical (for Retirees, Survivors)	51,002.97	70,000.00
Total 6100 Personnel	\$ 379,473.37	\$ 514,700.00

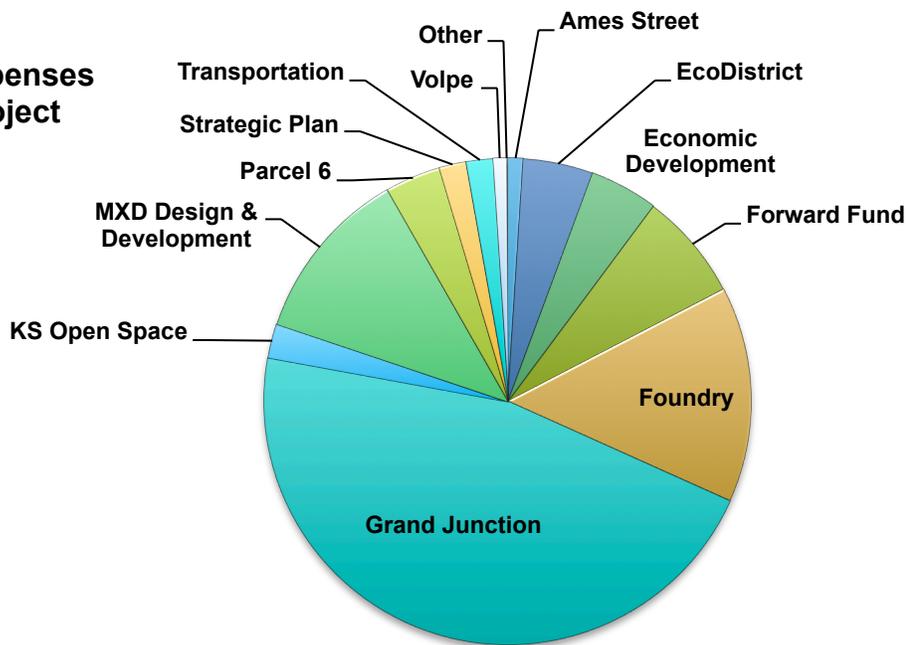
	Total	
	Actual	Budget
6200 Office		
6210 Community Outreach		
6211 Materials	1,564.24	3,000.00
6212 Public Workshops		500.00
6213 Other	552.51	1,000.00
Total 6210 Community Outreach	\$ 2,116.75	\$ 4,500.00
6220 Marketing & Professional Development		
6221 Advertising	410.18	4,000.00
6222 Conferences and Training	1,300.27	4,000.00
6223 Dues and Membership	3,635.00	4,000.00
6224 Meals	284.38	500.00
6225 Recruiting	300.00	300.00
6226 Staff Development	1,874.71	8,000.00
6227 Subscriptions	104.40	100.00
6228 Travel	158.77	500.00
Total 6220 Marketing & Professional Development	\$ 8,067.71	\$ 21,400.00
6230 Insurance		
6231 Art and Equipment	5,695.00	5,700.00
6232 Commercial Liability	3,266.00	3,400.00
6233 Special Risk	3,758.00	4,000.00
Total 6230 Insurance	\$ 12,719.00	\$ 13,100.00
6240 Office Equipment		
6241 Equipment Lease	4,093.75	6,200.00
6242 Equipment Purchase (computers, etc.)	1,389.19	1,200.00
6423 Furniture		300.00
Total 6240 Office Equipment	\$ 5,482.94	\$ 7,700.00
6250 Office Space		
6251 Archives (Iron Mountain)	4,162.65	5,100.00
6252 Office Rent	81,131.30	100,000.00
6253 Office Utilities	3,500.00	4,200.00
6254 Other Rental Space	4,409.00	4,800.00
6255 Parking		300.00
6256 Repairs and Maintenance		500.00
Total 6250 Office Space	\$ 93,202.95	\$ 114,900.00
6260 Office Management		
6261 Board Meeting Expenses	375.55	500.00
6262 Office Expenses	560.99	600.00
6263 Office Supplies	509.73	1,000.00
6264 Postage and Delivery	138.77	200.00
6265 Printing and Reproduction	620.08	1,000.00
6266 Software	511.67	800.00
6267 Payroll Services	705.70	1,000.00
6268 Financial Service Charges		100.00
Total 6260 Office Management	\$ 3,422.49	\$ 5,200.00
6270 Telecommunications		
6271 Internet	2,333.93	3,600.00
6272 Mobile	771.04	2,000.00
6273 Telephone	1,544.56	2,200.00
6274 Website & Email Hosting	545.04	900.00
6275 Information Technology	1,076.87	1,200.00
Total 6270 Telecommunications	\$ 6,271.44	\$ 9,900.00
Total 6200 Office	\$ 131,283.28	\$ 176,700.00

	Total	
	Actual	Budget
6300 Property Management		
6310 Contract Work		5,000.00
6320 Landscaping Maintenance	5,218.71	25,000.00
6330 Repairs		5,000.00
6340 Snow Removal	6,954.75	35,000.00
6350 Utilities		
6351 NSTAR Gas & Electric	2,986.02	4,000.00
6352 Water		0.00
Total 6350 Utilities	\$ 2,986.02	\$ 4,000.00
6360 Other		
Total 6300 Property Management	\$ 15,159.48	\$ 74,000.00
Total 6000 Operating Expenses	\$ 525,916.13	\$ 765,400.00
7000 Professional Services		
7001 Construction Management	24,036.92	24,000.00
7002 Design - Architects	1,100.00	29,000.00
7003 Design - Landscape Architects	5,515.85	25,000.00
7004 Engineers and Survey		10,000.00
7005 Legal	92,606.99	180,000.00
7006 Real Estate & Finance	27,536.25	40,000.00
7007 Planning and Policy	10,000.00	35,000.00
7008 Retail Management / Wayfinding	5,962.50	10,000.00
7009 Accounting	12,087.24	15,000.00
7010 Marketing / Graphic Design	1,344.00	5,000.00
7011 Temp and Contract Labor	1,624.50	2,000.00
7012 Web Design / GIS	2,750.00	15,000.00
7013 Land Surveys		5,000.00
7014 Records Management / Archivist		20,000.00
7015 Energy & Environmental Planning	26,450.00	40,000.00
7017 Transportation		80,000.00
Total 7000 Professional Services	\$ 211,014.25	\$ 535,000.00
8000 Redevelopment Investments		
8100 Capital Costs	245,541.95	250,000.00
8200 Forward Fund	39,000.00	60,000.00
8400 Foundry Reserve Funds		0.00
Total 8000 Redevelopment Investments	\$ 284,541.95	\$ 310,000.00
Total Expenses	\$ 1,021,472.33	\$ 1,610,400.00
Net Operating Income	\$ 122,025.50	\$ (460,175.00)
Net Income	\$ 122,025.50	\$ (460,175.00)

Cambridge Redevelopment Authority Budget vs. Actuals January - September 2016



Total Expenses by Project



Cambridge Redevelopment Authority Bank & Investment Accounts

	<u>As of Sept 30, 2016</u>	<u>As of Dec 31, 2015</u>
Cambridge Trust - Checking	282,667.97	21,394.74
Boston Private Bank & Trust	99,758.51	144,851.47
CLOSED Boston Private Bank & Trust CD	0.00	253,685.96
CLOSED Cambridge Trust - CD	0.00	620,303.08
CLOSED Leader Bank CD	0.00	257,110.44
Brookline Bank CD	268,482.89	266,459.37
CLOSED East Cambridge Savings	0.00	557,352.42
CLOSED East Cambridge Savings CD	0.00	825,632.65
East Cambridge Savings CD	1,955,966.58	1,946,268.08
Investment Fund (Morgan Stanley)	6,704,333.21	4,320,277.34
CLOSED Boston Private Bank & Trust CD	0.00	0.00
CLOSED Brookline Bank Checking	0.00	0.00
CLOSED Cambridge Savings Bank	0.00	0.00
CLOSED Cambridge Savings Bank CD	0.00	0.00
CLOSED Cambridge Savings Bank CD	0.00	0.00
CLOSED Citizens Bank - Checking	0.00	0.00
CLOSED East Boston S B Money Market	0.00	0.00
CLOSED Eastern Bank	0.00	0.00
CLOSED Winter Hill Bank CD	0.00	0.00
TOTAL \$	9,311,209.16	\$ 9,213,335.55

Thursday, October 13, 2016 12:44:09 PM PST GMT-5 - Accrual Basis