

Cambridge Redevelopment Authority Board  
Packet of Supporting Materials  
Annual Meeting  
February 19, 2014

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i. Agenda

1. Draft minutes from the regular meeting of January 15, 2014
  2. Notice of Public Hearing regarding Electronic Billboard Permit
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3. DPW Kendall Square Project Plans

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7. Presentation on Strategic Plan
8. Report of Design Review Committee and Google signage proposal
9. Memorandum on Conceptual Community Grant/Loan Fund Program
10. Draft RFP for Real Estate Consultant Services
11. Draft Job Description for Office Manager Position

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

# Cambridge Redevelopment Authority

One Cambridge Center/Fourth Floor  
Cambridge, Massachusetts 02142  
617 492-6800  
617 492-6804 (FAX)  
www.cambridgeredevelopment.org



## NOTICE OF ANNUAL MEETING

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

**Wednesday February 19, 2014 at 5:30 pm**  
Cambridge Police Department  
First Floor Community Room  
125 Sixth Street  
Cambridge, Massachusetts 02142

## AGENDA

### February 19, 2014 Annual Meeting

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

#### Call

#### Public Comment

#### Minutes

1. Motion: To approve the minutes of most recent regularly scheduled meeting of the Cambridge Redevelopment Authority (CRA) on January 15, 2014 \*

#### Communications

2. MassDOT Office of Outdoor Advertising Notice of Electronic Billboard Permit Hearing on March 13, 2014

#### Reports, Motions and Discussion Items:

3. Election of Officers
4. Report: Department of Public Works Update on Kendall Square Projects (Ms. Watkins)\*
  - a. Motion: To authorize the Executive Redevelopment Officer to initiate the transfer of CRA properties along the Main St right-of-way to the City of Cambridge
5. Discussion: Consideration of the potential role of the CRA in the redevelopment of the City-owned Foundry building (Ms. Peterson & Ms. Hemmerle)

6. Report: 2013 Annual Report of the Cambridge Redevelopment Authority (Mr. Evans)
7. Report: Draft Strategic Plan (Ms. Madden) \*
  - a. Motion: To authorize the Chair and the Executive Director to enter into a contract with CoUrbanize to provide an interactive information platform hosted online to gather community input related to the CRA Draft Strategic Plan
8. Report: Design Review Committee review of Google signage and connector interior design (Ms. Born)\*
  - a. Motion: To approve the proposed Google building identification sign on the connector between Three and Five Cambridge Center
9. Discussion: Conceptual Community Grant/Loan Fund Program (Mr. Colley) \*
10. Motion: To authorize the Executive Director to initiate the advertising and consultant selection process pursuant to Chapter 30B for an RFP that allows the CRA to select consultants with specialized expertise in redevelopment and public/private real estate projects (Mr. Evans)\*
11. Motion: To authorize the Executive Director in collaboration with the Executive Committee to advertise and interview candidates for a permanent Office Manager position (Mr. Evans)\*
12. Motion: To authorize the Executive Director to donate, recycle or dispose of office furniture and equipment of value of less than \$1,000 in a manner that minimizes CRA cost and maximizes potential reuse value of equipment to the Cambridge Community
13. Update: Ames Street Housing Project (Mr. Evans)

### Adjournment

(\*) Supporting material can be found at: [www.cambridgeredevelopment.org](http://www.cambridgeredevelopment.org)

### Next Meeting:

- o March 19, 2014 at the Cambridge Police Station 1st Floor Community Room

The Cambridge Redevelopment Authority is a "local public body" for the purpose of the Open Meeting Law pursuant to M. G. L. c. 30A, § 18.

M. G. L. c. 30A, § 20, provides, in relevant part:

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

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

It is the policy of the Cambridge Redevelopment Authority to provide notice at least 7 calendar days prior to its meetings whenever practicable.

February 14, 2014

**Regular Meeting**  
**Cambridge Redevelopment Authority**

Wednesday, January 15, 2014; 5:30pm  
Cambridge Police Station  
125 Sixth Street  
Community Room

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**DRAFT MEETING MINUTES**

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**Present**

Kathleen Born (Chair), Margaret Drury (Vice-Chair), Christopher Bator, Barry Zevin Executive Redevelopment Officer Tom Evans, CRA Strategic Planner Kathryn Madden, CRA Urban Design Consultant Charles Redmon, Assistant City Manager for Community Development Brian P. Murphy, City of Cambridge Director of Urban Design J. Roger Boothe, CDD Project Assistant Minjee Kim, and David Stewart (Boston Properties).

Audience sign-in sheet/public comment sign-up for entry into record.

**Call to Order:** Kathleen Born, called the meeting to order (5:40).

**Public Comment**

**Steve Kaiser**

Mr. Kaiser reported that previous difficulty with web files has been resolved. Regarding Article 7, he expects to be able to report on expanded information in more detail in a month or two. The state's transportation bond issue includes discussion of different rail uses on the Grand Junction; there is interest in DMU [Diesel Multiple Unit] trains between North Station and Allston. This is in the bond issue but there has been no public process and it could have an effect on the corridor near us.

Regarding the Kendall Square study agenda item, Mr. Kaiser reported that he has been following the K2C2 process and has many criticisms of it, but pointed out that his communication submitted for this meeting relates to planning for Central Square and one of the developers. He noted that there has been no transportation/traffic plan conducted. One problem noted with the Kendall Square report is that it includes the former CRA executive director on the advisory committee list with an inaccurate retirement date. Mr. Kaiser suggested that in dealing with old issues that keep coming up, it is best to leave as history and move forward. The Board can, on a situational basis, re-vote retroactively to clear up any uncertain decisions.

[The Chair noted that the Board has done this for a significant number of votes. Mr. Evans identified some of the votes that were re-voted and Ms. Born recalled re-votes on 12 or 13 different items and offered to help locate them in the minutes.]

Mr. Kaiser referenced the traffic study agenda item, noting near- \$100,000 cost and questioning the purpose. If it is to show trending with the past, Mr. Kaiser stated that it would not be helpful because of the impact of Longfellow bridge work — the issue needs to be worked out in detail. The

City is conducting a bus study, coming out of the K2C2 process with the Transit Advisory Committee, but it is limited to buses and doesn't include the Red Line. This is a good opportunity for the Authority to do a Red Line study for the same amount of money.

With respect to dealing with past difficulties and moving forward, Mr. Kaiser stated his concerns that some matters are unresolved and others may merit investigation, but he is not in favor of self-investigation. For the sake of institutional memory and continuity, Mr. Kaiser suggested that Boston Properties might be asked to conduct their own 'look back report' and detail past activity as part of the process of putting history to bed.

#### **Heather Hoffman**

Ms. Hoffman noted that the December minutes did not fully characterize her comments and asked that additional clarification be included for the record, referencing her explanation of the inclusionary bonus at the last meeting. She explained that the matter is complicated in that there are two components to the bonus that developers can normally receive through the City's inclusionary housing program. One calculation is based on number of dwelling units and the other on FAR (floor area ratio). This raises questions with respect to bonus calculation for the Ames Street project because Boston Properties assumes the project will receive all bonuses, yet the project-specific zoning does not include limits for either FAR or number of units that can be built.

Regarding the Design Review Committee notes for the Ames Street project, Ms. Hoffman noted that it seemed like no bonus floor area was being claimed, but that she had been told otherwise. Regarding signs, Ms. Hoffman pointed out references to electronic signs, noted that the Zoning Ordinance (use regulations section) prevents noise, vibration or flashing, and that CRA is required to comply with zoning law and does not have the authority to change it. She would like to have the exemption from the Cambridge sign ordinance stricken from Article 14. Wayfinding signage must make clear the path through the garage to get to the roof garden.

#### **Alexandra Lee, Kendall Square Association**

Ms. Lee expressed concerns regarding the correspondence received from Clear Channel on plans for an electronic billboard. Her understanding is that a 48-foot electronic billboard is being proposed for a prominent location and she expressed that it would be an egregious item in neighborhood and would not serve the many users of the area well. She added that MBTA funds should be directed to public safety issues on stairs, platforms, etc. at Kendall Station. Regarding Mr. Kaiser's previous comments relating to the Red Line, she noted that there are people doing research on the Red Line and looking at the data for computer driven trains. Underfunding of the Red Line is big challenge to the neighborhood; to be viable, transportation must be funded.

Public comment closed.

#### **Acceptance of minutes:**

***Motion:*** To approve the minutes of most recent regularly scheduled meeting of the Cambridge Redevelopment Authority (CRA) on December 18, 2013

***Vote:*** Approved. All in favor.

**\*\***The Chair confirmed that Heather Hoffman's comments on the December minutes will be included in current meeting minutes

## **Communications**

### **Steve Kaiser email**

The Chair noted receipt of email from Mr. Kaiser on the Twining proposal and other issues. Mr. Evans noted that he had included both the email and the letter to which it referred in the meeting packet.

### **Clear Channel notice (outdoor advertising):**

Mr. Evans reported that he had received the letter via certified mail as required by MassDOT and has since been fact finding regarding land ownership and applicable regulations. The proposal is to remove existing billboards adjacent to railroad track near intersection of Broadway, Galileo Galilei Way & Binney and replace with a 14 by 48-foot electronic billboard. The CSX right-of-way was acquired by MassDOT two years ago and the billboard license was transferred to Clear Channel. The new electronic billboard is considered a new permit.

State regulations place limitations on brightness—such billboards can't flash, scroll or have animation; each image must stay up for at least 8 seconds. The billboards rotate thru ads and there is commitment (MassDOT/MBTA) to a certain number of public service announcements. The process includes public notification for a hearing where new permits are being considered. The MBTA is installing a large collection of these signs throughout the Boston area; they are a significant revenue source. The provisions that restrict flashing/movement are tied to public safety. The CRA is still trying to understand regarding ownership of the land and billboard, and any regulations regarding proximity to specific uses, such as open space. As of January 14, the permit had not been filed with the Office of Outdoor Advertising; the CRA received notice because it owns abutting parcel of land.

Ms. Drury asked about a court case settled several years ago in Cambridge establishing that there could be no new billboards. Mr. Evans replied that jurisdiction was a determining factor, and his understanding was that ownership by MassDOT or the state entailed more stringent approval requirements. This is related to the regional service function of the MBTA and its need for revenue. Discussion of court case settlement, history of billboard matters in Cambridge, billboard content, hours of operation, possible additional restrictions or mitigation, and timing/permit duration. The group agreed to seek a copy of the court settlement. Mr. Evans noted an error in where the notice directs comments—it should be to the Outdoor Advertising Authority.

Ms. Born noted important deadlines for response and the need to bring public and private stakeholders together to address this issue. People can sign up for notification related to outdoor advertising on the MassDOT web site and Ms. Born suggested that there be a point person signing up for Cambridge. There was also discussion of the adjacent "pork chop" parcel ownership and use of parcel for snow storage.

### **Report of the Executive Redevelopment Officer**

Mr. Evans reported a successful oral history interview with former executive director Bob Rowland, with many great stories; a second interview session is scheduled for later this month. They are also bringing on another intern from Harvard Graduate School of Design to help with archiving CRA documents and ensuring that material is accessible and properly cared for.

Mr. Evans and financial consultant Eric Kinsherf have been working with Kevin Gookin at the Community Development Department to complete the migration of CRA bookkeeping to the new

system. They are also transitioning to an online payroll system, and working with Cambridge Retirement Board staff to ensure proper execution.

Strategic planning work has continued and Ms. Madden has been following up with redevelopment authorities and staff throughout state. They have been preparing for meetings with City Councilors and the public. Also, they are expanding consultant capacity to begin work that will launch from the strategic plan, starting with real estate consulting services, for which an RFP will be prepared as part of a full public procurement process. An office administrator search will begin soon, and office reorganization continues, including proper disposal of unused and excess items in anticipation of moving and/or growing.

February is the annual meeting and election of officers and presentation of the Annual Report, as well as a full meeting agenda. They are waiting to hear back from Google on its signage proposal. The personnel policy has gone through legal review and a final draft is now ready. Work on procurement policy continues with Eric Kinsherf. The Design Review Committee is moving closer to development of signage review protocol but continue to work through new category of electronic signs. Work continues on the concept for a new wayfinding program and rebranding for Cambridge Center (to Kendall Center).

[Ms. Drury asked for confirmation that signs and rebranding will include street addresses.]

The final K2C2 Report will be discussed at this meeting and it is posted on the web site.

Interesting discussions regarding the community fund are ongoing, and with intern Chris Colley, staff has been researching best practices and seeking feedback from City staff to bring matter before the Board in February. The first revenue from Boston Properties is planned for next winter, based on the retail program and the timing of permits for Ames Street.

Boston Properties has established funds to repair / replace pavers in Point Park. Some of furnishings will be removed, lighting will be repaired, but Galaxy will not be touched as part of this work.

[Mr. Zevin asked for attention to Galaxy's steam component so as not to make its condition worse. Mr. Evans confirmed that this work was not planned to impact Galaxy and that he would look into the situation. Mr. Zevin wanted the steam repaired by the party responsible for its damage, noting that the sculptors of this piece are concerned about its future. ]

Mr. Evans reported on research regarding use of the Third and Binney parcel, which is subject to land use restriction due to lack of remediation of soil conditions. He will follow up with the assessment engineer as this may also affect the Volpe site. The draft Kendall Square traffic report by FST is being reviewed; they are likely to publish and present by next month and submit to MEPA (this relates to contract item later in Agenda).

Mr. Evans addressed circulation issues on Parcel 4, further complicated by the closing of the food court in conjunction with Marriott lobby renovations. He has been seeking information related to the closing and future use of the space; new signage has been posted for getting from the MBTA to Broadway.

Spending for snow and ice removal continues and Mr. Evans has been pleased with Greenscape work.

**Motion:** *To place the Executive Redevelopment Officer report on file.*

**Vote:** *Approved. All in favor.*

#### **CRA Board Meeting Calendar for 2014**

Mr. Evans has communicated with boardmembers regarding conflicts, and the only potential issue (regarding quorum) is the August meeting . Ms. Born suggested taking steps to allow remote participation, as this is an important option for a small board.

**Motion:** *To approve the meeting calendar.*

**Vote:** *Approved. All in favor.*

#### **Kendall Square Planning Study**

Roger Boothe, City of Cambridge Director of Urban Design, walked the board through highlights of the report, noting the presence of Assistant City Manager for Community Development Brian Murphy and project assistant Minjee Kim, PhD candidate in MIT's urban studies program, who was responsible for the overall look of the report. Mr. Boothe explained that the report came out of a three-year process involving much thought on a variety of issues. The report covers the history of the area and related planning efforts, analysis of various areas, MIT development plans, open spaces, housing, commercial market conditions, retail dynamics, environmental topics such as looking at the area as an ecodistrict and dealing with climate change, and also transportation, the red line and important connections. Mr. Boothe reviewed the report's goals, recommendations and priorities including the continued creation of an energetic area, building connections, the ECKOS (Eastern Cambridge Kendall Open Space) process, the opportunity for smart growth, the middle income housing gap, the need for R&D/startup space, and the thinking around zoning and infrastructure.

Mr. Boothe will deliver a talk at the Cambridge Public Library on February 25, presenting a retrospective of his 35 years of working with the City and thoughts about where Cambridge will go from here.

Ms. Born expressed appreciation on behalf of CRA for all that Mr. Boothe has done for the Authority through is work.

**Motion:** *To thank Roger Boothe for his many contributions; he will be missed.*

**Vote:** *Approved. All in favor.*

Ms. Born asked about next steps for the zoning process and how CRA will have opportunity for input. Mr. Murphy explained that in the first half of year both Centrall Square and Kendall Square zoning recommendations go back to Planning Board with the goal of sending petitions to City Council. Work will likely proceed parcel by parcel, with MXD and Volpe as separate parcels. The MIT zoning process set precedent for this approach.

Discussion of timing and coordination of zoning process with the urban redevelopment plan revisions. Mr. Evans continues discussion with the state on procedural matters and will work with CDD to coordinate progression of work.

**Motion:** *To place the report on file.*

**Vote:** *Approved. All in favor.*

#### **Amended and Restated CRA Personnel Policy**



Ms. Born acknowledge board and staff work to develop a fair and progressive policy. Mr. Evans noted the auditor's input into content and direction of the policy. He pointed out changes since the last discussion in the section previously known as the whistleblower policy (p.14, Section IV). Discussion of distinction between duty to report financial irregularity and ethical/conflict of interest matters. The board agreed that a simple amendment to the published motion would achieve the goal of establishing duty to report financial irregularity and protection of employees who report concerns within the scope of the Personnel Policy.

**Motion to Amend:** *In Section VI (A) Reporting Responsibility - Strike the word "professional" and after the word "activity," add "relating to accounting or auditing irregularities."*

**Vote:** *Approved. All in favor.*

**Motion:** *To adopt the policy as amended.*

**Vote:** *Approved. All in favor.*

#### **Trial Balance; CD Schedule/All Cash and Cash Flow**

Mr. Evans noted his production of new and old versions of this report to close out 2013 consistently, pointing out the primary outcome of having expenses under the original projections. This is mostly due to "belt tightening," mostly in the legal category and an engineering contract not fully spent. There have been some office savings, with Mr. Evans starting his position later than budgeted. Insurance and medical expenses differ from projections. Also, fees have come in from Boston Properties for Google project and 17 Cambridge Center. CRA has finished the year with nearly \$12 million in cash reserves. Depending on timing of transactions, individual items may sit on either side of the budget year. In response to a question regarding the period of CRA work with current auditors, Mr. Evans noted that good auditing practice is to change auditors every 5-7 years, so that CRA could extend one more year to fully complete the financial transition.

**Motion:** *To place the balance sheet on file.*

**Vote:** *Approved. All in favor.*

#### **Draft 2014 CRA Budget**

Discussion and appreciation of progress made by CRA with the development of an understandable budget, through a meaningful process, that provides clarity in tracking funds. Mr. Evans pointed out the additional sheet for comparison of 2013 budget and actual (translated back into Excel for readability).

**Motion:** *To approve the 2014 CRA Budget.*

**Roll Call Vote:**

*In Favor: Bator, Born, Drury, Zevin*

*Opposed: none*

#### **Ames Street Housing Project**

The Chair noted the Design Review Committee report prepared and submitted by Mr. Redmon as well as the presence of David Stewart, representing Boston Properties.

With respect to the project design development timeline, Mr. Evans reported discussions with CDD and Boston Properties on how to coordinate board review and Article 19 process for major project review. They have agreed upon a format to have monthly meetings of the Design Review Committee (which includes members of CDD staff). Boston Properties will come before the Board

for schematic review before they submit to the City for the full application, which kicks off a City process to review broader topics, a 60-day required noticing process, and a hearing between 0-90 days after submission of the application. Boston Properties will come before the CRA board for endorsement of the project, which will then be presented to Planning Board for decision.

Mr. Stewart reported that they have looked at the scope of work necessary to prepare for Article 19 filing. Boston Properties wants to be careful to study everything they are expected to study. One component is the effects of wind and only a few companies do that work; there is a six week lead time to book the wind tunnel. They must first have agreement on massing. Filing for Article 19 around the end of March is likely. Then they will go through the process and be in position by end of calendar year with biddable documents to go out to market and proceed with construction immediately thereafter. They may need twice-monthly meetings with the Design Review Committee to achieve this timing.

Mr. Evans referenced the Redmon report and items discussed in the meeting. Mr. Redmon noted that Boston Properties is looking for as slender a tower as possible for a distinctive skyline view. Mr. Zevin stated that the alternative he saw seemed to be reasonable and he looks forward to more detail. Mr. Evans expressed the desire to look at key viewpoints to see how the tower will be seen in the skyline--views from the river are particularly of interest. Ms. Born reported the meeting as being very positive and Mr. Stewart stated that at the appropriate point they would develop a photorealistic rendering. They are now focused on designing from the inside out, looking at what the customer will want.

Mr. Zevin noted that zoning forces a focus from the outside in and that he looks forward to the other direction and in more developed design schematic materials.

### **Kendall Center Signage and Wayfinding Proposals**

#### **Ambit sign:**

Mr. Evans directed attention to the initial graphic proposal to discuss evolution of thinking on this matter. Dean Lyettefi, Business Operations Manager for Ambit Creative Group provided information about the history of the company, services provided, and their presence at Cambridge Center. With the printing operation now located in Brighton, the Kendall Square location will be a sales, marketing and design suite with approximately four people working there. They are proposing installation of electronic sign (monitor) to showcase the firm's work, which would display scrolling information to help people understand what they do. The sign would be mounted inside their space and it would be all visual, with no sound. This type of graphic communication is a more engaging way for companies to communicate, which is what Ambit helps clients to do. Ambit's location is an arcade alleyway space between the parking garage and 5 Cambridge Center. The entry to Ambit is directly off the alley, with the door on the same wall as the proposed sign.

Ms. Born pointed out the Design Review Committee discussion of the changing nature of identity and signage, and that the MXD exemption from the City's sign ordinance is probably a good thing. Ms. Drury asked about implications for CRA's sign policy, which is in development, and Mr. Evans explained some of their current thinking about video signs, which might have a threshold for the highest level of review, while temporary signs would receive the lowest level of review. Larger signs and electronic images would go to a full board review. Mr. Zevin concurred with issues raised, pointed out the difference between the notion of a temporary sign versus serial temporary signs, such as one that changes each month but remains in the same place. Other questions are how

much of a storefront/building can be obscured by signage (test cases can be performed) and with respect to electronic signs, what defines “flashing” and how should proximate uses be considered.

Mr. Bator asked for clarification regarding door material (glass confirmed).

**Motion:** *To approve the proposed Ambit video sign for installation at Five Cambridge Center off the service alley within Parcel Four.*

**Vote:** *Approved. All in favor.*

#### **Kendall Center Wayfinding Proposal:**

Mr. Evans reported that the presentation at the committee meeting was an update of what they had seen before, noting four key issues: the “vine” graphic illustrating wayfinding to the rooftop garden, garage entries, building identification graphics/signage, and maps/monument signs. Discussion included questions about the definition and meaning of Kendall Center, the importance and hierarchy of building identity (street address) over Kendall Center. Discussion also addressed wayfinding for the roof garden and the need to carry the graphic theme through the trip from outside to the garden. Mr. Stewart confirmed that Boston Properties has asked the designer to make one more revision to satisfy the Design Review Committee before the proposal comes before the full board.

#### **75 Ames Street (temporary certificate of occupancy for Broad Institute)**

Mr. Evans noted that testing and tenant improvements were required to go on in tandem with activity for finishing the building. Temporary certificate would be an intermediate step that allows Broad to begin installation of scientific equipment while the contractor is still working toward completion. The CRA letter of support (demonstrating board endorsement) would go to the Inspectional Services Department.

**Motion:** *To authorize the Executive Redevelopment Officer to execute a letter of support to the Inspectional Services Department for the issuance of a Temporary Occupancy Permit for the Broad Institute at 75 Ames Street.*

**Vote:** *Approved. All in favor.*

#### **Amendment of Professional Services Contract**

Mr. Evans reminded the board that the traffic studies are connected to a MEPA obligation to do an annual traffic count report. The cumulative data is unique in the Commonwealth in terms of detail available for a defined geographic area. The scope of services was reviewed with CDD staff and they have added to the scope so that the report could look at a broader segment of traffic data and hopefully to reflect a broader perspective regarding Kendall Square growth. There is interest, in the Kendall Square report, in a follow-up traffic component for growth forecasting based on proposed Kendall Square zoning. This would include analysis of the implications of Galileo Way and the Grand Junction Path, challenges related to bike facilities, and median options. With additional items assembled for analysis, the scope of work has grown (independent of extension of the contract).

Ms. Born asked whether it makes sense to do this analysis while Longfellow Bridge work is in progress (per public comment). Mr. Evans responded that CRA has a long stretch of consistent information in hand, and although in the last year there has been major change, there is an ongoing commitment to do the traffic study. CRA has a strong data set that tells an interesting story, and will have to look at things differently for the next three years during the bridge work.

Discussion of merits of data analysis during time of change. Mr. Evans noted that there has not yet been a full build-out analysis, and if data gathering stopped now and resumed in four years, CRA risked losing data articulation. He reminded that the purpose of traffic analysis is to measure impacts of growth, and another key part of the report is to measure traffic in and out of garages and conduct an employee survey for mode share. This provides a rationale for continuing the study work and he anticipates that the report will tell a good story about smart growth and transit-oriented development. Discussion of defining scope of work to achieve larger CRA goals, build on the work of the Kendall Square Study, and address traffic issues in the redevelopment area.

***Motion:*** *To authorize the Chair and the Executive Redevelopment Officer to further amend the professional services contract with FST to provide an additional \$54,000 for 2014 related to its review of traffic studies for 20 year period and future traffic projections*

***Roll Call Vote:***

*In Favor: Bator, Born, Drury, Zevin*

*Opposed: none*

***Motion:*** *To adjourn (8:17)*

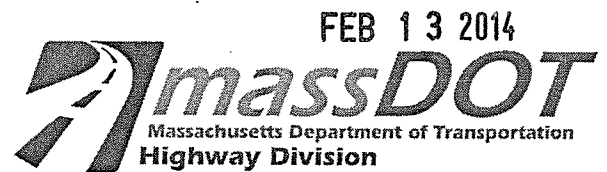
***Vote:*** *Approved. All in favor.*

Next Meetings:

- February 19, 2014 at the Cambridge Police Station 1st Floor Community Room
- March 19, 2014 at the Cambridge Police Station 1st Floor Community Room



Deval L. Patrick, Governor  
Richard A. Davey, Secretary & CEO  
Frank DePaola, Administrator



CERTIFIED MAIL: 7012 2210 0002 3941 8242

**Office of Outdoor Advertising  
Ten Park Plaza, Suite 6160, Room 6141  
Boston, MA 02116**

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February 10, 2014

Donna P. Lopez, City Clerk  
Cambridge City Hall  
795 Massachusetts Avenue  
Cambridge, MA 02139

Re: Proposed conversion of static outdoor advertising billboard(s) to  
electronic billboard(s)

Dear Ms. Lopez:

Please be advised that on Thursday, March 13, 2014 the Office of Outdoor Advertising (OOA) will hold a public meeting at 11 AM in Conference room/s 5 & 6 on the second floor of the Transportation Building at 10 Park Plaza, Boston MA.

The agenda includes application by Clear Channel Outdoor for one electronic permit to replace an existing traditional billboard permit at the following location(s):

- a. Broadway at Galileo Galilei Way  
Application 2014D016 (current permit #: 33939, facing south)

Public comment regarding the proposed electronic billboard(s) and/or display(s) may be presented at the meeting or in writing prior to the meeting to:

The Office of Outdoor Advertising,  
Attention Edward J. Farley, Director  
Ten Park Plaza, Room 6141  
Boston, MA 02116

Thank you for attention to this matter.

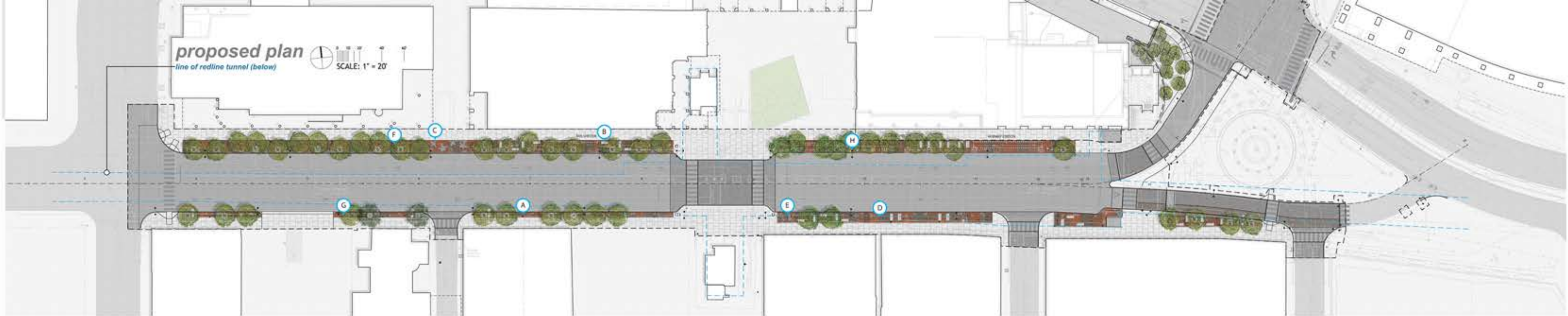
Sincerely,

Edward J. Farley, Director  
MassDOT – Office of Outdoor Advertising

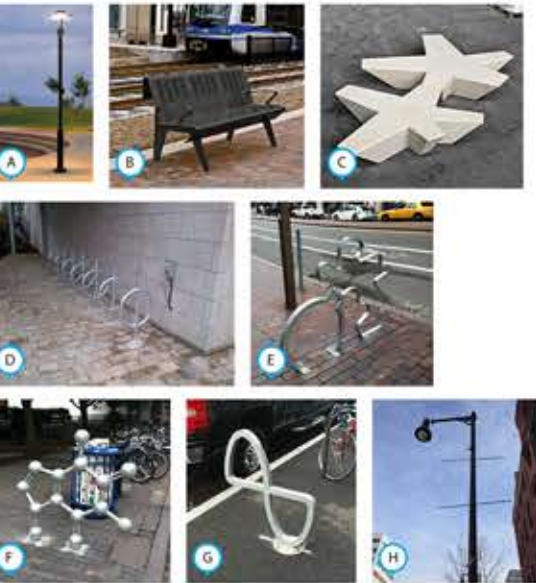
cc: Richard C. Rossi, City Manager

Ten Park Plaza, Suite 6160, Boston, MA 02116  
Tel: 857-368-9700, TTY: 857-368-0655  
[www.mass.gov/massdot/ooa](http://www.mass.gov/massdot/ooa)

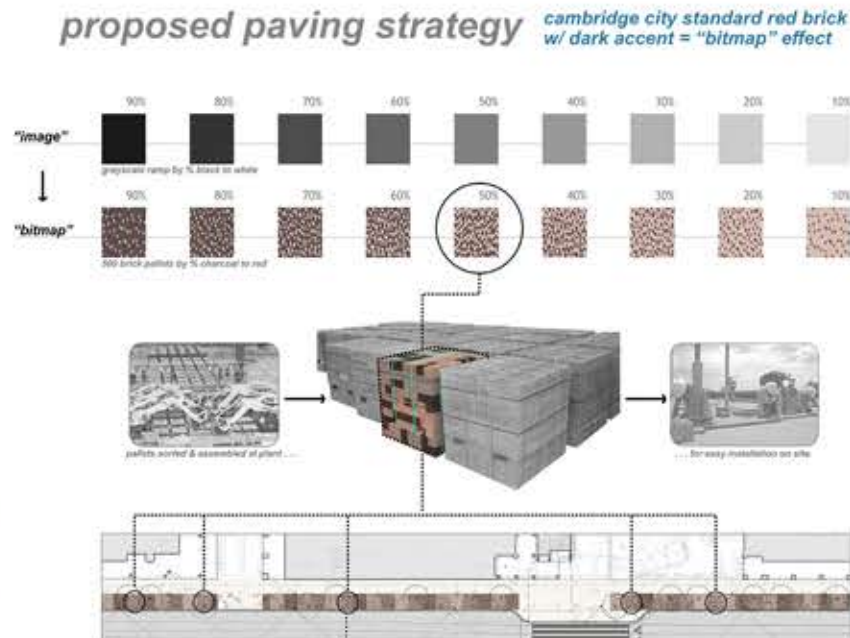




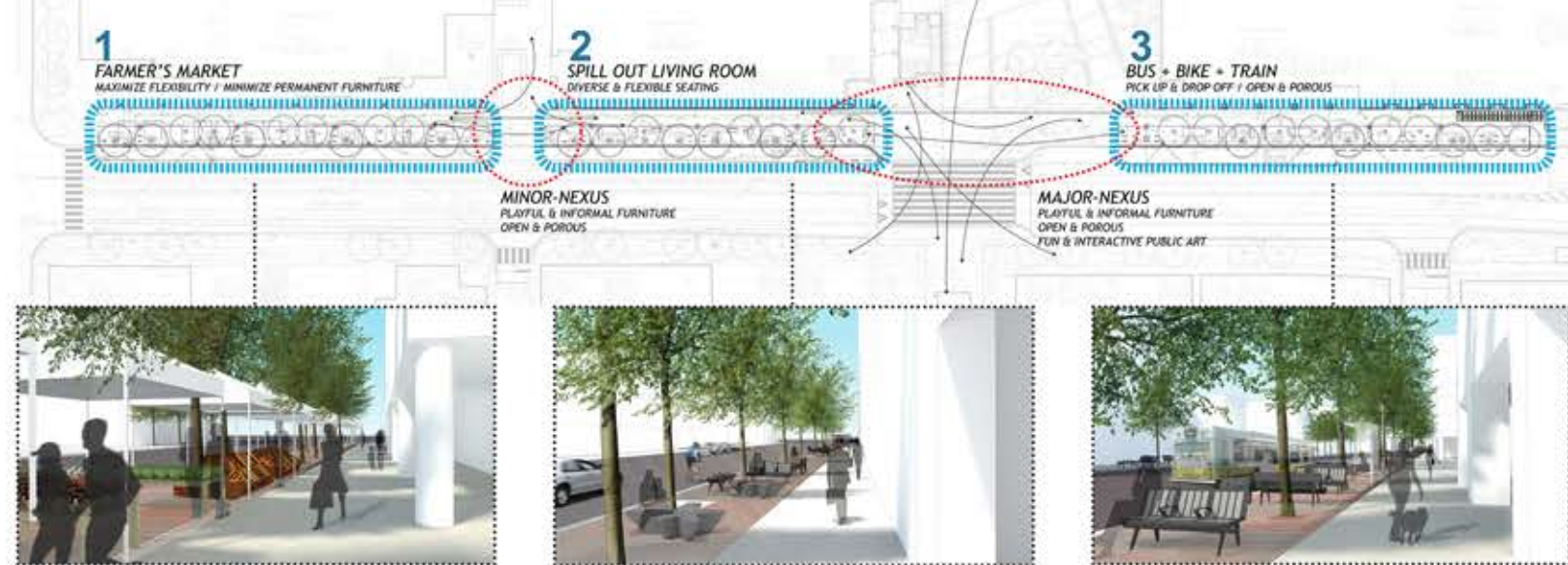
### proposed street amenities



### proposed paving strategy

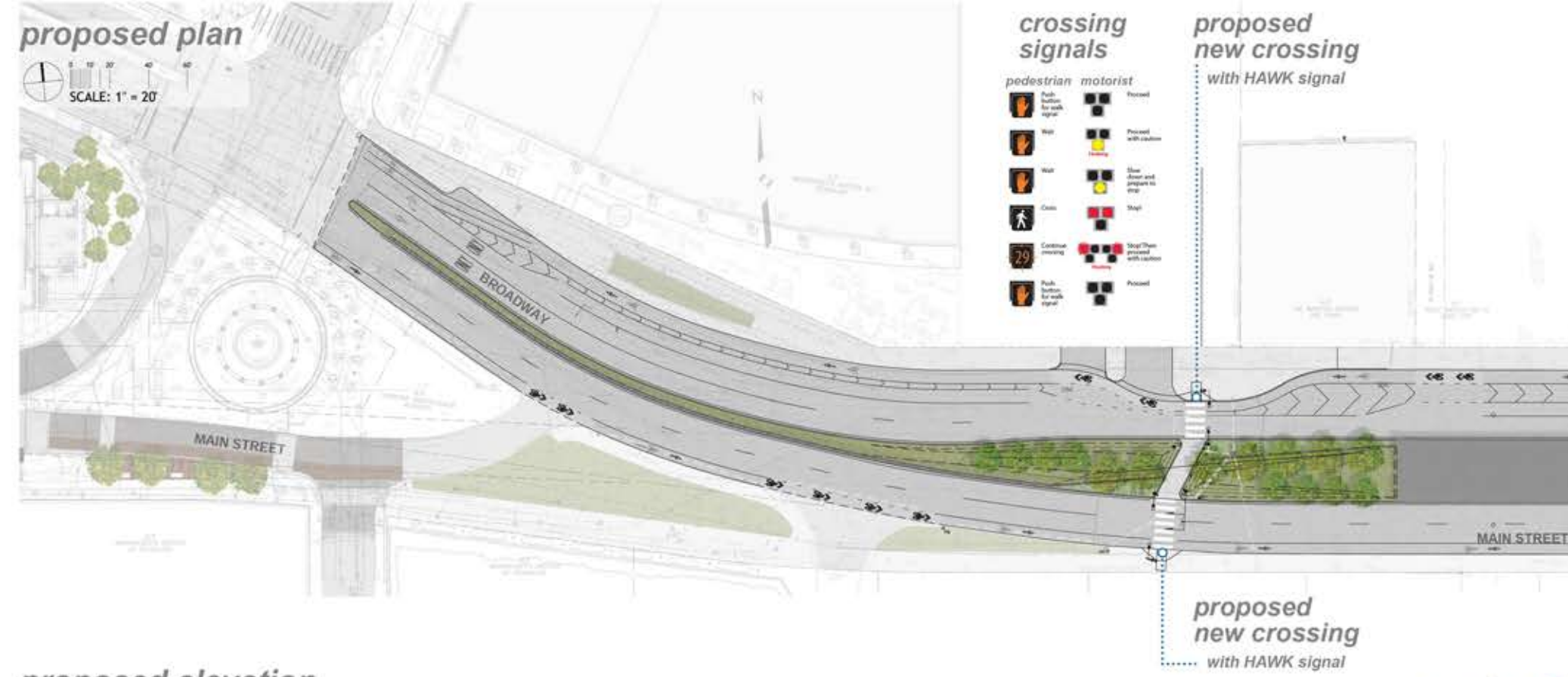


### proposed sidewalk spaces + views



**main street, kendall square** a playful, inventive public realm for Cambridge's innovation district!





buffered bike lane



lit bollard



special lighting



### proposed elevation

SCALE: 1" = 10'



outbound



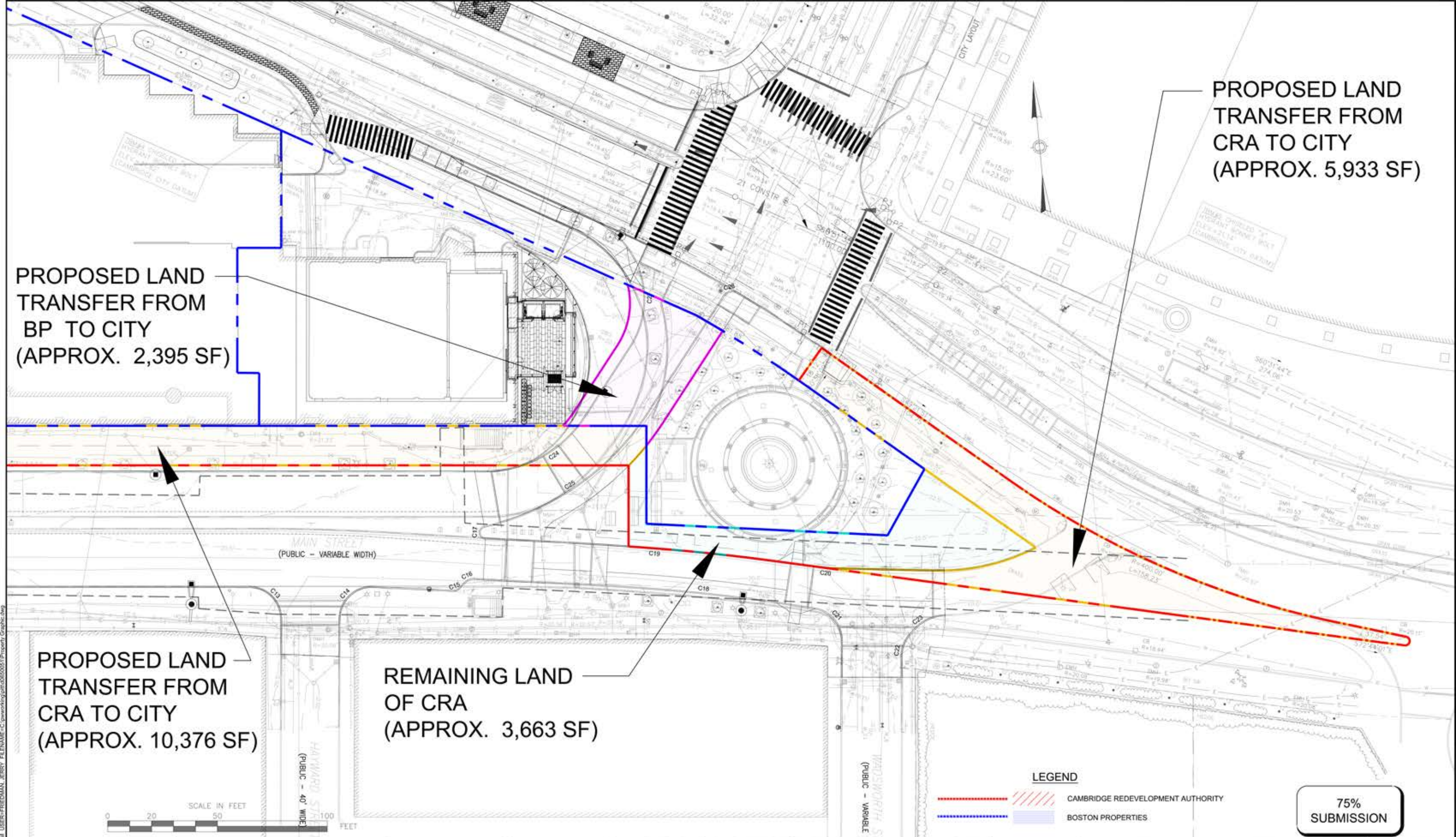
inbound



### planting







PROPOSED LAND  
TRANSFER FROM  
CRA TO CITY  
(APPROX. 5,933 SF)

PROPOSED LAND  
TRANSFER FROM  
BP TO CITY  
(APPROX. 2,395 SF)

PROPOSED LAND  
TRANSFER FROM  
CRA TO CITY  
(APPROX. 10,376 SF)

REMAINING LAND  
OF CRA  
(APPROX. 3,663 SF)

LEGEND

- CAMBRIDGE REDEVELOPMENT AUTHORITY
- BOSTON PROPERTIES

75%  
SUBMISSION

**HDR**

HDR ENGINEERING, INC.  
695 ATLANTIC AVENUE, 2FL  
BOSTON, MASSACHUSETTS 02111-2626  
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Scale	AS NOTED			
Date	FEBRUARY 6, 2014			
Job No.				
Designed by	PAB			
Drawn by	PAB			
Checked by	GMF	No.	Description	Date
Approved by	GMF		REVISIONS	

**THE WORKS**  
CAMBRIDGE  
DEPARTMENT  
OF PUBLIC  
WORKS

Client  
CITY OF CAMBRIDGE, MA  
Project  
RECONSTRUCTION OF MAIN STREET  
KENDALL SQUARE

Drawing  
PROPOSED LAND TRANSFERS  
SHEET 2 OF 2

Sheet  
File No.





# 2014 Strategic Plan

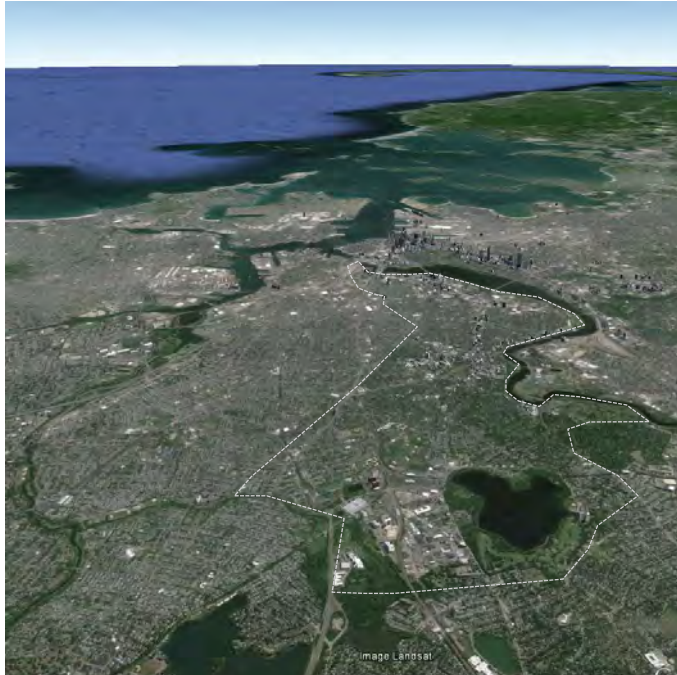


## Cambridge Redevelopment Authority

February 19, 2014

# Agenda

*The Cambridge Redevelopment Authority is at a pivot point, with a long history and a new Board and staff*



1. CRA Past Role in the City
2. MA Context: Redevelopment Authorities
3. CRA Today
4. Strategic Plan Process



## CRA Role in the City

*The CRA was set up in 1956 and has been involved in projects throughout the City, with a recent focus on Kendall Square.*

***Date of initial construction shown.***



### Riverview:

79 units | 1960

### Wellington Harrington

324 units + 27,000 gsf | 1963

### Tech Square (Rogers Block)

1.2 million gsf | 1965

### Kendall Square

3.2 million gsf | 1965

### Walden Square

240 units | 1975



## CRA Role in the City 1956 - 2014

## Redevelopment Authority Tool Set

*Increasingly Redevelopment Authorities are used to spearhead innovative projects and programs.*



Salem

- **Salem:** preservation, development control, design review, reuse of public facilities
- **Holyoke:** implementation of city's downtown vision plan
- **Somerville:** implementation of major infrastructure and city plans
- **Malden:** economic development, strategic projects, parking, community loan funds
- **Fitchburg:** brownfield remediation, incubator property management



## **Definition: MA Redevelopment Authorities**

*Chapter 121b is the State enabling legislation for local redevelopment authorities.*



- Independent body
- Broad powers to implement growth in underutilized areas
- City and State appointed board
- City must approve redevelopment plans
- More flexibility with real estate transactions
- Financial tools available

## Mission: Who is the CRA today?

*The CRA is currently in a strategic planning process to help shape the organization and its future.*



- We are inspired to achieve **social equity and a balanced economic system**
- We work in the **public trust**
- Our goal is to **balance economic vitality, housing, and open space** in sustainable communities
- We are an **independent, agile public authority** working in partnership with the City

# Operating Principles

*With a new Board and Staff, the CRA is demonstrating a new approach to working.*

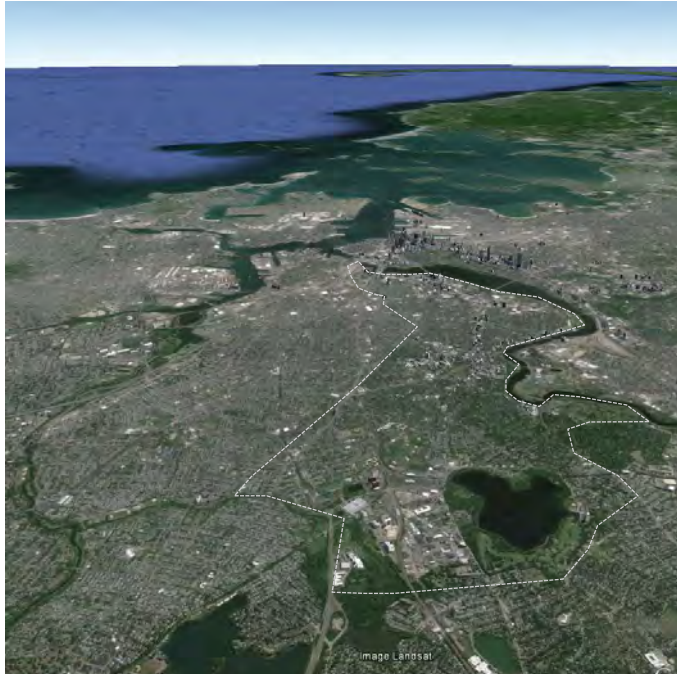


- 1. Act**
- 2. Operate with transparency**
- 3. Maximize the public benefit**
- 4. Operate with fiscal responsibility**
- 5. Set an example**



## Vision: In five years the CRA will .....

*As a part of the Strategic Plan, the CRA staff and Board have been reaching out to elected officials, city staff, and others to contribute to this vision.*



- Create **landmark places**
- Develop **real estate** to achieve public goals
- Merge the **public interest** with private sector expertise
- Work in close **partnership** with the CDD and other City staff
- **Act nimbly** to implement plans and improve the built environment
- Have an **efficient independent operation**
- Be **financially independent** and stable

## Context, Opportunities, and Challenges

*The CRA operates within the  
context of the community, City,  
and State*



**Operations:** staffing, allocation of time, office location

**Financial:** need for a steady revenue source; depletion of cash reserves; potential new development revenues

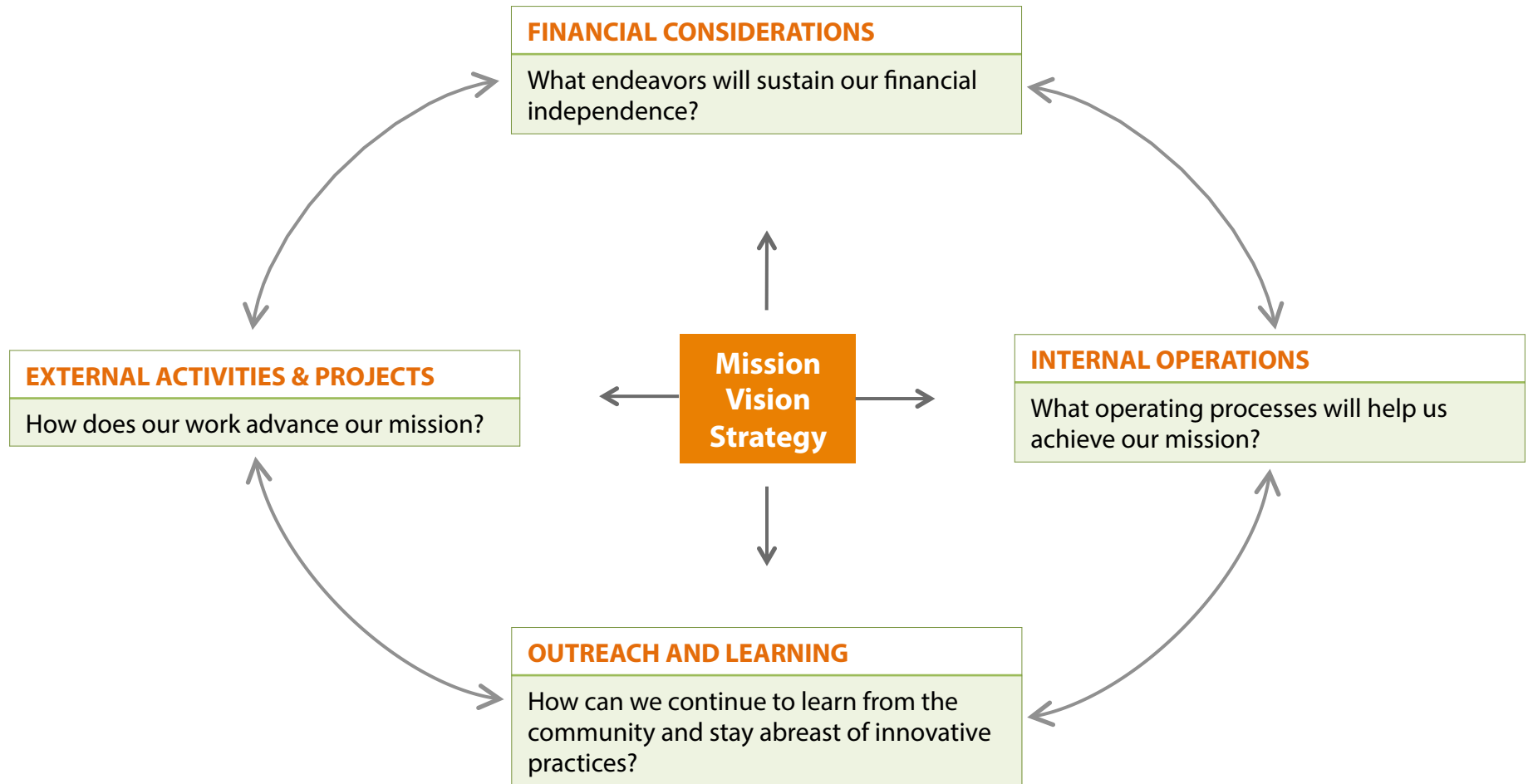
**Governance:** decision-making process; Board committee roles; Board agendas (regular business and new business)

**Legal and Regulatory Environment:** Urban Renewal Plan and Development Agreements; zoning; State directives and enabling legislation; ongoing look-backs

**Partners and Community:** evolving City goals and policies; neighborhood and partner interests and initiatives

**Real Estate Market:** economic cycles; private market interests; cost of land and development, especially it affects housing

# Balanced Scorecard: Criteria for Success



# Redevelopment Authority Tool Set

*There are different models for real estate projects with CRA involvement.*



- **District infrastructure:** focus on an area that needs new streets or other infrastructure to support new development
- **District preservation and infill:** focus on an area where development and design controls are important
- **Distributed model of investment:** invest in small properties or small projects city-wide
- **Demonstration projects:** individual projects that call for unique public/private solutions

# Future Project Selection

## Project Proposal



Consistent with City Policy?



Fits CRA Mission?



Financial Consideration



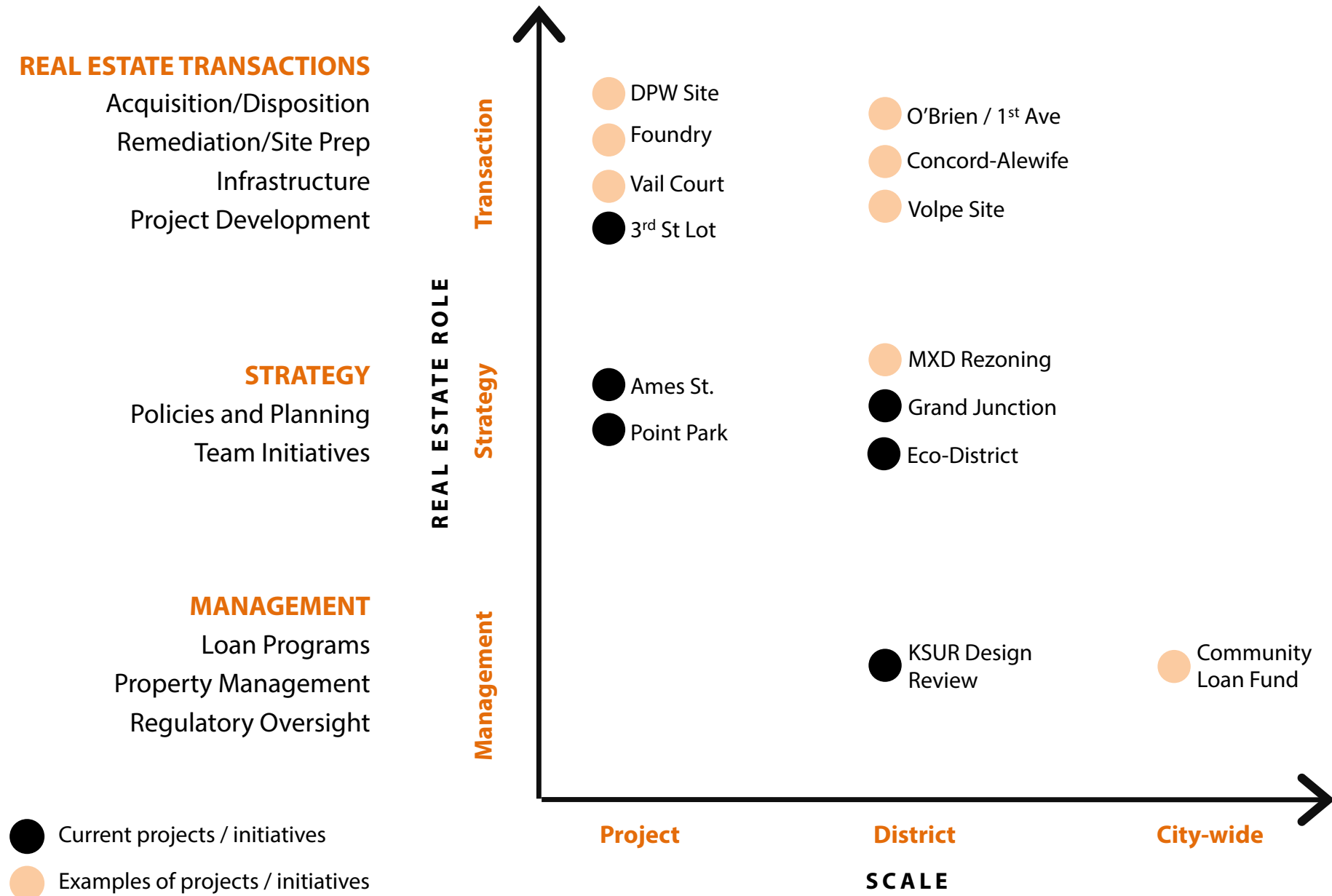
Does CRA have Capacity to Implement?



Are Partnerships Established?

# Alternative Scenarios

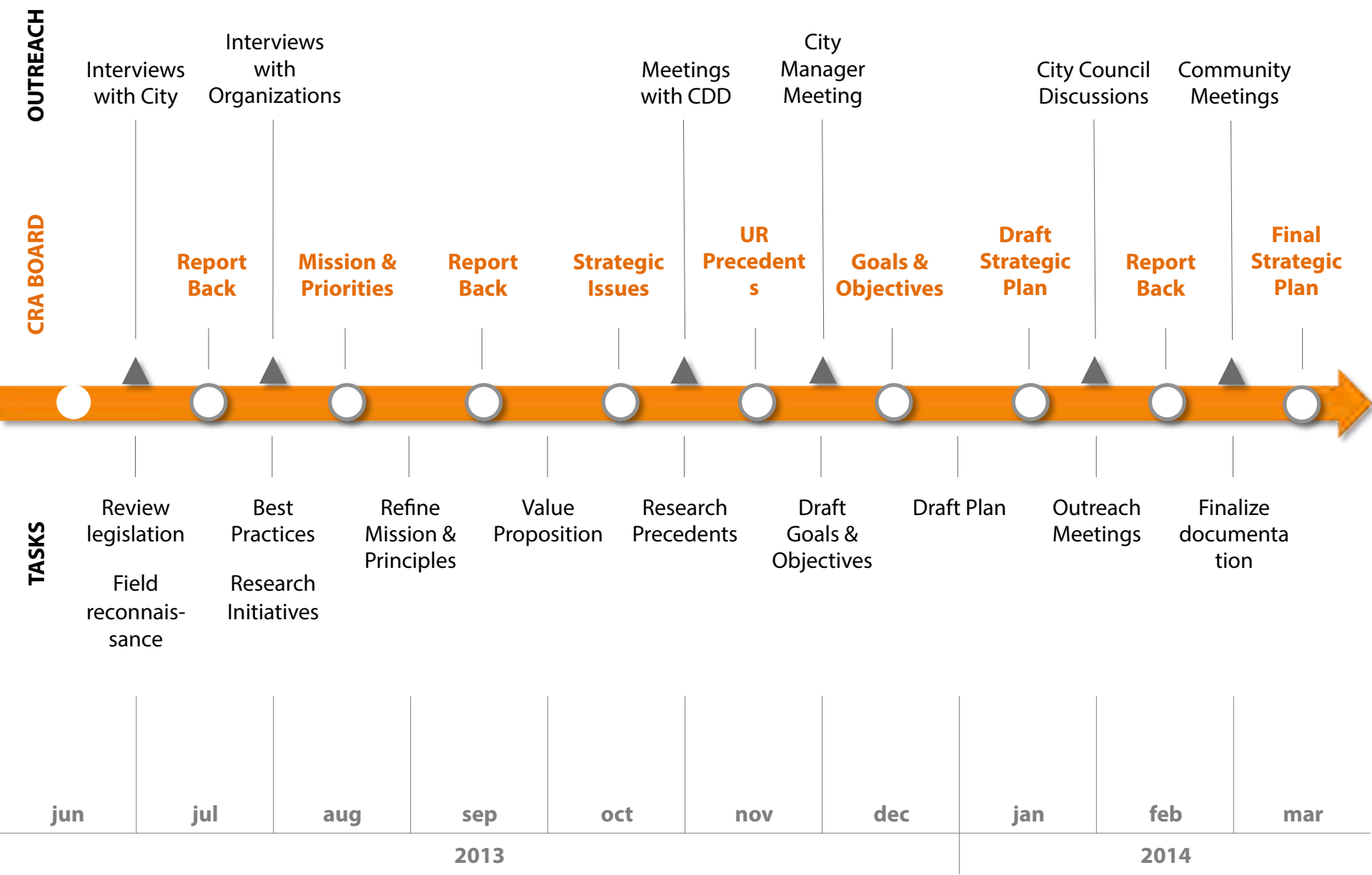
*Projects and areas that have been raised in multiple stakeholder interviews*



# Balanced Scorecard: Objectives

PRINCIPLES		Maximize the Public Benefit <i>Serve a broad public purpose with ethically sound practices in partnership with others</i>	Operate with Fiscal Responsibility <i>Use our independent resources wisely to accomplish our mission</i>	Act <i>Focus on implementation using redevelopment tools imaginatively</i>	Operate with Transparency <i>Be visible and foster face-to-face relationships and a forum for discussing ideas</i>	Set an Example <i>Be innovative yet with an awareness of history and larger context</i>
BALANCED INTERESTS						
	External Activities & Projects <i>How does our work advance our mission?</i>	Set our agenda for long and short term projects/programs	Establish criteria to vet development projects and other initiatives against mission	Strengthen city relationships at multiple levels	Assign Board members as ambassadors for different initiatives	Track changes in city and development trends
		Set targets related to new zoning and development agreements	Reinvest money to serve the public interest	Clarify design review process with City Article 19		Lead in innovative practices
		Establish a revenue stream for community loan fund	Identify new revenue sources through development and/or loans	Participate in MXD rezoning process		
	Internal Operations <i>What operating processes will help us achieve our mission?</i>	Increase internal capacity in line with strategic priorities	Identify CRA role and budget for priority projects	Use Committee structure to streamline decision-making process	Reinforce Board role in policy, oversight, fiduciary responsibility	Set standards and budget for employee learning and growth
			Establish criteria for office location		Improve communication protocols	Involve interns in research on innovative practices
					Renominate and fill Board seats	
	Financial Considerations <i>What endeavors will sustain our financial independence?</i>	Align program & administrative costs with priorities	Reduce costs wherever practical		Set up financial procedures and protocols	
			Balance risk with a higher return on investment			
	Outreach and Learning <i>How can we continue to learn from the community and stay abreast of innovative practices?</i>	Measure our progress with data and benchmarks	Track time and expenses on projects	Develop an understanding of community issues	Ensure that partners and community know role of CRA	Engage higher education representatives
		Identify targets for community loans		Meet regularly with public officials, federal, state agencies		Participate in regional special interest groups

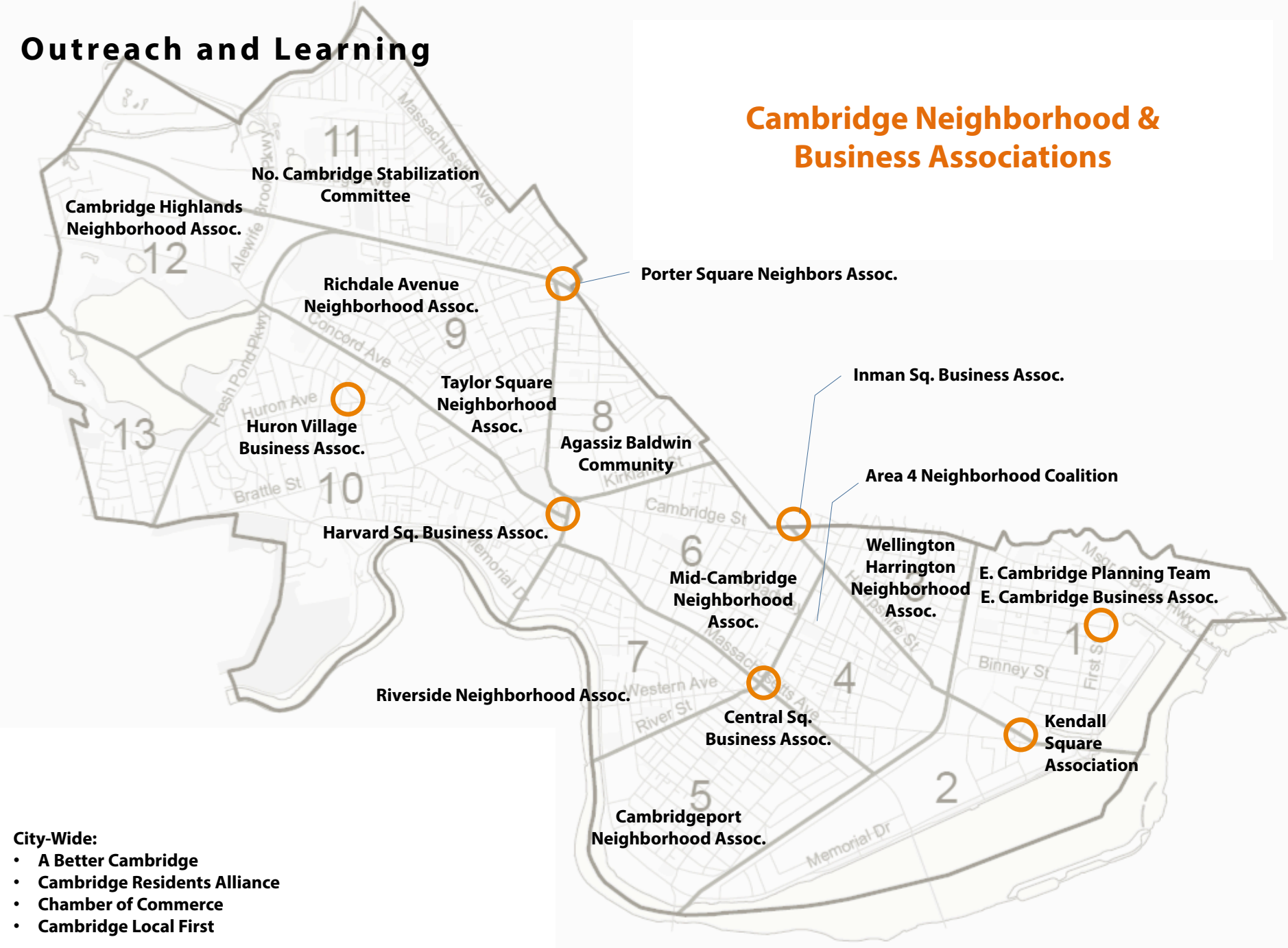
# Strategic Plan Process





# Outreach and Learning

## Cambridge Neighborhood & Business Associations



### City-Wide:

- A Better Cambridge
- Cambridge Residents Alliance
- Chamber of Commerce
- Cambridge Local First

## Tom Evans

Executive Redevelopment Officer

Cambridge Redevelopment Authority

One Cambridge Center 02142

617-492-6801

[tevens@cambridgeredevelopment.org](mailto:tevens@cambridgeredevelopment.org)

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

### ➤ Strategic Planning Workshop

Wednesday March 5<sup>th</sup> @

Cambridge Public Library

Community Room



**DRAFT**

**CAMBRIDGE REDEVELOPMENT AUTHORITY DESIGN REVIEW COMMITTEE MEETING**

**NOTES: Google Connectors & Corporate Signage Design**

**February 6, 201**

*Attending:* Kathy Born (CRA), Barry Zevin (CRA), Tom Evans (Executive Redevelopment Officer, CRA), Stuart Dash (CDD), Roger Boothe (CDD), Kevin Sheehan (BP), David Stewart (BP), Mike O'Hearn (BP), Ben Lavery (BP), Kristin Chiles, by phone (Google), Kevin Hurley (CBRE), Steve Murphy (CBRE), Jonathan Murin (Nelson), John Schuyl (FXFowle), Mark Strauss (FXFowle), Charles Redmon (C7A), and Larry Bluestone (BPG).

*Notes Submitted By:* Larry Bluestone

---

On February 6, 2014, the CRA's Design Review Committee and Boston Properties (BP) met with representatives of Google to review current Google corporate signage designs for the Main St. façade of the CC3-CC5 Google Connector building and interior designs for Google's CC4-CC5 Connector. Kristin Chiles of Google introduced and presented Google's updated signage designs for the CC3-CC5 Connector and interior designs for the CC4-CC5 Connector.

**CC3-CC5 Google Connector - Corporate Façade Signage Proposal & Discussion**

Kristin Chiles presented the latest designs for the Google sign on the Main St. façade. It was essentially what the Committee had seen before and had encouraged. Kristin said that internal corporate Google approval for the design shown has been obtained. Kristin further explained that the sign would be illuminated with programmable LED lighting – either white or colors, and that the coloring could be changeable. She said that the sign is likely to be installed by May 2014. Barry Zevin asked if the Google signage letters could be easily reached to be cleaned and maintained. Kristin responded that she was sure this question had been considered. Kathy Born then reiterated the Committee's support for the sign proposal drawings as presented.

Kristin then raised a new issue, "in the spirit of candor", that Google corporate may in the future want to explore additional (one or more) Google signs higher on CC5. Kristin said that this was new thinking and that Google had not yet discussed this idea with BP. She further said that she had briefed corporate about the deliberate and ongoing design review process that has been successful to date between Google and the CRA regarding the current sign proposal.

Since there was no detailed proposal and since Kristin did not know if a future high sign would have preference at the Corporate level, Tom Evans concluded the discussion by saying the CRA Board will schedule and consider the current sign proposal for an approval vote in two weeks, pending the go-ahead confirmation from Kristin.

**CC4-CC5 Google Connector – Interior Design and Layouts**

Kristin presented designs for the interior room and furniture layouts for the CC4-CC5 Connector as well as the CC3-CC5 Connector. The presentation was focused on a rendering of what the public would see from the rooftop garden looking into the CC4-CC5 Connector.

Kristin, referring to the rendering, pointed out that the blank expanse of walls seen on both levels were rendered in yellow as a placeholder because Google had not yet decided on the wall art or murals that would eventually be installed on these walls.

Kathy Born responded by providing context and previous concerns of both the City and CRA. She said the main issue to the Authority was what the public would see from the rooftop garden and that the primary goals were always 'transparency' and 'activity or liveliness' within the Connector. Kathy said she believed that at every stage of design submission, the proposals had slipped further from these original goals and the images of transparency and liveliness that the original concept renderings, prepared earlier by Elkus Manfredi, had portrayed. She reminded everyone that it was these original renderings which served as the basis for the City's and CRA's approval of the Connector.

Kevin Sheehan responded that the core and shell design, shown on the original renderings and plans, had remained entirely consistent, and that was the basis for earlier approvals. Today's interior plan layout submissions reflect both Google's space needs and do not differ to any great extent from the plan layouts presented previously to the Committee.

Tom Evans said that it would be difficult to approve the plans, as is, particularly since it was still not known what the artwork or murals would be on the blank walls shown in the rendering. Also, Tom pointed out that a 'floating' conference room shown on the sixth floor considerably disrupts the flow of continuous space and through transparency on that floor. He suggested that it be removed. Kristin responded that the plan reflects Google's space needs.

Larry Bluestone commented that the rendering may not do the actual plan and appearance of activity within justice, and suggested that new rendering viewpoints be prepared that may better indicate the level of activity within. He also commented that during much of the day, rooftop garden users would hardly be able to see in at all through the glass façade curtainwall unless the interior illumination levels were very high compared to outside sunlight. So, interior illumination levels should be studied.

Barry Zevin, referring to the interior layouts for the floors in the CC3-CC5 Connector, pointed out that they were filled with offices, small spaces, bathrooms, etc. that did not achieve the spirit of the original Google presentation that these spaces would need to be 'open' spaces.

Tom Evans concluded the discussion by saying that the project was not yet ready for successful Board approval.

If you have any edits to these meeting notes, please forward them to Larry Bluestone at [lbluestone@bluestoneplangroup.com](mailto:lbluestone@bluestoneplangroup.com), or at 617.661.0725.

# Google Cambridge Primary Campus Identification 3CC/5CC Connector

Design Intent Package  
CRA Design Review  
6 February, 2014

**Graham Hanson Design LLC**  
475 Park Avenue South  
Floor 19  
New York, New York 10016  
212 481 2858 telephone  
212 481 0784 telefax  
www.grahamhanson.com  
info@grahamhanson.com

**Client**

Google

**Project**

Google Cambridge  
Primary Campus Identification

**Architect**

**Drawing**

**Page**

1

**Scale**

**Date**

6 February 2014

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**Client**

Google

**Project**

Google Cambridge  
Primary Campus Identification

**Architect**

**Drawing**

Elevation Renderings

**Page**

2

**Scale**

Not to Scale

**Date**

6 February 2014

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**Client**  
Google Cambridge Campus

**Project**  
Google Cambridge  
Main Campus Signage

**Architect**

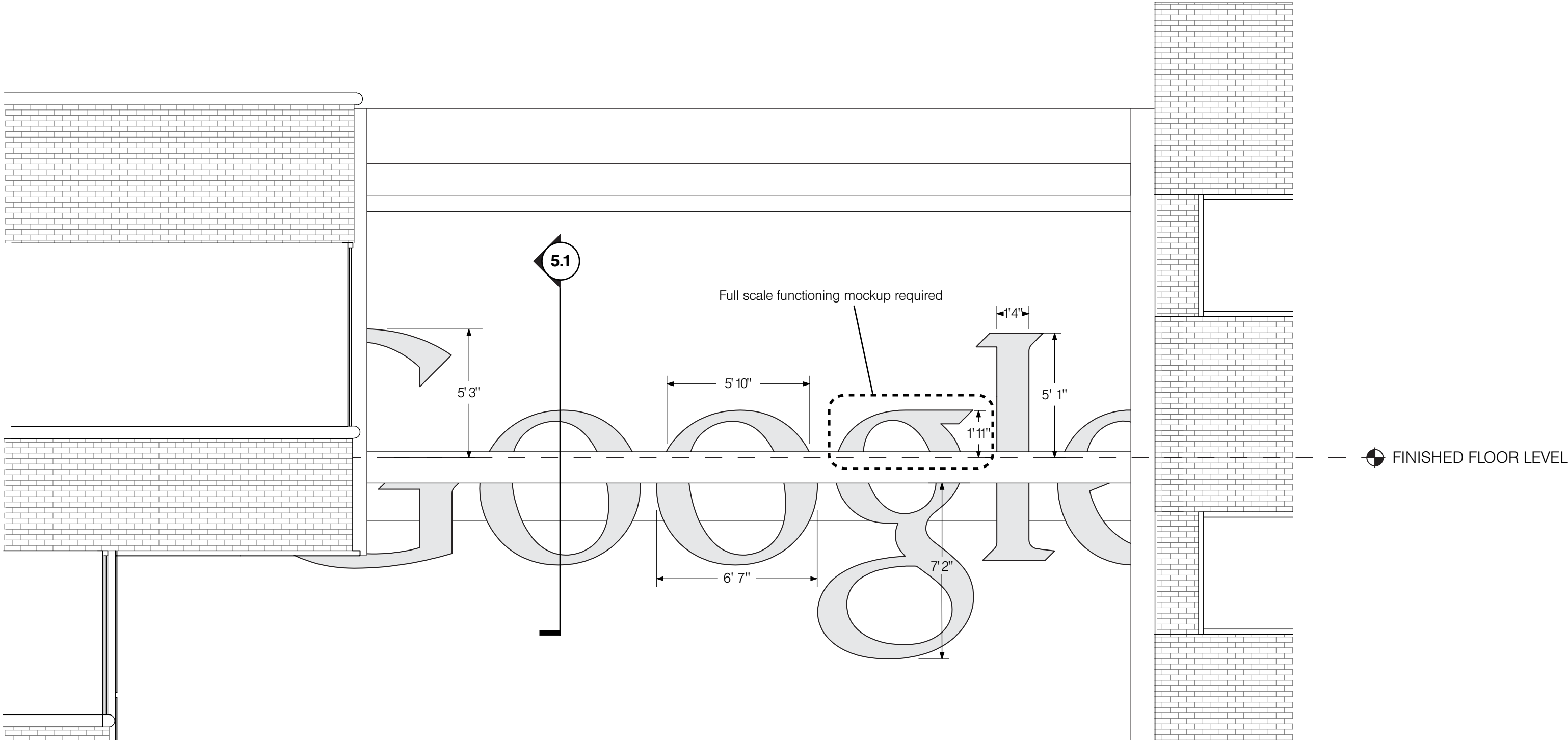
**Drawing**  
Elevation Drawings

**Page**  
3

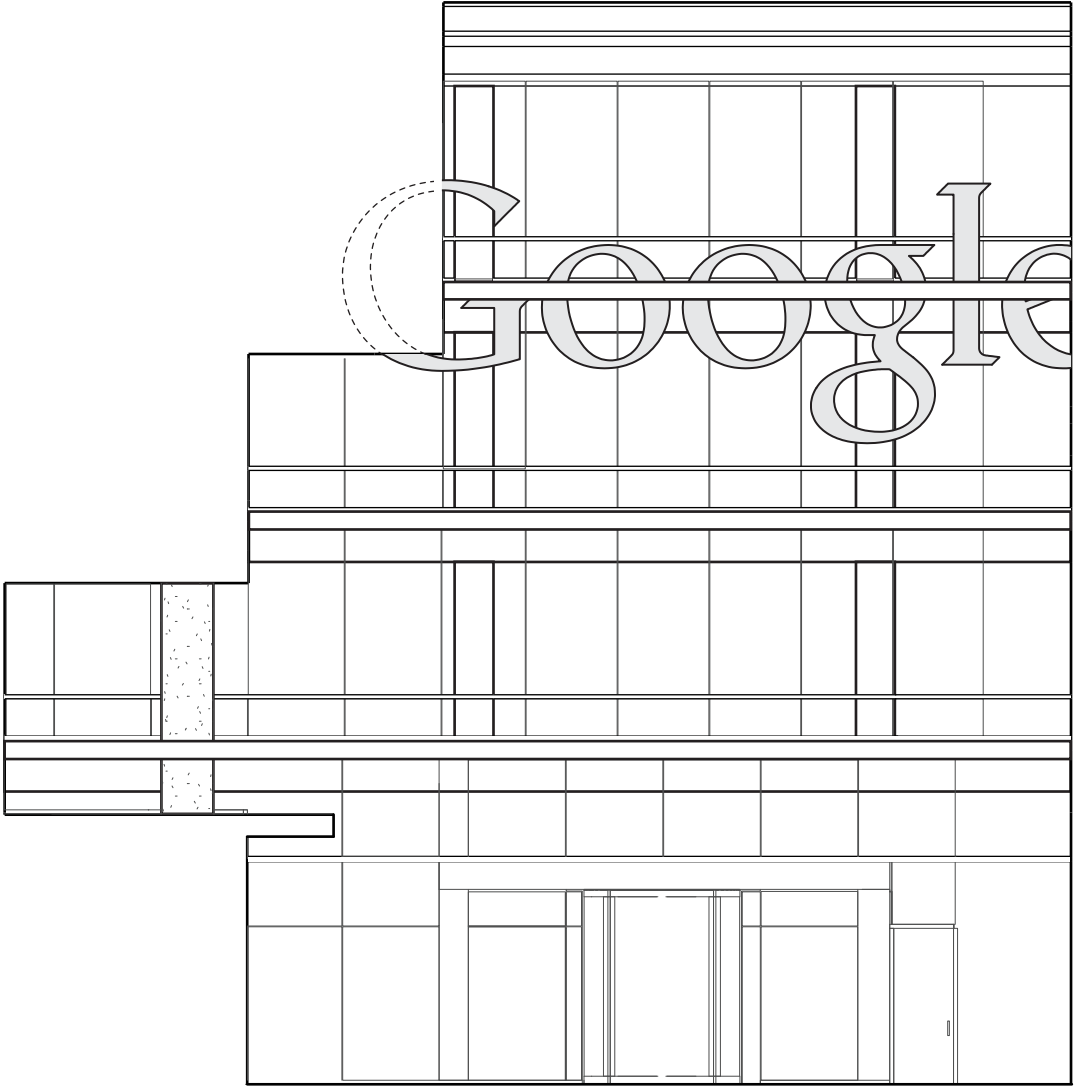
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As Noted

**Date**  
6 February 2014

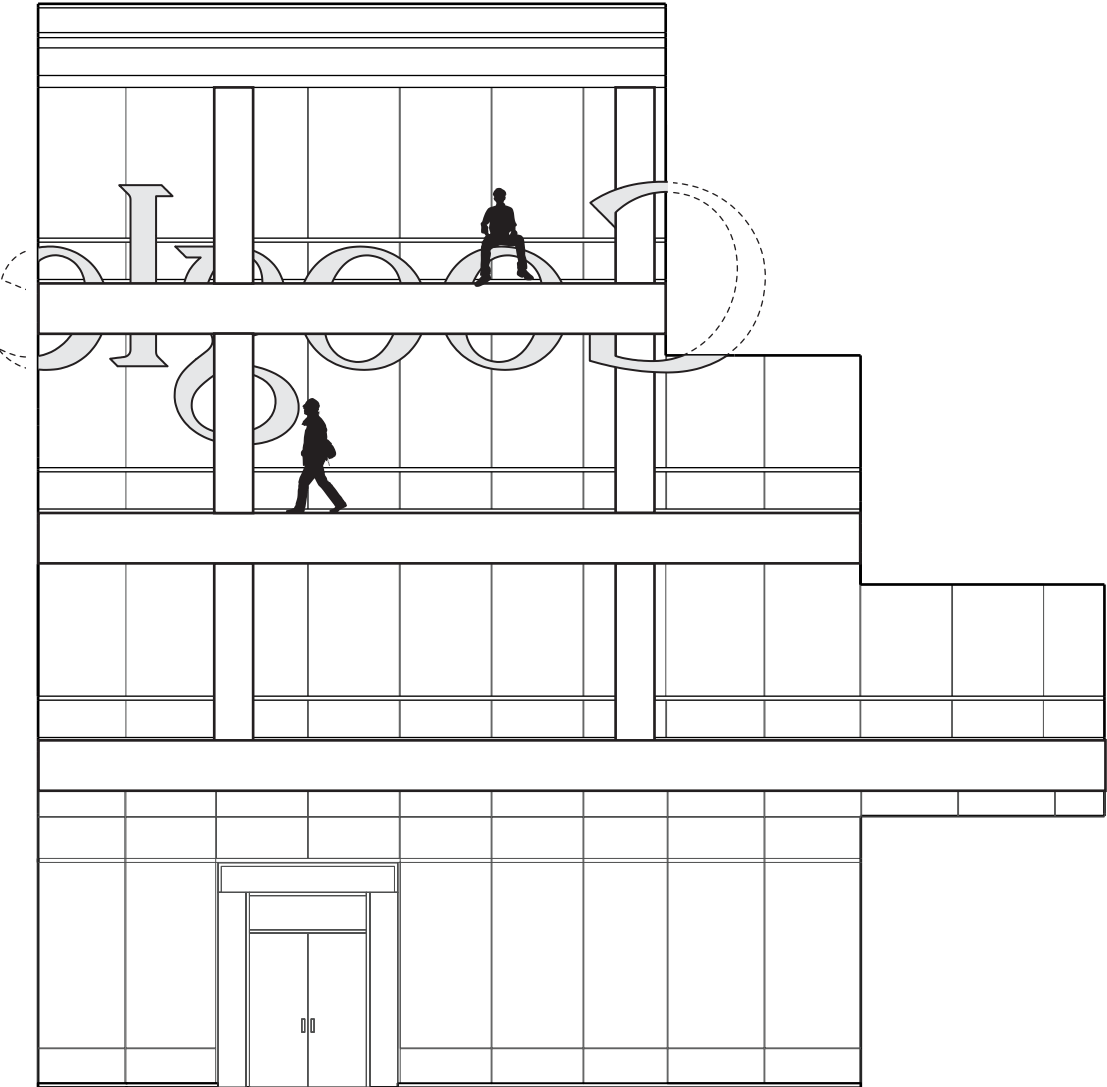
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**3.1 Location Elevation**  
Scale: 1/4" = 1'-0"



**3.2 Letters from exterior**



**3.3 Letters from interior**

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**Client**  
Google

**Project**  
Google Cambridge  
Primary Campus Identification

**Architect**

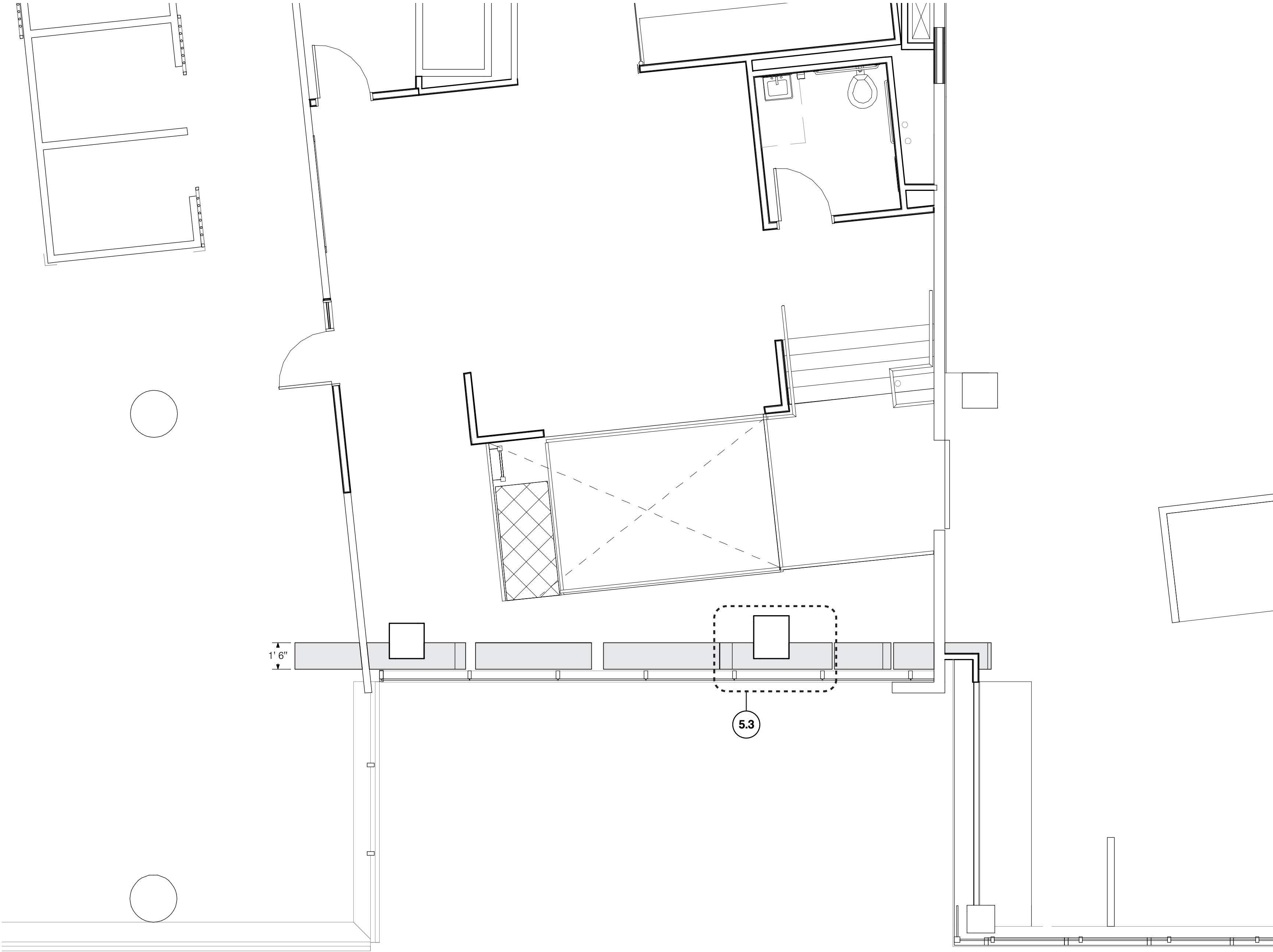
**Drawing**  
Fourth Floor Plan

**Page**  
4

**Scale**  
As Noted

**Date**  
6 February 2014

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**4.1 Fourth Floor Location Plan**  
Scale: 1/4" = 1'-0"



**Client**  
Google

**Project**  
Google Cambridge  
Primary Campus Identification

**Architect**

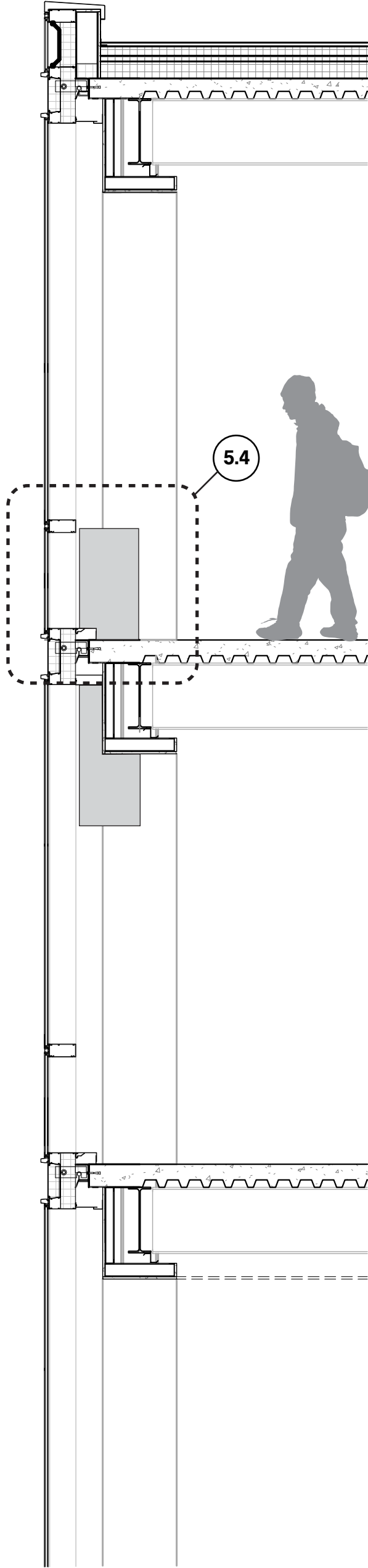
**Drawing**  
Detail Drawings

**Page**  
5

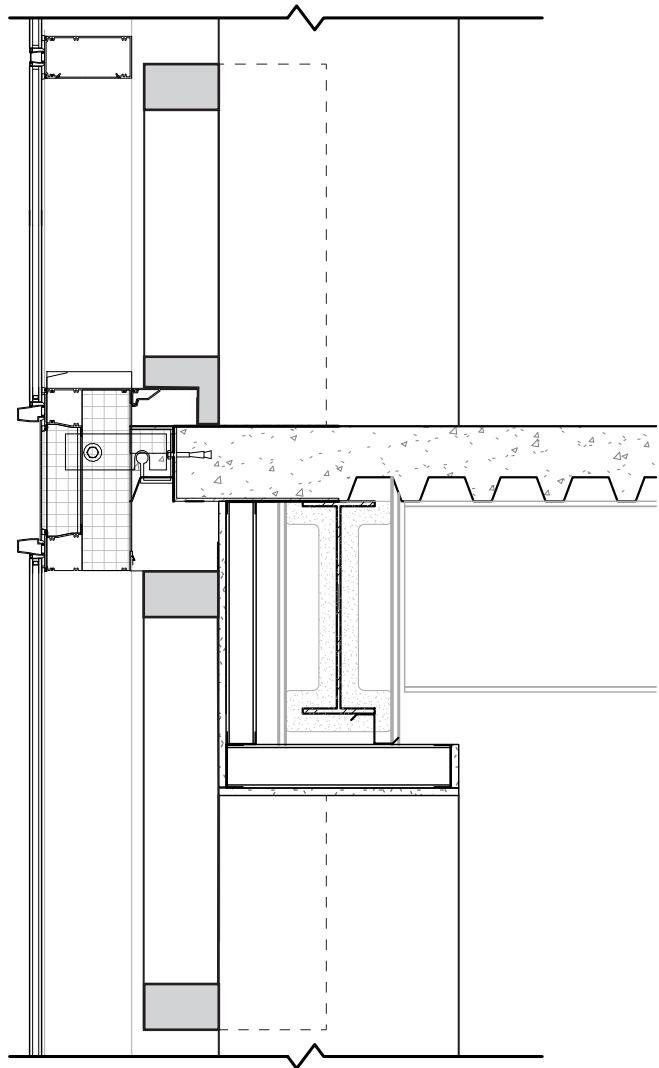
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As Noted

**Date**  
6 February 2014

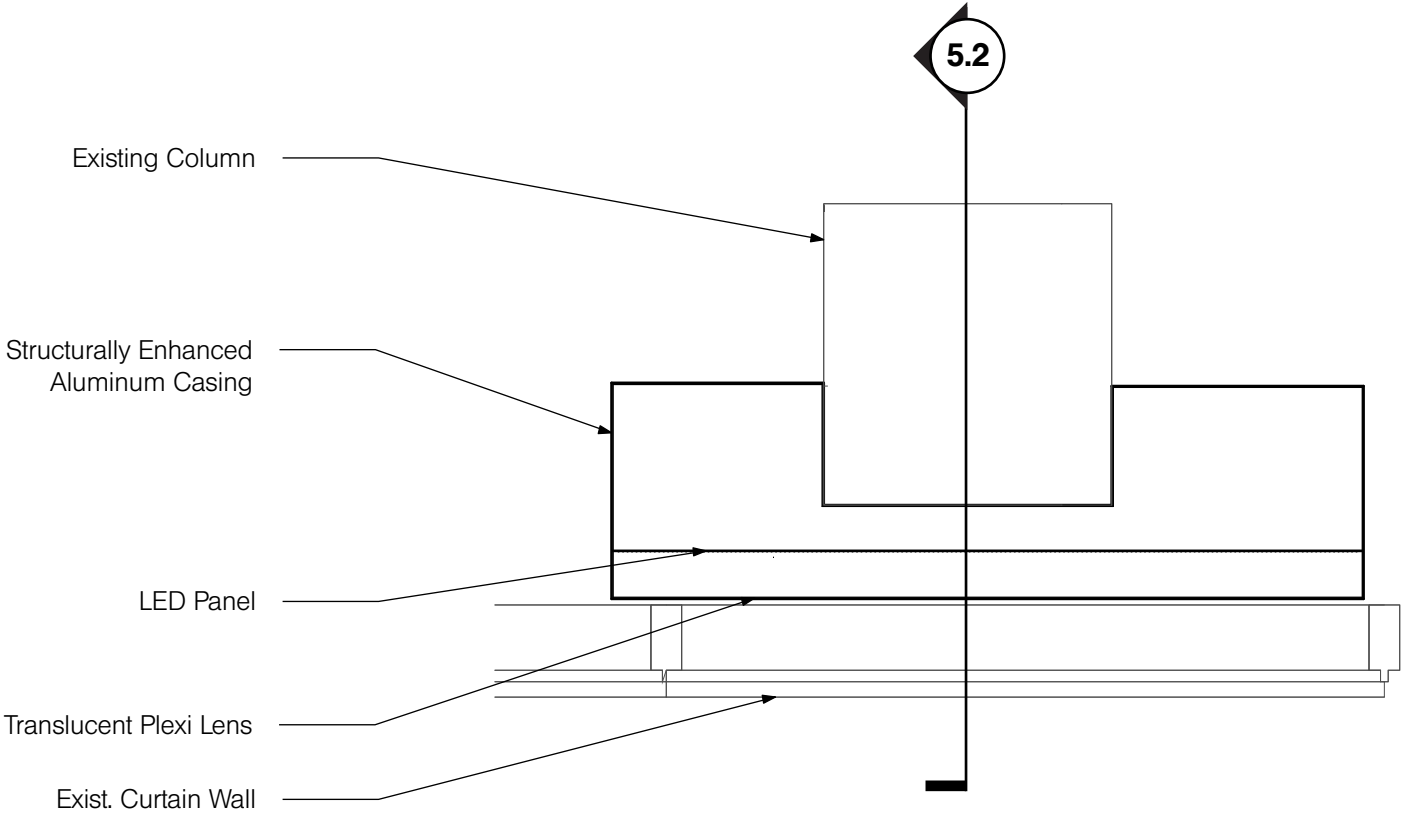
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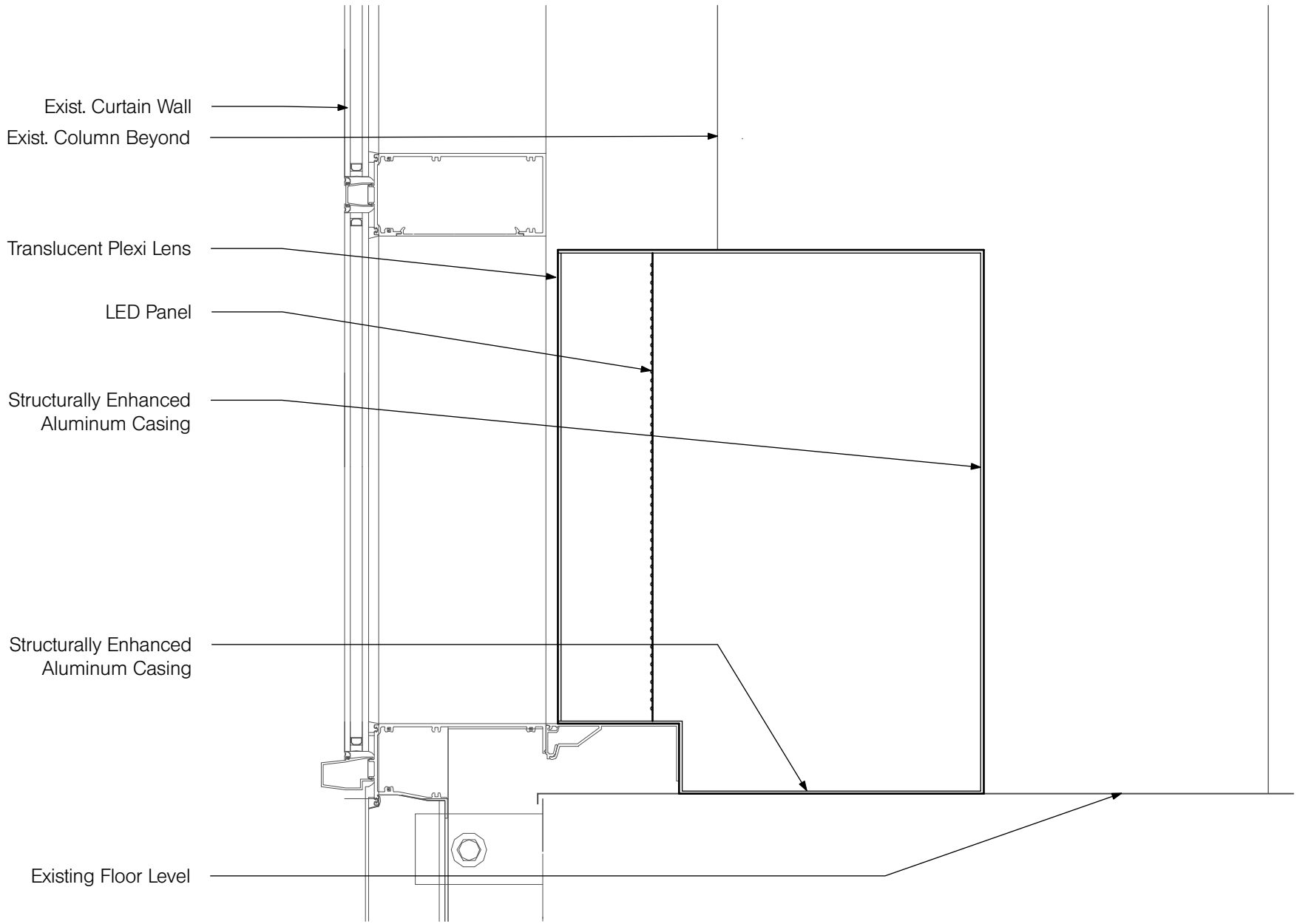
**5.1 South Curtain Wall Section**  
Scale: 3/8" = 1'-0"



**5.2 Detail at Column**  
Scale: 3/4" = 1'-0"



**5.3 Detail Plan at Column**  
Scale: 3/4" = 1'-0"



**5.4 Schematic Construction Detail**  
Scale: 2" = 1'-0"

# Cambridge Redevelopment Authority

One Cambridge Center/Fourth Floor  
Cambridge, Massachusetts 02142  
617 492-6801  
617 492-6804 (FAX)



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## Memorandum

**RE: Community Fund**

Date: February 11, 2014  
To: Cambridge Redevelopment Authority Board  
From: Chris Colley, CRA Intern

---

*The following document is intended to facilitate discussion regarding the scope, mission, and structure of the CRA's proposed community loan fund, **not** to serve as a concrete or finalized proposal.*

### Goal:

The CRA's community fund supports physical improvement projects that better Cambridge's built environment through blight removal and the reactivation of underutilized or substandard spaces.

Each of the projects should correspond with the CRA's mission to implement creative initiatives that promote social equity and the creation of a more balanced economic ecosystem. Community fund awards should be leveraged with other public and private resources to insure maximum possible public benefit.

It is the primary goal of the fund to offer awards to a diverse assortment of nonprofit organizations, small businesses and other community groups whose proposals are both feasible and supportive of economic vitality, livability, sustainability, or open space in Cambridge.

### Scope and Sequence of Funding Process:

The fund offers three types of awards: capacity grants, capital grants, and low-interest loans.

Capacity grants of up to \$2,500 will be offered for applicants who have a project in mind, but lack the capacity or resources to assess its feasibility or outline a plan to make it a reality.

Capital grants of up to \$20,000 will be offered for smaller scale projects physical improvement projects. Awardees will be required to use this grant money within one year of their selection. Awardees will be required to provide a documented 1:1 match of their award. This match can include in-kind services.

The final type of award will be low-interest loans of up to \$100,000. These awards are intended to support more ambitious projects that have already completed necessary pre-development efforts. These loans will be subject to more stringent monitoring than their seed grant counterparts, but can also be used over a longer period of time. Terms will be set based on prevailing market forces, and advertised in the notice of funding availability.

Depending on the applications received, a different mixture of awards will be offered in each year. While the exact allocation of awards is flexible, no more than 5% of funds awarded will be for

capacity building grants, no more than 20% of money awarded will be capital grants, and no more than 80% of money awarded will be for low-interest loans. The fund is not required to distribute all advertised money.

Awards will be issued on an annual basis beginning in 2014. While ten years of funding are anticipated, the fund will begin with a two-year pilot program to evaluate its scope, methodology, and efficacy.

#### **Pilot Period**

##### **2014**

*January-May:* Unrolling of project as component of strategic planning effort

*June 1:* Request for proposals/notice of funding availability released.

*September 1:* Deadline for project submission.

*October CRA Board Meeting:* Funding package presented for board approval.

*November 15:* 2014 awards provisionally granted.

##### **2015**

*January-start of construction season:* Pre-construction improvements and necessary permitting for 2014 awardees conducted by applicants. Final awards granted upon receipt of necessary permits.

*Early Spring:* Construction begins for 2014 awardees. Marketing for upcoming round.

*June 1:* Request for proposals for 2015 round released.

*September 1:* Deadline for proposal submission.

*October CRA Board Meeting:* Funding package presented for board approval.

*November 15:* 2015 awards provisionally granted.

*December:* Evaluation of 2014 awardees. Potential revision of the scope and logistics of the project depending on the relationship of project outcomes to the overall mission.

#### **“Stabilized Period” (2016-2023)**

*April-May:* Marketing and outreach.

*June 1:* Request for proposals for round released.

*September 1:* Deadline for proposal submission.

*October CRA Board Meeting:* Funding package presented for board approval.

*November 1:* Awards provisionally granted.

*December:* Evaluation of prior years awardees.

**Proposed Funding Schedule** (subject to change based on pilot performance and quality of applicant pool on a year-to-year basis)

<b>Year</b>	<b>Amount</b>
2014	\$300,000
2015	\$400,000
2016	\$400,000
2017	\$400,000
2018	\$400,000
2019	\$400,000
2020	\$400,000
2021	\$400,000
2022	\$400,000
2023	\$400,000
Total	\$3,900,000

## **Eligibility Requirements:**

1. Project is located within Cambridge.
2. Award request does not exceed \$2,500 (capacity grant), \$20,000 (capital grant), or \$100,000 (low-interest loan).
3. Project is a one-time physical improvement that does not require ongoing funding.
4. Project complies with Cambridge permitting and zoning guidelines.
5. Project is eligible for funding under redevelopment law.
6. Project contributes to economic vitality, housing, or open space of Cambridge.
7. Project provides a benefit accessible to the public
8. Project sponsor is a nonprofit, community based organization, or small business located within Cambridge.

## **Selection Committee and Evaluation Process:**

A five-member committee will evaluate proposals and provide a funding package for approval to the CRA board. This committee will have the following composition:

- Two CRA board members
- One CRA employee
- Two Cambridge City staff members, at least one of whom is from CDD

The selection committee will meet three times during the deliberation period, at the close of which they will present a selection of proposals to the CRA board. The first meeting will be an orientation introducing the proposals received, the second will provide a forum for discussion of different projects, and the third will result in a finalized list of preferred projects. Efforts will be made to distribute awards to a diverse mixture of applicant types. The practical process for selecting individual projects needs to be determined.

Applications will be evaluated on the following criteria:

1. Alignment with CRA mission to promote economic vitality, open space, livability and sustainability
2. Magnitude of impact
3. Demonstrated capacity of applicant to implement the proposed project
4. Demonstrated financial need of applicant
5. Potential for eliminating blight
6. Accessibility of the improvement to the general public
7. Financial feasibility
8. Relationship to existing planning and development efforts

Sample projects include:

1. Creating or improving a park, community garden, or other public open space
2. Rehabilitating an existing building
3. Supporting construction of a new building
4. Business improvement that contributes to the public realm
5. Spatial programming that contributes to the public realm

## **Links to Existing Funding Opportunities:**

Where possible, applicants will be encouraged to investigate other funding to support their projects. These include, but are not limited to:

- Local programs (Cambridge Conservation Commission Community Garden Program, Cambridge CDD Façade Improvement Program, Affordable Housing Trust, Cambridge Arts Council, Community Preservation Act etc.)
- State programs (Historic Rehabilitation Tax Credit, Community Investment Tax Credit)

- Federal programs (Brownfields tax credits, LIHTC, etc.)
- Private funding

## **Award Distribution**

Given the different nature of the three awards, they require different frameworks for distribution. Recipients of all three awards, however, will be required to provide detailed budgets with the applications, and then revised versions of these budgets when awards are finalized.

Grants will be distributed through reimbursement and invoice. Expenses under \$500 will be covered by award recipients and then reimbursed by community fund administrators upon receipt of documentation; expenditures exceeding \$500 will be invoiced directly to the community fund. Grant awardees will have one year from the time of finalization of their award to collect their funds.

Pending proper legal arrangement, loans will be distributed to the winning project applicants. This process requires logistical detail beyond the scope of this memo.

In certain cases, provisional awardees may be unable to obtain the necessary permitting in time to collect or utilize their award. Awardees will be permitted to petition for a deferral in this case.

## **Assessment of Award Efficacy**

Annual evaluations will be undertaken to measure the success of the distributed awards. Evaluations will be used to modify the program's scope and structure, particularly during the pilot period.

Capacity grants will be measured in their efficacy by the successful completion of the program proposed in the application. Whether this leads to further action is irrelevant to the actual success of the capacity grant—what's important is that this funding is used to evaluate the feasibility of the proposal in a way that leads to a final determination of the course of the project.

Capital grants will be evaluated based on the ultimate completion and maintenance of the proposed physical improvement. Annual evaluations will be conducted for five years after project completion or the end of the fund (whichever comes first).

Loan efficacy will be evaluated through two primary criteria: repayment of the loan and completion of the project. Project maintenance will be evaluated in a similar fashion as that of capital grants.

## **Some Issues for Further Discussion**

- Does the proposed three-tier structure of grants and loans make sense?
- What procedure do we use to appoint members of the selection committee?
- What marketing plan should be used to insure the highest quality of applications possible?
- How can we structure the criteria to encourage the distribution of awards to a wide variety of organizations (ie. Minimum percentage for non-profit, minimum percentage for small business, etc.)? Should a similar geographic distribution be enforced as well?

# Cambridge Redevelopment Authority

One Cambridge Center/Fourth Floor  
Cambridge, Massachusetts 02142  
617 492-6800  
[www.cambridgeredevelopment.org](http://www.cambridgeredevelopment.org)



## PROPOSED RFP FOR BOARD CONSIDERATION

### Real Estate Development Consultant

#### REQUEST FOR PROPOSALS

Issued: Date \_\_\_\_\_  
Issued by: Cambridge Redevelopment Authority  
One Cambridge Center/Fourth Floor  
Cambridge, MA 02142  
Contact: Tom Evans, Executive Redevelopment Officer, [tevans@cambridgeredevelopment.org](mailto:tevans@cambridgeredevelopment.org)  
Questions Due: Received no later than \_\_\_\_\_  
Proposals Due: Date and Time \_\_\_\_\_  
No. of Copies: Five paper copies and one electronic copy, submitted to the address above

The Cambridge Redevelopment Authority ("CRA") is seeking proposals from qualified firms or individuals to provide real estate advisory services. In particular, the consultant will assist the CRA in analyzing short-term real estate development strategies as a part of a larger strategic planning process.

The draft Strategic Plan projects a vision that states, *"Through strategic community investments and real estate projects, the CRA will be creating landmark places that integrate enduring urban design, vibrant civic spaces, and sustainable approaches to infrastructure and the built environment."*

During its 57-year history, the CRA has conducted redevelopment projects throughout the city but its focus for the last several decades has been the development of Kendall Square. In partnership with the City of Cambridge, the CRA is looking at ongoing development opportunities in the Kendall Square Urban Renewal Area as well as other potential projects throughout the city.

Prospective proposers must demonstrate the ability to provide the services described in this document, must meet all minimum requirements, and must submit a complete proposal. The successful respondent must be an Equal Opportunity Employer. A contract will be awarded within 90 days of the proposal submission date, unless the award date is extended by consent of all parties concerned.

The CRA reserves the right to reject any or all proposals or accept the proposal deemed to be in the best interest of the Authority.

## 1. Background

The Cambridge Redevelopment Authority ("CRA") was founded on November 12, 1956 pursuant to the authority granted by what is now M. G. L. ch. 121B, § 3. In the Commonwealth of Massachusetts, redevelopment authorities are provided with broad powers to plan and implement activities needed to redevelop underutilized, deteriorated or blighted open areas, to encourage new development, and to promote sound growth. Over the years, the CRA worked on projects throughout Cambridge including the Riverview Project, Rogers Block (Technology Square) Project, the Wellington-Harrington Neighborhood Renewal Project, the Walden Square Urban Renewal Project, the Alewife Feasibility Study, and the Broad Canal Land Assembly Project, and, most notably, the Kendall Square Urban Renewal Plan ("KSURP").

Since 1965, under the direction of the CRA, with support of the City of Cambridge ("City"), in partnership with the federal government, the Commonwealth of Massachusetts and its redevelopment partners, and pursuant to KSURP. Kendall Square was transformed from a blighted area of empty and obsolete industrial space into a dynamic center of technology, commerce and academia. The Plan has sparked the successful redevelopment of the following projects: (i) more than 2,000,000 square feet of office, research and technology space; (ii) over 550 hotel rooms in two high rise buildings; (iii) the reconstruction of Massachusetts Bay Transportation Authority station and a traction power substation; (v) a 5,000 kilowatt steam-powered co-generation facility; (v) three structured garages with over two thousand parking spaces; (vi) nearly 100,000 square feet of retail space; and (vii) numerous public improvements, including streets, pedestrian walkways, bicycle lanes, plazas, and parks. In all, redevelopment projects under the Kendall Square Plan have produced 3 million square feet of space with a valuation of \$800 million. It generates an estimated \$15 million annually in taxes and user fees for the City.

Over the past year, the CRA has engaged in a strategic planning process to create a clear framework for the role of the CRA in the City. To this end, the strategic plan has produced a draft mission, operating principles, and a vision statement (see Attachment D and [www.cambridgeredevelopment.org](http://www.cambridgeredevelopment.org)). The strategic plan proposes a rebuilding of the CRA's internal capacity, including consultant resources, to facilitate redevelopment projects. The CRA, in partnership with the City, is now engaged in a discussion with the community regarding potential projects and programs for CRA involvement in the future.

## 2. Scope of Services and Fee

The CRA requests proposals from qualified consultants to advise on real estate and development strategies in the City of Cambridge for a variety of potential projects ranging from discrete sites to larger districts and for a mix of uses (see attached minutes from the City Council Long Range Planning Subcommittee, April 2013). The services will be on-call and may include advice on property acquisition, disposition, developer RFPs, feasibility analysis, and market potential for new and rehabilitated development. The Consultant will be expected to model development potential based on density, use, capital costs, operating costs, and revenues, bringing experience in financing alternatives, funding sources, and incentive programs at the state and federal level, and advise on development models and public-private partnerships.

This contract will be a house doctor contract. Work will be assigned, and fee increments approved, in a series of discrete work orders up to the total value of the lump sum of \$60,000. The duration of the contract will be up to 36 months.

### 3. Minimum Evaluation Requirements

Proposals that fail to meet all Minimum Requirements will be rejected from further review. The minimum evaluation criteria for this project are as follows:

- a. The Consultant must submit all required information
- b. The Consultant must demonstrate evidence of ten or more years experience in real estate advising.

### 4. Evaluation Criteria

The purpose of information requested in this section is to assist the Authority in evaluating the proposer's overall qualifications for this project. Proposers should provide the information requested under each section, in a brief yet complete form. The evaluations will be based on the qualifications of the lead consultant, which is defined to mean the point person designated by the individual or firm to work with the Authority. Submissions of the material requested in this section may not exceed ten (10) pages.

The CRA will award the contract to the Consultant offering the most advantageous proposal, taking into consideration all evaluation criteria, as well as billing rates. Finalists will be required to appear for an interview.

#### ***a. Experience and Qualification of Personnel***

Provide a brief summary of the qualifications of the personnel to be involved in the engagement. The Consultant should have been involved in real estate development and/or real estate advising at for at least ten (10) years, and preferably twenty (20) years or more, with substantial experience work for municipalities, non-profit, urban renewal or similar agencies for

#### ***b. Experience of the Firm***

Provide a brief history of the participation of the firm in similar projects. The proposer may show examples of successful real estate projects over a period of ten years or more.

#### ***c. Provision of Required Elements***

The proposal should indicate that the firm has expertise in a range of development types, land uses, and scales. However, if the consultant does not have knowledge and experience in any specific area, indicate how this lack of expertise will be remedied / mitigated.

#### ***d. Experience in Cambridge and Boston***

Present a detailed description of the lead consultant and firm's experience and understanding of real estate and market conditions in Cambridge, Boston, and the surrounding metropolitan area.

#### ***e. Quality of References***

Provide recommendations from three references, including at least one governmental entity, which can comment substantively on their experiences with the firm and with the proposed personnel.



***f. Quality of Previous Work***

Provide information about two previous projects that are similar to work proposed in this scope. Each project description should be no more than two pages in length, but may include additional supporting documents, plans or reports.

**5. Submission Requirements**

Proposals should provide information in sufficient detail and be organized so that the CRA can conduct an informed and fair selection process. The proposal should not exceed \_\_\_\_ including/excluding attachments. Proposals received after the specified time will not be accepted or recognized.

To be complete the proposal must include the following information:

- a) Legal name and contact information
- b) Understanding of project requirements and approach, based on evaluation criteria
- c) Information on all team members (background, certification, experience in similar projects)
- d) Qualifications and project experience
- e) Billing rates of proposed team members
- f) At least three references
- g) Evidence, type, and amount of professional liability insurance covering negligent errors, omissions, and acts of any person or business entity for whose performance consultant is legally liable arising out of performance of such contracts. Certification regarding required insurance will be required at the execution of the contract.
- h) Completion of the attached Non-Collusion and Tax Statements

**6. Price Proposal**

In a separate envelope clearly marked "Price Proposals", firms or individuals must provide an hourly fee schedule for all personnel for each of the three years: the fee should be on an hourly basis for each labor category and include all expenses. Increases in fees per year shall not exceed 5%.

On a separate page, please include hourly rates for any components intended to be subcontracted and names of subcontractors, and any other relevant information. Include the name of the proposer on each such page to be submitted.

**Attachments**

- A: Standardized Contract Terms and Conditions
- B: Non-Collusion Form
- C: Tax Statements
- D: Draft CRA Strategic Plan (Mission, Principles, Vision, and Issues)

**Attachment A: Standardized CRA Contract Terms and Conditions:**

**1. CONSULTANT OBLIGATIONS**

**Section 1.1 - Provisions for the Consultant**

The Consultant shall provide the necessary personnel, equipment and materials to the CRA in an amount, at a time, and in a manner sufficient to pursue and complete the Consultant's Work in accordance with the best professional practice and consistent with the duty of care owed to the CRA. The Consultant represents that it is qualified to perform the Consultant's Work.

**Section 1.2 – Office; Availability of Consultant Personnel**

The Consultant shall maintain an office located within the confines of the Commonwealth of Massachusetts. Such office shall be staffed with professional personnel adequate in number, training and experience to perform the work required under this Agreement. Prior to the beginning of the Consultant's Work, the Consultant shall submit for CRA approval the names, resumes, titles and salary rates of all personnel to be assigned to the Consultant's Work which shall be consistent with Consultant's proposal in all respects. Any subsequent increase in salary rates shall require the written approval of the CRA.

**Section 1.3 – Schedule for Completion of the Consultant's Work**

The Consultant shall begin performance of the Consultant's Work promptly and shall complete the Consultant's Work without delay. All work shall be performed by the Consultant in accordance with the schedule as shown in Exhibit B.

**Section 3.4 – Insurance and Indemnification**

The Consultant shall carry Professional Services Liability Insurance for errors and omissions, which shall remain in force from the date of this Agreement to the date when all construction work designed under this Agreement is completed, unless this Agreement is terminated, or until it is determined by the CRA that construction has advanced to the stage where errors in design cannot further affect said construction. This policy shall indemnify and save harmless the CRA, its officers, agents and employees from claims, suits, actions, damages and costs of every name and description resulting from errors and omissions in the work performed by the Consultant after the starting date of and under the terms of this Agreement. The insurance shall include coverage in a sufficient amount to assure the restoration of any plans, drawings, computations, field notes or other similar data relating to the work covered by this Agreement in the event of loss or destruction until all data is turned over to the CRA. A certificate showing that it is carrying the required insurance shall be submitted to the CRA for filing. The CRA shall not be obligated to make any payment to the Consultant for services performed under the provisions of this Agreement before receipt of such evidence of insurance coverage.

No cancellation of such insurance, whether by the insurers or by the insured, shall be valid unless written notice thereof is given by the party proposing cancellation to the other party and to the CRA at least twenty (20) days prior to the intended effective date thereof, which date shall be expressed in said notice. Notice of cancellation sent by the party proposing cancellation by certified mail, postage prepaid, with a return receipt of addressee requested, shall be sufficient notice. An affidavit from any

officer, agent or employee, duly authorized by the insured, shall be prima-facie evidence that the notice was sent.

The Consultant shall be liable for all damage caused by errors or omissions in the Consultant's Work or in the work of its subcontractors, agents, or employees performed under this agreement. The Consultant expressly agrees that its subcontractors, agents, or employees shall possess the experience, knowledge and character necessary to qualify them individually for the particular duties they perform. Nothing in this Article or in this Agreement shall create or give to third parties any claim or right of action against the Consultant or the CRA beyond such as may legally exist irrespective of this Article or Agreement.

## **2 - REIMBURSEMENT AND TOTAL MAXIMUM OBLIGATION**

### **Section 2.1- Payment for Consultant's Work**

Not later than thirty (30) days following its receipt of each portion of the Consultant's Work and an invoice consistent with such work, the CRA shall pay to the Consultant the approved cost of such invoice. The schedule of deliverable and the approximate cost of each distinct portion of the Consultant work shall be provided for in the scope of each contract.

### **Section 2.2 – Total Maximum Obligation**

The total maximum obligation to be incurred by CRA pursuant to this Agreement shall not exceed \$60,000, without further amendment of the Consultant contract by the CRA.

## **3 - REPRESENTATIONS**

### **Section 3.1 – Qualifications**

The Consultant represents that it is qualified and shall at all times remain qualified and shall only retain third parties that are qualified to perform and complete the obligations in this Agreement; and that performance shall be timely and meet or exceed industry standards for the performance required, including obtaining requisite licenses, registrations, permits, resources for performance, and sufficient profession liability; and other appropriate insurance to cover the performance.

### **Section 3.2- Standard of Care**

The Consultant certifies that its performance will be conducted using ethical business standards and good stewardship of taxpayer and other public funding and resources to prevent fraud, waste and abuse.

**Section 3.3 – No Collusion**

The Consultant certifies that its Contract with the CRA has been offered in good faith and without collusion, fraud or unfair trade practices with any other person, that any actions to avoid or frustrate fair and open competition are prohibited by law, and shall be grounds for rejection or disqualification of a response or termination of this Agreement.

**Section 3.4 – Public Records Law**

The Consultant acknowledges that deliverables and other documents produced under its Contract with the CRA may be subject to the Federal Freedom of Information Act or the Massachusetts Public Records Law, or both, and each agree to comply with such law(s) in every respect.

**Section 3.5 – Release and Ownership of Materials**

No copies of data or plans, including material in the formative stage are to be released by the Consultant to any other person or agency, except after prior approval of the CRA. All press releases including plans and information to be published in newspapers, magazines, and other news media are to be through CRA sources only. All materials prepared by the Consultant for the purpose of performing the Consultant's Work shall be owned by the CRA. During the performance of the Contract, such material shall be maintained by the Consultant, and the CRA will have full access to such materials with copies available to the CRA upon request.



## Cambridge Redevelopment Authority

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617 492-6801  
617 492-6804 (FAX)



### PROPOSED OFFICE MANAGER JOB ANNOUNCEMENT FOR BOARD CONSIDERATION

**Position Title: Office Manager**

**Reports To: Executive Redevelopment Officer**

**Description: Office Manager Part-time (25-30 hours/week)**

Duties focus on maintaining the daily operations of a small office, and provision of administrative support for the Cambridge Redevelopment Authority (CRA) Board and its Executive Redevelopment Officer. The Office Manager will be responsible for the consistent and professional management of the office. This is a part-time position for 25-30 hours a week, with the potential to grow into a full time position at 37.5 hours a week. Occasional work before or after-hours will be required, specifically for Board meetings.

The Office Manager will:

- Manage the CRA office including the processing of invoices, payroll, and procurement procedures. Maintain current files and bookkeeping of all contracts.
- Update and maintain office filing systems and other record keeping tasks.
- Be a key member of the public contact/public information function of the Cambridge Redevelopment Authority (CRA); including managing website content and social media.
- Manage the logistics of Board meetings, prepare advanced materials for and take minutes at CRA Board meetings.
- Coordinate, or assist with the coordination of CRA internal and external meetings, including support to the Executive Redevelopment Officer in maintaining calendars, contact information, and drafting and reproducing documents.
- Serve as a liaison between the building's property manager and the CRA, disseminating building information and maintaining the office services and repairs.
- Maintain contracts for office equipment service, telecommunications, computer serves and delivery of office supplies, renegotiating with vendors as necessary.
- Process invoices, make payroll and bookkeeping entries, distribute monthly reports, and assist with procurement procedures.
- Maintain contact with banks to ensure monthly receipt of bank statements and facilitate transactions with the Treasurer
- Assist with gathering information for financial reporting to the Board and annual audit.

**Qualifications**

Detail-oriented with strong organizational skills; proficient in Microsoft Word, Excel, Power Point and Quickbooks; excellent verbal and written communication; familiarity with computer systems and social media; graphic design skills are a plus.

Results-oriented; collaborative; likes variety in work activities; flexibility. Interest in urban planning, real estate, design or community development a plus.

At least five years in comparable position, or equivalent experience.

**To Apply:**

Email a cover letter and resume to [planning@cambridgeredevelopment.org](mailto:planning@cambridgeredevelopment.org) no later than \_\_\_\_\_, 2014. Applications will be reviewed on a rolling basis. No telephone calls please.