

Cambridge Redevelopment Authority Board
Packet of Supporting Materials
Meeting of April 16, 2014

i. Agenda

1. Draft minutes from the Annual Meeting on February 19, 2013
 2. Draft minutes of the Regular Board Meeting on March 19, 2014
 3. Email from Stephen Kaiser regarding Suggestions for Possible CRA Involvement at Alewife, March 28, 2014
 4. Letter of Support for Bailey & Sage Fast Food Permit Application from CRA to Zoning Board of Appeal April 8, 2014
 5. Draft Letter of Agreement Regarding the Redevelopment of the Foundry Building
 6. Monthly Report to the Board of the Executive Director
 7. Budget and Expenditures Reports for March 2014
 8. Draft Internal Controls Policy
 9. Offer Letter of Executive Director position to Tom Evans
-

12. Report of the Design Review Committee Meeting on Development Alternatives for Parcel Two in accordance with K2 Zoning Recommendations
13. Report of the Design Review Committee on Ames Street Residential Project Streetscape Design

Cambridge Redevelopment Authority

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



NOTICE OF MEETING

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

Wednesday April 16, 2014 at 5:30 pm

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

AGENDA

April 16, 2014 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 the Annual Meeting of the Cambridge Redevelopment Authority (CRA) on February 19, 2013*
2. Motion: To approve the minutes of the Regular Board Meeting of the CRA on March 19, 2014*

Communications

3. Email from Stephen Kaiser regarding Suggestions for Possible CRA Involvement at Alewife, March 28, 2014*
4. Letter of Support for Bailey & Sage Fast Food Permit Application from CRA to Zoning Board of Appeal April 8, 2014*

Reports, Motions and Discussion Items:

5. Motion: Authorizing the Executive Director to enter into a Letter of Agreement with the City of Cambridge Regarding the Redevelopment of the Foundry Building as an initial step toward satisfying the March 17, 2014 Cambridge City Council Policy Order Resolution (Mr. Evans) *

6. Report: Monthly Report to the Board of the Executive Redevelopment Officer (Mr. Evans)*
7. Report: On the Budget and Expenditures Reports for March 2014 (Mr. Evans)*
8. Discussion: Draft Internal Controls Policy (Mr. Evans)
9. Report: Executive Committee: Offer of Executive Director position to Tom Evans (Ms. Born)*
10. Discussion: Strategic Planning Process and Document Development (Ms. Madden)
11. Discussion: K2 MXD Rezoning Proposal (Mr. Evans)
12. Report: Design Review Committee: Development Alternatives for Parcel Two in accordance with K2 Zoning Recommendations (Mr. Evans)*
13. Report: Design Review Committee: Ames Street Residential Project Streetscape Design (Mr. Evans)*

Adjournment

(*) Supporting material can be found at: www.cambridgeredevelopment.org/next-meeting/

Next Meetings:

- May 21, 2014 at the Cambridge Police Station 1st Floor Community Room
- June 18, 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.

Annual Meeting
Cambridge Redevelopment Authority

Wednesday, February 19, 2014; 5:30pm
Cambridge Police Station
125 Sixth Street
Community Room

DRAFT MEETING MINUTES

Present

Kathleen Born (Chair), Margaret Drury (Vice-Chair), Christopher Bator, Barry Zevin Executive Redevelopment Officer Tom Evans, CRA Strategic Planner Kathryn Madden, Deputy City Manager Lisa Peterson, Assistant City Manager for Community Development Brian P. Murphy, City Engineer Kathy Watkins, CDD Economic Development Director Lisa Hemmerle, City of Cambridge Director of Communications and Community Relations Lee Gianetti, Karin Brandt (CoUrbanize).

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

Call to Order: Kathleen Born, called the meeting to order (5:46).

Public Comment

None

Acceptance of minutes:

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

Vote: Approved. All in favor.

Communications

MassDOT Office of Outdoor Advertising

Mr. Evans noted that the hearing for the electronic billboard permit would be held on March 13 at MassDOT. The City is still doing due diligence on the proposal and will try to have a conversation with the applicant to understand technical elements of the sign, content, other aspects of the proposal. They will request that the applicant delay the hearing so the City will be able to have a full conversation with Clear Channel; there are still things to be understood from City/CRA perspective in order to comment at hearing.

Mr. Murphy confirmed that the City wants to understand details of the situation before making recommendations.

Mr. Evans asked for board feedback in approaching this process. Discussion of existing regulations for content and transition of images as well as those that might relate to the billboard's impact on nearby uses such as parks.

Ms. Born recalled a settlement about 20 years ago that reduced the number of billboards in Cambridge and placed restrictions on alcohol advertisements. Discussion of billboards and transition from conventional to electronic, and applicable review process, which depends on ownership of billboard property. Mr. Evans noted the revenue incentive for the MBTA to swap out conventional for electronic billboards in prominent locations.

Motion: *To place notice on file (table for further action)*

Vote: *Approved. All in favor.*

Receipt of additional email communications from Carol O'Hare and Heather Hoffman noted.

Election of Officers

Motion: *To elect the following slate of officers for the Cambridge Redevelopment Authority Board of Directors:*

Kathleen Born, Chair

Margaret Drury, Vice Chair

Christopher Bator, Treasurer

Conrad Crawford, Assistant Treasurer,

Barry Zevin, Assistant Secretary

Roll Call Vote:

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

Opposed: none

Election of officers:

Motion for slate of officers. Kb chair; md vice chair; bz asst secretary; cc assistant treasure; cb as treasurer. Second. Roll call: all yes. No discussion.

Kendall Square Project Update

Ms. Watkins walked the board through information in the package relating to different projects in Kendall Square, looking first at construction expected over the next year that is to be introduced at an open house event in mid April. The Main Street plan has been updated and will soon go out to bid with construction to start in April/May (anticipate 18 month construction period). As part of this work, the signal in front of Marriott Hotel will be removed and there will be a new connection of Third and Main streets.

Ms. Born asked if the change would bring more traffic to Main Street. Ms. Watson responded that project goal is to make Main read more like a normal street (reflecting heavy pedestrian & transit use) and improve opportunities for bus routes and connections to Lechmere. Discussion of various details of the plan, including the removal of the median on Main Street.

Ms. Watson showed map of existing property ownership of sidewalk area, illustrating the necessity to transfer CRA property to the City to become a public right of way. Discussion of various changes planned for the area and issues of control/review and transactions expected. Mr. Evans confirmed that Boston Properties has been part of ongoing conversations relating to these plans.

Ms. Watson would like to start conversations to determine what the transactional documents would look like if everyone is on board with the plan. Discussion of responsibilities and oversight for Point Park, and the need for board approval of the concept in order for Boston Properties to move forward with investment commitments.

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*

Vote: *Approved. All in favor.*

With respect to the plan, Ms. Watkins noted that the City is coordinating with the Longfellow Bridge project and has been working on over the years to improve the entryway to Cambridge and create an attractive landscaped area without attempting to do too much in a limited amount of space. The plan provides for a buffered bike lane to match the facility on the bridge and continue down Third Street. Discussion of additional details including pedestrian crossing, disability accommodation, new traffic signal, status of trees, and opportunities for lighting enhancement.

Potential CRA role in redevelopment of City-owned Foundry Building

Ms. Peterson and Ms. Hemmerle provided board members with the background of the Foundry discussions; a March 3 meeting of City Council will focus on the Foundry. There is interest in looking at CRA involvement as an option, looking at the tools it might be able to offer. Ms. Hemmerle reviewed the timeline of activity related to the Foundry, noting documents, resources and information available on the Community Development Department web site. The City Manager will report to Council at the March 3 meeting to further discuss development objectives and programmatic choices.

Ms. Peterson explained the development scenarios under consideration:

- 1) The City could take on the project fully, from start of project through to building management. This would be the largest cost option and would provide most City control.
- 2) City could lease to developer via RFP process and master lease. This would involve establishing clear programmatic objectives and criteria for evaluation, and must comply with public procurement law related to disposition of property and leases. Ms. Peterson confirmed that under this scenario, there could be evaluation criteria, in addition to price, so that the City would not be obligated to take lowest bidder. The challenge is that the City would not be able to negotiate a proposal and once an RFP is released, no discussion is permitted outside open meetings. A tightly written RFP increases the chances of receiving satisfactory proposals. Through this process the City could require the developer to make all capital improvements or the City could offer some up-front capital; capital work can be phased.
- 3): The City could work with CRA as master developer, and would like to explore. What are tools; what would relationship look like; what would CRA offer? CRA may have more flexible tools and there could be City/public involvement in different stages. Discussion of timing of decision process and what the City would need from CRA for March 3 conversation.

Mr. Evans noted the opportunity for CRA to put resources gained from Kendall area development to benefit the community. A demonstration project could revitalize the building to a create community resource and eliminate blight. It would be possible to write up initial concept of how a demonstration project could proceed without delving into financial details. Mr. Crawford affirmed the potential to provide community benefit. Discussion of development objectives, synergies and potential to leverage private uses to meet community objectives, management oversight, and the flexibility available to CRA.

Mr. Zevin noted the unique characteristics of the Foundry Building, observing that physical interventions over time have been haphazard and unfortunate. This is an opportunity to take advantage of the quality of space and view the building as an infrastructure project. To claim that anything could be done in this space would not be useful, and it would be a shame not to recognize the particularities of this unique structure in its redevelopment. The result could be wonderful—it is a basilica!

Mr. Bator observed that the project was a “natural “ for CRA in terms of giving back to Kendall Square. His priority is that the project should be wonderful (whatever it is) and not be so all-encompassing that it becomes the only thing CRA does over coming years as he feels strongly that it’s important to do some things outside Kendall Square. Ms. Drury comments regarding resources going into such a project. Mr. Crawford referred to conversations around lack of aesthetic pleasure in Kendall Square and supports the idea of CRA working to change this in a positive way. Ms. Born expressed interest in the development process under a public partnership model, and the ways that flexibility would allow for good ideas to surface. Mr. Zevin noted the opportunity to provide something that the area needs but that is not being generated by the private market sector. Discussion of tools and scenarios to produce a creative, successful outcome, using a transparent process.

Ms. Peterson stated the City’s interest in proceeding in a cost effective way, with an ambitious capital program already in place and concern about impact on the tax rate. They are looking toward creative tools and if CRA were to invest in the building it would be advantageous to taxpayers. Ms. Born noted that CRA could potentially assemble proposals that may have a different economic paradigm. Additional discussion of animation of the area, and meeting objectives to create a dynamic project.

Ms. Born affirmed that CRA is committed to transparent process for this endeavor.

Motion: To authorize the Executive Redevelopment Officer to provide the City Manager with a memo outlining the potential for CRA to assist with redevelopment of the Foundry Building.

Vote: Approved. All in favor.

2013 Annual Report of the Cambridge Redevelopment Authority

Mr. Evans presented the draft report to the board, noting that this is the first full year annual report under new board, and that its organization is based on the same structure as the strategic plan,

looking at internal operations, financial considerations, external operations (projects/work activities) and learning and growing. He walked the board through the various sections, pointing out that development fees come in on a project-by-project basis and that the largest expenses are in the professional services and personnel categories, with personnel split between current and past commitments (retirees).

Discussion of three years of auditing and operational improvements made for internal controls. The biggest transition is that the board is up and running and making decisions in public manner. Operating expenses and revenues have been aligned but CRA has no obligation to operate on a balanced budget. Expectation of ongoing property management and administrative costs, which will go up with certain activities. Mr. Evans presented a map showing areas of activity.

Mr. Evans pointed out regarding outreach and learning that strategic planning has been the primary activity. CRA has enhanced outreach and communication through its new web site and social media. Staff has been looking at past urban renewal activity and has been documenting and archiving at the Cambridge Public Library as a public resource. CRA has entered into a number of initiatives with the City with respect to sustainability initiatives, open space planning, and Kendall Square.

Mr. Evans asked for board feedback in terms of desired level of detail for the final report. Consensus indicated that current level of detail correct with minor corrections to be made.

Ms. Born noted the success of the audit process, thanking Messrs. Bator and Crawford for their work toward finding auditors with the right experience to make important procedural changes and create an understandable budget format. Mr. Evans noted that the budget was transitioning in January so they are working to reconcile; they will complete January financial report by next month.

Motion: To place draft report on table pending final changes.

Vote: Approved. All in favor.

Draft Strategic Plan

Ms. Madden introduced the draft plan, reviewing what would be presented to the public, remarking on progress made by the Authority to bring hard work to fruition. Components of the plan include:

- 1) CRA's past activity/role in the city
- 2) Feedback received from city staff, councilors, community partners (objectives for CRA activity)
- 3) Redevelopment authority tool sets in different cities
- 4) Definition for MA redevelopment authorities (tools & organizational constraints)
- 5) Mission (CRA today)
- 6) Operating principles
- 7) 5-year working vision
- 8) Context opportunities & challenges
- 9) "Balanced scorecard" framework (criteria for success)
- 10) Redevelopment authority tool set (alternative models)
- 11) Future project selection criteria
- 12) Alternative scenarios (by type, mapped across scale)
- 13) "Balanced scorecard" objectives (mapped by interest category)
- 14) Strategic plan process
- 15) Cambridge neighborhood and business associations outreach

The public meeting will be rescheduled to avoid schedule conflict. The goal is to maximize opportunity to reintroduce CRA to the community and provide opportunity for feedback beyond attending public meeting and sending email.

Discussion of details of public meeting, the board's intention to keep the process interactive, and its desire to outreach to different components of the community. It will be Important for CDD staff to be there to address questions around roles and working relationships. Discussion of feedback and regulation related to use of community loan fund.

Karin Brandt, CoUrbanize founder, provided the board with an overview of CoUrbanize activity and role in facilitating planning and community feedback online. They help urban developers communicate with residents via an interactive platform, which asks specific questions and gets feedback results from individuals who must use their real name via a public facing profile.

Discussion of opportunities to get feedback on potential projects without sacrificing the possibility that new project ideas may bubble up through this process. Mr. Evans noted that the current proposal is to enter into limited term contract with CoUrbanize to pilot the tool; a longer term contract would require a more robust procurement process. The goal is to write a strategic plan that has gotten input in as many forms as possible.

Discussion of technical capabilities of CoUrbanize tool, prior clients, and strategy for encouraging people to interact with the platform. Mr. Evans explained the financial parameters of the current proposal, which would involve an initial setup fee of approximately \$6,000 and a monthly fee to continue after the first month of input. Expenditure above \$10,000 requires a 3-bid process but this is a one-time experiment that offers the opportunity to work with a local startup. Discussion of outreach approaches to ensure that the community would engage with the on-line platform, and the importance of asking specific questions to obtain useful information. Confirmation that CoUrbanize has the ability to run analytics on comments received and can easily generate reports, distinguishing the tool from general social media. Discussion of possibility of using this tool for the Foundry project.

Motion: To authorize the Chair and the Executive Director to enter into a contract with CoUrbanize to provide interactive information platform hosted online to gather community input related to the CRA Draft Strategic Plan.

Vote: Approved. All in favor.

Design Review Committee review of Google signage and connector interior design

Ms. Born referred the board to the report prepared by design consultant Larry Bluestone, who accurately captured the sense of the committee. In general, the committee was positive about the sign and thought it was creative in its approach. The letters can be individually controlled, it is interior to the building (it sits on edge of floor behind glass), and people can sit on it. Mr. Zevin noted that while it is very big, humans can interact with it. He supports diversity of signage, pointing out that signs can be prominent in both good and bad ways. This sign is tucked back and is more like a piece of sculpture. Discussion of history of sign controversy in the area and its effect on subsequent proposals and community feedback.

Motion: To approve the proposed Google building identification sign on the connector between Three and Five Cambridge Center

Vote: *Approved. All in favor.*

Ms. Born directed members to the rest of the committee notes, documenting that they discouraged Google's pursuit of an additional sign, noting that the size of the current sign was accepted because of location; the situation would be different if proposed for other parts of the building.

Google has updated the exterior elevation for the connector and has agreed to come back with revisions due to committee concerns that the design has strayed from what was originally approved. City Council and CRA goals were for transparency and liveliness within connector. Mr. Bator noted commitments and representations made by Boston Properties for this project and their importance as CRA and BP move forward with other activity.

Discussion of generally favorable progress of Ames Street process and the next round of decisions, including the importance of introducing smaller scale design elements that add human dimension to the project.

Motion: *To place the Design Review Committee report on file*

Vote: *Approved. All in favor.*

Ms. Drury noted concern that the building respect the spirit of agreements made with the City when the project was approved to move forward. Mr. Evans noted that this experience relates to the development of design review process for future MXD and the mechanisms to make sure projects stick to intended design review outcomes.

Conceptual Community Grant/Loan Fund Program

Mr. Colley presented initial concept work for a CRA community loan fund, which would serve as a tool to percolate value obtained from Kendall Square development throughout city. This work follows on theoretical conversations to bring forward momentum to the initiative. The idea for the fund is to support the CRA mission and goals, placing emphasis on physical improvements and on filling funding gaps rather than duplicating already existing programs and sources of funds.

The proposed structure for the fund would provide annual funding for 10 years, with each round distributing up to \$400,000 via three award types:

- Capacity grants (predevelopment)
- Capital grants (small scale neighborhood improvement)
- Low interest loans to fill gaps on larger funded program or stand alone.

The fund would establish a maximum percent per cycle for each type as well as eligibility requirements, evaluation process/criteria, and a tentative schedule for pilot period.

Before moving forward, staff seeks feedback. Board members commented on the potential for this fund and discussed examples implemented in other places. Mr. Bator noted the importance of providing concrete examples of what can and cannot be done with money from the fund. Discussion of CRA focus on prevention of blight (and the interpretation of blight, which might encourage environmental sustainability improvements). CRA fund could differentiate from low-rate bank loan by accepting a higher level of risk. Discussion of loan vs. grant approach. The Board thanked Mr. Colley for his work, looking forward to next steps.

Real Estate Development Consultant

Mr. Evans explained that this motion would authorize him to initiate a consultant selection process for a real estate advisor to provide advice on real estate project viability, financing options, mix of funding sources, etc. CRA needs someone who has worked in public private development partnerships--not just a developer or municipal finance person but someone who has been in the "in-between space" with the appropriate technical expertise and ability to do complex pro formas. The Foundry is an example of how we might want to have this expertise on tap. This proposal would allow CRA to play out ideas and run numbers on an as-needed basis for a 3-year contract. Scope to be provided on a project by project basis, and would be tied to the new budget process to track how much is being spent on a particular project.

Mr. Evans anticipates an initial screening and then interviews with one or two board members, with final selection coming back to the full board. Discussion of specific RFP language and the need to advertise opportunity in right places to get desired experience.

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

Vote: Approved. All in favor.

Administrative Matters

Motion: To authorize the Executive Director in collaboration with the Executive Committee to advertise and interview candidates for a permanent Office Manager position

Vote: Approved. All in favor.

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 than minimizes CRA cost and maximized potential reuse value of equipment to the Cambridge Community

Vote: Approved. All in favor.

Ames Street Housing Update

Mr. Evans reported on a positive meeting focused on building massing. Boston Properties is looking at structural systems and wind tunnel analysis. The project is moving well; they will work on the streetscape a bit more as the City makes decisions regarding the bike facility on Ames Street. Discussion of passage from parking garage and food court status. Ms. Born noted the issues around fast food licenses and criteria for licenses.

Motion: To adjourn (9:37)

Vote: Approved. All in favor.

Next Meeting:

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

Regular Meeting
Cambridge Redevelopment Authority

Wednesday, March 19 2014; 5:30 pm
Cambridge Police Station
125 Sixth Street
Community Room

Draft Meeting Minutes

Present: Kathleen Born (Chair), Margaret Drury (Vice-Chair), Barry Zevin, Conrad Crawford, Executive Redevelopment Officer Tom Evans, Iram Farooq (Deputy Director for Community Development), Taha Jennings (City Manager's Office), Chris Sheehan, Kevin Sheehan, John Hawkinson, Don Stastny, Stephen Kaiser, Heather Hoffman, Rosabella Alvarez-Calderon, Chris Colley

Public Comment

Steve Kaiser

Mr. Kaiser thanked Mr. Evans for always helping him solve his CRA related computer problems.

He noted that Thad Tercyak's articles on the history of the CRA are being posted in the Cambridge Civic Journal and that this is an opportunity to preserve the historical record of the CRA. The history stops in 1963- a key transition year. Up until this point, the Authority was doing mainly housing projects—1963 was the beginning of Kendall Square, reflecting a transition into industrial and commercial use. 1963 was also when the CRA was "done in" by the City Council who voted down Donnelly Field, Cambridgeport, and Riverside developments.

Mr. Kaiser thinks the March 26th event is an excellent initiative. He wanted to highlight two key issues relating to planning, architectural, and traffic problems. The first is Alewife/Fresh Pond, which he sees as a difficult to deal with area that already went through two unsuccessful earlier planning processes in 1999 and 2005. Mr. Kaiser urged the Authority to not leap right into this because it is so complicated and could represent "baptism by fire." The second key issue is the Courthouse. He noted that there could be a rapid solution to the problem, likely architectural, and urged the Board to offer any constructive thoughts they can think of.

Mr. Kaiser has been very unimpressed by the K2C2 planning process, particularly the lack of traffic or transit reports. "They just haven't done the work and they need to look at a lot more alternatives." Mr. Kaiser feels that the Authority has not gotten involved with this, which he sees as a good thing.

Speaking to the traffic item on the agenda, Mr. Kaiser noted that page 3 in the report gives a count of Monsignor O'Brien Highway at Land Boulevard, but that is the only mention of the intersection. He is happy that this was included, but confused why there is no further detail regarding this intersection. If traffic counts go down, is that because there is less traffic? Or is it because the traffic has been

jammed up so no one is moving? As a result of this omission, he found FST's report to be inconclusive and not useful.

As a final note for the March 26 meeting, Mr. Kaiser suggested hiring a consultant to do a study of the Red Line and how to make it work better. Given the CRA's money in the bank and initiative, this would be something to consider and would help everyone along the Red Line.

Heather Hoffman

Ms. Hoffman noted that she lives a half block from Third Street and crosses it often. Regardless of what traffic counts say, she sees northbound and southbound traffic on Third Street that results in "parking lots." She did not feel the traffic counts align with her own personal experience. She noted that Cambridge has had an idea that if you pretend there aren't any cars, you don't have to deal with them, and that while gridlock is good for pedestrians, it's very bad for drivers.

Regarding signage, Ms. Hoffman voiced her desire for clear signage for the roof garden. She was unsure of where the new signs are going to be specifically, but feels that using the word ahead could be useful, particularly on the Main Street side. The signs by elevators are particularly confusing to Ms. Hoffman. She thinks it is particularly important to get this part right, especially for the "few shreds of roof garden remaining."

Ms. Hoffman expressed support for the CRA's proposed plan to "go out into the community." She cautioned that the Authority will have to deal with the reputation of the "rapacious" BRA as well as the history of the CRA, a history that the current staff and Board have nothing to do with. She was particularly hopeful about how this new approach could positively affect redevelopment of the Foundry.

Minutes

*Motion: To approve the minutes of the Annual Meeting of the Cambridge Redevelopment Authority (CRA) on February 19, 2013 **

The minutes from last month's meeting were unavailable as the person who prepares them had a family emergency. February's minutes will be confirmed next meeting.

Communications

*1. "MBTA Role in the Cambridge Center Project" article from Cambridge Civic Journal forwarded to the Board by Thad Tercyak**

Ms. Born asked whether the process of gathering CRA history was still ongoing. Mr. Evans explained that Mr. Rowland and Tercyak are working together to determine how long of a story to tell. Mr. Evans will meet with Mr. Rowland next week to continue the history gathering process. Mr. Evans described it as a process of gathering raw materials, although he is unsure what the final deliverable

will be. Ms. Born noted that CRA intern Ms. Alvarez-Calderon is “an architectural archaeologist,” currently drafting a short history of the Authority’s architectural history. Ms. Alvarez-Calderon explained how she was using a variety of resources to craft a history of the CRA in the context of broader development trends in the 20th century.

*2. Revised Notice from the Outdoor Advertising Board regarding electronic billboard permit**

Ms. Born noted that the Outdoor Advertising Board hearing has been postponed. Mr. Evans noted that the city has set a meeting with Clear Channel next week. Because the City Manager is away, a request was made that the hearing was delayed until more information was gathered.

Ms. Born questioned whether there had been clarification over who owns the land. Mr. Evans explained that while the MBTA believes they own the land, this is not universally agreed upon. This status can affect the legal implications of the process. While the CRA did initial research, the solicitor’s office has been looking into it more deeply.

3. Correspondence from Carol O’Hare

Mr. Evans noted that there was an additional comment from Carol O’Hare regarding the same billboard. The letter was introduced to the record.

Reports, Motions and Discussion Items:

4. Discussion: East Cambridge Kendall Square Open Space Design Competition (Mr. Jennings)

Mr. Jennings explained that the City is undergoing an open space planning study for East Cambridge and Kendall Square. There are a number of parcels that will soon become available as new open space for a variety of reasons. One of the key takeaways of K2C2 was the need for a cohesive and well-programmed network of open spaces. To this end, the East Cambridge Open Space Planning Study Committee has been meeting since May to create a vision.

They are undertaking an Open Space Design Competition to help better envision new uses for open space and how to best network the sites. Don Stastny was hired to oversee this process. Mr. Stastny detailed his 35 year background overseeing and managing design competitions at a range of scales. He cited a number of past projects, including in Portland, OR, Washington, DC, and Austin, TX. He explained that the approach in Cambridge is to create a design competition process that will deliver four conceptual ideas for the network as well as an approach to how individual pieces of the network should tie together. When done, they should be able to hand over to a designer a document that says not only what sorts of uses should be employed, but how they should be connected to the larger context.

Mr. Stastny noted that the competition is reflective of a national trend of thinking about cities not only as a connection of buildings, but also as the spaces between. He does not know another city that

has taken on this approach. Ms. Born asked for clarification about what the unique element of the approach was what the approach was; Mr. Stastny explained that it was the emphasis on the linkage between parks.

Mr. Stastny provided logistical details relating to the competition. He is currently working with a committee and City employees to define a problem statement. This requires an understanding of existing conditions, as well as aspirational thoughts on desired end goals. The competition will be launched in June, with three stages. Designs will come in around Thanksgiving, with the jury in December, and the results in January 2015.

Mr. Stastny is confident that they can create a unique design and planning process. He wants to find a real diversity of disciplines in the final teams, balancing technical expertise in traffic, sustainability, etc. with participants in less traditional disciplines. Mr. Stastny and Mr. Jennings invited questions and comment and expressed a desire to stay in close contact with the CRA as they move forward through the process.

Mr. Crawford acknowledged the receptiveness of the project team to comments made through the K2C2 process and open space planning committee, even noting that comments made in a meeting the day before were reflected in Mr. Stastny's presentation. Mr. Crawford thinks that the generic framework will reflect the comprehensive nature of the problem. He thinks the process is becoming less opaque, and hopes to see more of a community conversation going forwards. He concluded by noting that addressing sustainability, transportation, and the built environment in one competition is exciting.

Mr. Evans commented that there have been a number of conversations about wayfinding and connectivity in East Cambridge. He asked whether designers in the competition would dive into specific issues or deal with broader, more conceptual questions. Mr. Jennings said that while the specific scope is to be determined, they are generally more concerned with the entire network. He said that the role wayfinding will play in the competition will be affected by how the competition's mission is defined, but agreed that it is an issue that comes up often. He added that they want to have a large public forum to help better inform competition participants and the jury to understand what the community desires.

Mr. Zevin expressed support for the competition format. He wondered if they have the necessary resources from the City to pull this off as it will require coordination from different city agencies like DPW.

Mr. Jennings noted the validity of Mr. Zevin's concern and explained that the City has been doing its due diligence in terms of communicating with affected agencies like DPW. One element of this is a period of technical review during the competition to insure that proposals are implementable. Mr. Stastny added that many affected properties are not public, but that there is a growing understanding amongst developers that open space and open space programming is a part of their tenant package.

Ms. Drury questioned who would be responsible for long-term programming of the spaces. Mr. Stastny acknowledged the importance of programming and offered three lessons he's learned in thirty years working with open space: activate edges, make flexible spaces, program heavily.

Ms. Born concluded the section by noting her support of the project and excitement for a design competition in Cambridge.

*5. Discussion: K2 MXD Rezoning Proposal (Ms. Farooq)**

Ms. Farooq provided an overview of the K2 process and the zoning changes that are emerging from it. She explained that the MIT PUD area went first and allowed CDD to better understand the expectations of the Planning Board and City Council. The Planning Board wants to address each PUD individually to promote a strong dialogue between all stakeholders. She described the goals of the K2 plan, which included emphasizing Kendall's innovation culture, mixing in live/work/play configurations, and promoting broader enjoyment of open spaces.

Ms. Farooq detailed the key elements of the K2 zoning proposals. These included:

- Retail
 - Mandating ground floor retail along key streets
- Housing
 - No more than 60% of allowable non-residential space can be built without a completed residential component
 - 25% of residential GFA above 250' height limit must be devoted to middle income housing
 - 8% of GFA devoted to "innovation housing" (micro units)
- Innovation space
 - 5% of all new non-residential GFA dedicated to startup innovation space, 50% of which does not count to floor area limit
- Community investment
 - \$10 per square foot payment on non-residential GFA to be dedicated to public open space, enhanced transit connections, and workforce readiness training.
- Sustainability requirements
 - LEED silver, energy tracking, and reporting requirement
 - Eliminate impediments to district energy
- Transportation
 - Enhanced TDM system
- Parking
 - Change from parking minimums to parking maximums
 - Emphasis on shared parking schemes

Ms. Farooq described zoning proposals related specifically to the MXD. The current recommendation is to increase capacity 1,000,000 square feet, a maximum of 600,000 of which can go to non-residential uses. She outlined the existing conditions in the MXD in terms of parcel ownership with the point being that zoning needs to consider the flexible needs of multiple owners.

Ms. Born asked for greater explanation of how the procedure for zoning revision would work.

Ms. Farooq explained that there were a number of different approaches, but that generally a petition, potentially filed by Boston Properties, would be submitted to the Planning Board and then go through a public review process before reaching the City Council.

Ben Lavery from Boston Properties described BP's approach to the rezoning process, particularly their collaborative work with Sasaki, who has been contracted to do their master planning. He explained that there are a limited number of configurations for future development that BP could consider, but that they were emphasizing long-term flexibility. He identified the North Garage as a likely site for future development, as well as 11 Cambridge Center, 14 Cambridge Center, and 3 Cambridge Center. Lavery also noted that BP was investigating ways to improve open space and promote sustainability, and were confident that they would be in compliance with regulations. He was optimistic that they could bring an initial proposal to the CRA within the next month.

Ms. Born emphasized that tonight only represented the beginning of this process and that it would be a highly transparent process moving forward. She added that the CRA was committed to using potential revenue resulting from future development in the interest of the public good.

Ms. Hoffman expressed concern about resident involvement in the process, and voiced a desire for actual conversation rather than issuing testimony in a Planning Board meeting. Ms. Born suggested that CoUrbanize could be used to assist this process. Ms. Hoffman expressed her skepticism regarding the platform.

Ms. Born asked Ms. Farooq to clarify expectations regarding potential retail tenants and their exemption from allowable GFA. Ms. Drury expressed concern that the residential component of the project would be left to the end of the development process. Mr. Zevin expressed a desire for more "interactive edges" on future buildings constructed in the MXD.

Members of the public offered concerns regarding the quality of open space that would result from continued development of the MXD and the consequences that new development could have on already strained transit infrastructure. Mr. Evans noted that the Green Line extension will affect bus links between Kendall and Union, a fact that warrants future study.

Ms. Born suggested the Board envision next steps for the process. Mr. Evans said that the Design Committee may be able to see conceptual massing studies as early as next week, and that the full Board would be able to discuss it after that.

Ms. Drury questioned the requirement to provide 8% micro units, a stipulation that Ms. Farooq said was required by the City Council.

*6. Report: Monthly Report to the Board of the Executive Redevelopment Officer (Mr. Evans) **

Mr. Evans detailed his efforts to expand the office staff to include an office manager and real estate consultant. He is creating a series of reports regarding procurement processes and working with Kevin Gookin to establish strong controls in response to the audit.

Mr. Evans then provided a series of updates on specific projects:

- **Strategic plan:** Currently in a digital and physical outreach phase. A series of initiatives have been selected to gather feedback about where to best focus energies.
- **CoUrbanize:** The site is up and running and one component of the effort to solicit public opinion.
- **Ames Street residential:** The current design is undergoing wind tunnel tests, which will lead to a decision on massing and the skin of the building. BP is beginning to deal with landscape issues along Ames Street as well as Pioneer Alley.
- **The Foundry:** The CRA's potential role is coming into focus, and would likely focus on legal mechanisms for financing rather than a specific program. The City Council recently passed a unanimous vote to continue working with the CRA on this.
- **MXD Zoning:** The CRA is working with BP and Sasaki as they conduct their massing and design studies.
- **Grand Junction Railroad:** The project is active on multiple fronts. MIT issued an RFP for their section, and Mr. Evans has been talking to FST about getting the CRA component of the land to 100%. Mr. Crawford commented that there are limited decisions to be made given the constraints of the CRA's parcel. Mr. Zevin wondered if the open space changes will impact the possibility for a rail link to Brighton. Mr. Evans doesn't think so, as the CRA's section of the railroad poses the least amount of problems to accomplishing this objective.
- **Main Street Project:** Project is out to bid.
- **Marriott Rehabilitation:** Construction is almost complete.
- **Food Court:** Mr. Evans has only seen conceptual diagrams for the new food court. He will continue following up to see how this is proceeding.
- **75 Ames Street:** The Broad entrance sign is up, and the restaurant there is being called the Ames Street Deli.
- **Annual Report:** Mr. Evans and Ms. Born went through the version produced for last month and made minor revisions.

*7. Report: On the Financial Reports for January and February 2014 (Mr. Evans) **

Mr. Evans noted that two formats of financial reports were being submitted, reminding the Board and those present that the formatting is still a work in progress. February expenditures were low because many February checks were not processed until March.

Mr. Evans discussed potentially moving to quarterly reporting as a way of standardizing the system and presenting complete financials. Ms. Drury expressed concern about an absence of monthly financials—Mr. Evans clarified that quarterly financials would supplement monthly reports. Mr. Evans noted that going forward programmatic expenses will be disaggregated on a project-by-project basis by employee.

*8. Motion: To approve the Ninth Plan Amendment to the Kendall Square Urban Renewal Plan (Mr. Evans) **

Ms. Born explained that the Kendall Square Urban Renewal Plan (KSURP) amendment is a companion to the zoning amendment passed by the City Council to allow the Ames Housing Project. Mr. Evans explained the purpose of the amendment to be two-fold: first, to make changes so the language of the plan matched language of zoning changes, and second to change the plan to allow the Ames Street Housing Project.

Changes included the following:

- **Page 3:** Amendment of 3C to reflect permitted fast food restaurants inside and outside of the Ames Street sub district.
- **Page 5:** Restating total GFA as 3,302,100 to match the zoning ordinance and account for Broad Institute renovation not factored into Amendment 8 of the KSURP.
- **Page 6:** Introduction of the Ames Street sub district
- **Page 12:** Modification of language to match zoning ordinance, including lifting base minimum of open space, increasing maximum GFA, adding Ames Street sub district open space requirement, and reducing parking requirement.

Mr. Evans described the first three changes as logistical “clean-up” moves, while the fourth represented a more substantive change. He reiterated that the last change was a restatement of the amendment that went before the City Council in December. He noted that Boston Properties’ letter of intent will eventually be folded into an amendment on the land disposition agreement.

Ms. Born confirmed that voting for the amendment would not diminish CRA leverage in negotiation—Mr. Evans added that it actually legitimated the Board’s right to negotiation by providing a more accurate KSURP, and closed by stating that the next step for the Board would be confirm with the state that the modifications were a minor revision.

Motion: *To approve the Ninth Plan Amendment to the Kendall Square Urban Renewal Plan*

Vote: *Approved. All in favor.*

9. Report: Design Review Committee: Kendall Center Signage Review (Mr. Sheehan and Mr. Sheehan)

The presenters outlined the intent of the new signage to improve the way buildings interacted with the street and reflect the importance as a brand with international appeal. They explained that the three garages of Kendall Square are central in their design and intended strategy for pedestrian orientation. They described their proposal to brand the districts of Kendall Center with colors loosely corresponding to land uses, and then link this concept back to graphic elements on the garage and across the area to facilitate pedestrian and driver awareness. Signage would also provide tenant identification information. They displayed renderings of new wayfinding signs, introduced the concept of street addresses for buildings in Kendall Center, and showed how these addresses would be displayed on facades.

Ms. Drury expressed concern with diminished pedestrian safety in garages as a result of the new signage—while Ms. Born noted that this was an issue outside of the realm of signage, a brief discussion ensued regarding security in the garages. Mr. Zevin expressed concern that the proposed monument signs posed a public safety risk because of limited visibility and supported Ms. Hoffman’s earlier call for clear signage for the Roof Garden.

Mr. Evans commented on the need for collaboration with MIT and other stakeholders in order to create a cohesive signage program. He proposed using the Kendall Square Association as a conduit for this discussion. Mr. Sheehan (Boston Properties) agreed but emphasized the difference between tenant identification signage and wayfinding signage. Ms. Born expressed her satisfaction with the inclusive nature of the sign design process, and looks forward to moving the process further. Ms. Hoffman expressed her support for signage clearly stating that the roof garden is publicly accessible.

Motion: *To approve the schematic design for the Kendall Center Environmental Graphics and Wayfinding Signage conditioned on further review of the proposed monument kiosks.*

Vote: *Approved. All in favor.*

*10. Report: 2013 Traffic Count Program and Trip Generation Analysis (Mr. Evans)**

Mr. Evans noted that the data presented is part of a unique 20-year study, and that the current year’s data would be the last to not reflect the closure of the Longfellow Bridge.

Mr. Evans noted that there have been slight upticks in traffic over the last five years, but this seemed to be largely pass-through traffic not related to development in Kendall Square. The rationale for this explanation is a continued mode split in surveys done by BP. Mr. Evans also noted that traffic counts oscillate based on a number of factors, and explained that given the lack of new development during the year, the increase in traffic must be the result of a different source. He added that despite recent increases in traffic, it still has not reached the level projected in the 1977 Environmental Impact Report. eHe

Discussion ensued concerning the rate of utilization of existing garages in and around Kendall Square. Ms. Born asked Boston Properties to clarify their parking plans in the case of the Biogen Idec expansion discussed earlier—Boston Properties’ Mr. Sheehan hypothesized that the expansion would require additional parking but at a lower rate and that the company is exploring more holistic ways to manage parking. Mr. Crawford, Mr. Zevin, and Mr. Evans discussed the possibility of a shared parking scheme. Ms. Farooq noted that any new development in the area would be subject to PTDM.

Mr. Kaiser described research he had done at the intersection of O’Brien Highway and Land Boulevard and attributed traffic at the intersection to rerouting of automobiles as a result of the Big Dig.

The report will be forwarded to the state, for further discussion in relation to rezoning of the MXD.

11. Discussion: Annual Performance Review of the Executive Redevelopment Officer (All Board Members)

Ms. Born noted the unique nature of public reviews and invited the Board and members of the public to discuss Mr. Evans' performance. Each member of the Board expressed their happiness with Mr. Evans' professional and personal attributes. Mr. Evans was roundly praised for his approachability, dedication, knowledge, and tact. Members of the audience, including Ms. Farooq, Mr. Hawkinson, Mr. Kaiser, and Ms. Hoffman reiterated and expanded upon the Board's praise of Mr. Evans.

Motion: *To authorize the Executive Committee to negotiate an employment agreement with Tom Evans for the position of CRA Executive Director.*

Vote: *Approved. All in favor.*

*12. Motion: To authorize the Chair and the Executive Redevelopment Officer, pending a final building walk-through, to issue a Certificate of Substantial Completion for the Broad Expansion at 75 Ames Street. (Mr. Evans)**

Mr. Evans explained that construction at 75 Ames Street was nearing completion, and that the procedure at this point is to enter into an escrow agreement and deem that the project is officially complete, pending completion of items on a checklist. Mr. Evans noted that a walkthrough would take place to look at things that are on check list, and that the emphasis would be on items in the public realm.

Motion: *To authorize the Chair and the Executive Redevelopment Officer, pending a final building walk-through, to issue a Certificate of Substantial Completion for the Broad Expansion at 75 Ames Street.*

Vote: *Approved. All in favor.*

*13. Motion: To authorize the Chair and the Executive Redevelopment Officer to execute the Second Amendment of the Point Park Maintenance and Easement Agreement to facilitate the construction of the Third Street connection to Main Street. (Mr. Evans)**

Mr., Evans explained that the amendment allows Boston Properties to be able to enter into an easement agreement with the City to reconfigure Third and Main. Because BP has an agreement to maintain that property, the CRA needs to release them from this obligation before they can proceed with the City. They can't enter into this easement with the City until released by the CRA because they can't agree to maintain something that doesn't exist.

Motion: *To authorize the Chair and the Executive Redevelopment Officer to execute the Second Amendment of the Point Park Maintenance and Easement Agreement to facilitate the construction of the Third Street connection to Main Street.*

Vote: *Approved. All in favor.*

*14. Motion: To authorize the Executive Redevelopment Officer to enter into a contract with Harnum Industries to relocate the Octahedron sculpture for storage in Cambridge (Mr. Evans)**

Mr. Evans explained that the Octahedron has been in Methuen for storage, but will now be temporarily placed on the Pork Chop parcel until dispose of it properly or find it a new home.

Mr. Zevin asked if we have any additional information about the sculpture. Mr. Evans explained that while the CRA has not received the relevant files from storage yet, they do know that in 2010 when the Kendall Plaza was rehabilitated the sculpture was placed at 75 Ames Street, before moving to its current home in Methuen. Its current storage facility is in foreclosure, hence the need to move it in an expedited fashion.

Mr. Evans explained the extenuating circumstances relating to moving the sculpture. The estimated cost to bring it to Kendall Square is approximately \$5,000. The people storing it want a call after the meeting to discuss when and where they can move it. Mr. Evans noted that the CRA can't dispose of anything over \$1,000 and that the Octahedron is insured at over \$1,000.

A brief discussion ensued concerning the materials of the sculpture and potential alternative uses for it. Mr. Evans that while long-term solutions are needed, the current motion pertains to a short-term fix.

Motion: *To authorize the Executive Redevelopment Officer to enter into a contract with Harnum Industries to relocate the Octahedron sculpture for storage in Cambridge, MA.*

Vote: *Approved. All in favor.*

Motion: *To adjourn (9:25)*

Vote: *Approved. All in favor.*

From: Stephen Kaiser skaiser1959@gmail.com
Subject: SUGGESTIONS FOR POSSIBLE CRA INVOLVEMENT AT ALEWIFE
Date: March 28, 2014 at 4:00 PM
To: kathyborn kathyborn@gmail.com
Cc: Tom Evans tevans@cambridgeredevelopment.org

To : Kathy Born, CRA

From : Steve Kaiser

Wednesday I could not get in all I wanted to say. Despite the unfortunate level of chaos in part of the presentation, I do not believe that the damage was either severe nor permanent. My comments on Alewife follow.

The worst example of chaotic planning in the City of Cambridge is Alewife. It has the worst traffic congestion. It has the worst concentration of undistinguished architecture. It has the worst pedestrian circulation, and the greatest vulnerability to flooding.

New developments are being rubber-stamped through by the Planning Board with no regard to any of these deficiencies. In my opinion, Alewife needs to have a total and immediate building moratorium, indefinite in length, until such time as the planning significantly improves.

The Alewife traffic problem extends at least from Mass Avenue down to Huron Avenue. It could include Blanchard Road, Concord Avenue, and Route 2 to Lake Street. Pieces of the problem extend into Belmont and Arlington, but by far the bulk of the area is in Cambridge. Cambridge should have planned it properly and did not.

The problem is so immense, it is important for the City of Cambridge to get onto it right away. Its scope is so immense that I cannot see the CRA taking the lead, or even getting involved in planning for either the shopping center of the Quadrangle. Instead, CRA has several options : it could document the growth in traffic and congestion, and show existing congestion conditions with photographs. The effort would not be so much an effort to find "solutions" as to finalize the case that traffic congestion may be unsolvable and cannot be ignored any further. Fundamental goals should see to it that transit and pedestrians must be favored over automobiles.

If the Authority feels it is going too far afield to get involved in Alewife issues, my personal preference is that the CRA should do a transit operations study for the Red Line, from Kendall Square to Alewife, including access to transit by pedestrians. The plan would estimate the existing capacity of the system and how much capacity is lost by current erratic operation of the trains.

Estimates should be made of how much additional capacity can be obtained by running evenly spaced trains. The maximum capacity of the Red Line system using existing tunnels should be estimated, with minimum headways of half to one-third of existing average headways, and headway variations limited to 15 seconds.

I do not support any major emphasis at this time on pedestrian bridges over the railroad tracks, for the simple reason that the primary problems at Alewife are so severe they deserve the primary attention of planners and other city officials and these attentions should not be diverted by any lesser problems that might tend to distract them.

Steve Kaiser
Hamilton Street

=====

Cambridge Redevelopment Authority

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



April 9, 2014

Constantine Alexander, Chair
Cambridge Board of Zoning Appeal
831 Massachusetts Avenue
Cambridge MA 02139

Dear Ms. Alexander and Honorable Board Members,

The Cambridge Redevelopment Authority (CRA) would like to voice its full support in favor of Bailey & Sage, in seeking a special permit to locate a fast food establishment at Five Cambridge Center.

As the Board of Zoning Appeal may be aware, an amendment to the Cambridge Zoning Ordinance, applicable to the MXD district in Kendall Square, was recently enacted by the City Council to enable the construction of a major residential and retail development on Ames Street. An important component of that amendment was an increase in the number of Fast Food establishments allowed in the MXD district from 3 to 15.

The CRA was strongly supportive of the provision in the amended Ordinance to increase the number of fast food establishments in Kendall Square. The CRA felt that a relaxation of the "cap" in the MXD district in Kendall Square, would be beneficial to the work culture of the area. We realized that because the Kendall Square workforce was young, energetic, and worked long hours, there was a new demand for fresh, healthy food, available to go.

We especially wanted to encourage small, Massachusetts-owned, food businesses, serving locally sourced, healthy products, to open for business in Kendall Square. We hoped that, because each new Fast Food License required a Special Permit from the BZA, the CRA's support would encourage businesses like Clover and now, Bailey and Sage to locate in the area, in place of more conventional and ubiquitous multi-national fast food operations.

We hope that you will approve the Special Permit application for Bailey & Sage.

Thank you,

A handwritten signature in black ink, appearing to read "Tom Evans", is written over a horizontal line.

Tom Evans

Executive Director
Cambridge Redevelopment Authority

Cambridge Redevelopment Authority

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



April 14, 2014

Richard C. Rossi, City Manager
Cambridge City Hall
795 Massachusetts Avenue
Cambridge, MA 02139

Re: Letter of Agreement between the City of Cambridge and the Cambridge Redevelopment Authority Regarding the Foundry Building

Dear Mr. Rossi:

This Letter of Agreement ("Letter") is written to reflect the terms and conditions pursuant to which the City of Cambridge (the "City") and the Cambridge Redevelopment Authority (the "CRA") intend to reach agreement on several matters concerning the development of the Foundry Building (the "Property") as a Demonstration Project (the "Project") under M.G.L. c. 121B § 46(f). The City and the CRA (collectively, the "Parties") each acknowledge that this Letter is a non-binding agreement, is in no way intended to be a complete or definitive statement of all the terms and conditions of the proposed transaction and that the negotiation and execution of documentation satisfactory to the Parties will be required. This Letter sets forth a process under which collaboration will be accomplished.

1. The Project

The City owns the Property, a currently vacant former industrial and office building, which is located at 101 Rogers Street, Cambridge, Massachusetts. The City acquired the Property in connection with a zoning amendment sought by Alexandria Real Estate in 2009. Since that time, the City has held public forums in which there has been discussion about the potential redevelopment of the Property into a multi-purpose community center, particularly for community uses in the areas of science, technology, engineering, arts, and math ("STEAM").

The Cambridge City Council adopted on March 17, 2014 a Policy Order Resolution requesting that the City Manager appropriate up to \$6 million to facilitate certain necessary capital improvements to the Property, and determine the legal and regulatory processes necessary to collaborate with the Cambridge Redevelopment Authority.

Based on the discussions that have taken place in the context of community outreach about the possible uses of the Property, the Property may be rehabilitated to facilitate a broad-range of shared-use activities, particularly education programs focused on STEAM, visual and performing art space, workforce development opportunities, and affordable incubator space for emerging companies. The rehabilitation would optimally use design standards for environmental sustainability and universal accessibility, and would seek to highlight the original architectural features of the buildings while providing energy and spatial efficiency improvements.

April 14, 2014

2. Roles of the Parties

The Parties agree to explore options and possibilities for collaboration. The City Manager's Foundry Building Report to the City Council outlined some possible scenarios. The CRA will dedicate staff and expertise, conduct financial analyses, and participate in planning and outreach efforts.

So that the Parties may achieve the desired development objectives in the most cost-effective manner and consistent with the City Council's March 17 Policy Order Resolution, the Parties shall explore establishing partnerships that may involve companies in the private and public sector, and/or local universities, and/or individual donors,. The City would retain a high degree of flexibility and control over the ultimate outcome throughout the collaboration and planning process.

3. Pre-Conditions to this Letter

The scope of the collaborative process set forth in this Letter is subject to further negotiation and the execution of a more detailed agreement. The Project shall be subject to the completion of the necessary environmental permitting work and the execution of this Letter shall in no event alter the review of alternatives that is a necessary part of the permitting required for the Project, including, without limitation, the requirements of the NEPA and the MEPA.

4. Public Support; Further Cooperation

The CRA agrees to actively and publicly support the Project and to cooperate with the City actively and in good faith.

I enclose a copy of this Letter for your review. Should the terms meet with your approval, I ask that you execute and return that copy to me at your convenience. Thank you. I look forward to a mutually satisfactory transaction.

Sincerely,

Cambridge Redevelopment Authority

Thomas L. Evans
Executive Director

AGREED AND ASSENTED TO:

Richard C. Rossi, City Manager

City of Cambridge

Cambridge Redevelopment Authority



Executive Director Report to the Board

April 16, 2014

Contracting, Personnel, and General Administration

The CRA received seven responses to our RFP for real estate consulting services and have initiated our review of those submissions. I expect to 'short list' about three firms for interviews in early May and bring forward a recommendation to the Board at the May Board meeting.

We posted notices for an Office Manager position and summer internships. The responses for internships have thus far outnumbered those for the office managers, however there are a handful of capable candidates for the position whom I will be interviewing over the next couple weeks.

As we have completed the construction of the new bookkeeping system, we have been working to close the old Quickbooks file and get all bank reconciliations up to date and into the new system. We are now taking the next step to develop budget codes to be utilized in the check disbursement protocol suggested in the draft Internal Controls document. I am also seeking feedback from the Board as to what level of detail should be included in the monthly financial reports.

I have purchased a new computer workstation and server for the office. I fixed the DSL wiring to all the rooms in the office as we were beginning to overwhelm the wireless network. Over the next month I need to initiate the RFP process for new office space for the fall. Although we are beginning to consider redevelopment initiatives in other parts of Cambridge, I anticipate focusing the office search in the immediate Kendall Square area.

Last month we successfully moved the Octahedron back to Cambridge Center, utilizing an escorted truck delivery and full size crane to deliver the sculpture to the 'Porkchop' parcel for temporary storage. The next steps are to research the original source of funding for its commission, and conduct an appraisal of the piece before we can fully evaluate options for its reuse locally or disposition as surplus property.

Board Forward Calendar

May	June
KSURA Parcel Two Urban Design Master Plan	Google Interior Design Review
Signage Review Procedure	Foundry Update
Community Loan Fund	Octahedron Reuse / Disposition
Ames Street Design	Procurement Procedure Manual
Parcel 6	Parcel Four Pedestrian Circulation
Real Estate Consultant Contract	Final Strategic Plan

Planning, Development, and Infrastructure Projects

On March 26th we hosted a community workshop discussing the CRA Strategic Plan. We managed to fill the room we had reserved at the library. The discussion at the workshop felt very productive and provided good insight, both in general about the tools of redevelopment, as well as specific feedback on initiatives and policies. I have since met with representatives from the Cambridge Residents Alliance and the Central Square Business Association, and presented to the East Cambridge Planning Team to continue the strategic planning conversation. The public comment period on the coUrbanize website came to a close last week; the number and thoughtfulness of responses was impressive and we have begun discussing how this type of tool may be useful in the future for specific CRA initiatives.

Based on the City Council order, the CRA has proposed entering into a letter agreement with the City to formally begin working together toward the adaptive reuse of the Foundry building. While city and CRA staff work with various stakeholders to refine a development program, this letter agreement will provide for the parallel work to develop a Demonstration Project program, which would include work on capital investment plans, transaction alternatives, development scenarios, procedures for selecting development partners, management and governance alternatives, and structures for community oversight of the development process.

Interest in the Grand Junction Path continues to grow including a new council order for information on its development. The City's inter-departmental working group has recommended rather than explore road modification designs for Galileo Way, which would not be implemented for a number of years, that the CRA's design resources should focus on moving the previous 25% design to a full construction bid set of drawings. I have asked FST to provide me with a modified scope to follow this direction.

The Design Review Sub-Committee met to review urban design scenarios for Parcel 2 of the KSURA, presented by Boston Properties in response to the K2 rezoning parameters. CRA and city staff, have also been meeting to discuss specific zoning issues in the MXD district. A key issue for us to evaluate is how to provide development opportunities for other properties in the MXD, notably the Whitehead Institute which has expressed an interest in potentially expanding its building on Parcel 3 of the KSURA.

The street furniture has been installed along Broadway, and some final landscaping will bring this MassDOT project to a close shortly. MassDOT has also been making significant progress on the Longfellow Bridge, and are currently reviewing the City's revised design for the Longfellow median landscaping and the traffic plan for Broadway. DPW has gone out to bid on the reconstruction of Main Street. DPW is holding a public workshop in April to review the status of multiple public works projects in East Cambridge.

The Marriot lobby and Starbucks café renovations are nearly complete and the public passage through Parcel 4 is now uninterrupted again. On the other hand there has been no clear progress on the Coop Food Court renovations. Despite some duck work maintenance conducted by Boston Properties, no construction activity has taken place. I met with representatives of the Coop a few months ago and they presented some schematic plans for their redesign but there has been no follow up on their part. Boston Properties has also made frequent requests for updates but to date has no more information than CRA staff.

SUMMARY		
January - March, 2014	2014	2014
	Budget	Actuals
Operating Revenue:		
Discounts Given	\$0	\$100
Proceeds from sale of development rights	\$405,000	\$0
Rental income	\$7,900	\$7,344
Equity Participation Income		
Project Income (land and building sales)		
Reimbursed Expenses	\$17,000	\$0
Grants	\$500,000	\$0
Total Operating Revenue	\$929,900	\$7,444
Non-Operating Revenue		
Interest Income	\$60,000	\$0
Dividend Income	\$0	\$121
Asset Write-Downs	\$0	\$0
Total Non Operating Revenue	\$60,000	\$121
TOTAL ALL SOURCES OF REVENUE	\$989,900	\$7,565
Cash Reserves	\$11,108,171	\$11,108,171
Operating Expenses:		
Personnel	\$268,180	\$71,365
Office/Administrative	\$216,830	\$72,146
Community Outreach/Professional Dev.	\$5,100	\$330
Property Management	\$52,500	\$9,711
Total Operating Expenses	\$542,610	\$153,552
Project/Program Expenses		
Unassigned Professional Services	\$275,000	\$12,720
Ames Street	\$0	\$0
MXD Zoning & Design Review	\$0	\$0
East Cambridge	\$0	\$0
Volpe	\$0	\$0
Point Park	\$0	\$0
Grand Junction	\$0	\$0
Redevelopment Investments	\$0	\$0
Real Estate Acquisitions	\$0	\$0
Community Loan Fund Program	\$300,000	\$0
Capital Costs	\$400,000	\$0
Sub-Total		
Total Project/Program Expenses	\$975,000	\$12,720
TOTAL ALL EXPENSES	\$1,517,610	\$166,271
ALL REVENUES LESS ALL EXPENSES	(\$527,710)	(\$158,706)
Year End Cash Reserve	\$10,580,461	\$10,949,464

PERSONNEL		
	2014	2014
	Budget	Actuals
Salaries	195,800	50,108
Payroll Taxes		
Unemployment	0	106
Medicare	2,000	1,391
Payroll Taxes - Other	2,000	34
Total Payroll Taxes	\$4,000	\$1,530
Personnel and Fringe Benefits		
T Subsidy	1,680	0
Pension Contribution	27,500	1,327
Pension System Assessment	6,000	0
Insurance - Medical (Employee)	28,800	0
Insurance - Dental	2,400	0
Workers Comp & Disability Insurance	2,000	165
Total Employee Benefits	\$68,380	\$1,492
Retiree Benefits		
Insurance - Medical (Retiree)	89,000	18,234
Payroll Expenses - Other	0.00	0.00
Total Personnel	\$268,180	\$71,364.94
Personnel Costs by Project	<i>to be assigned</i>	
Administration		
Ames Street	\$0	\$0
KS Design Review	\$0	\$0
Volpe	\$0	\$0
MXD Zoning	\$0	\$0
East Cambridge	\$0	\$0
Point Park	\$0	\$0
Grand Junction	\$0	\$0
Community Loan Fund	\$0	\$0
Total Personnel	\$268,180	\$71,365

OFFICE AND ADMINISTRATIVE		
	2014	2014
	Budget	Actuals
Office Space		
Office Rent	\$54,000	\$22,850
Parking	\$500	\$0
Furniture	\$400	\$0
Repairs and Maintenance	\$0	\$200
Archives	\$6,000	\$1,189
Other Rental Space	\$0	\$289
Office Equipment		
Equipment Purchase (computers, etc.)	\$2,000	\$0
Equipment Lease	\$6,400	\$2,171
Printing and Supplies	\$0	\$388
Postage and Delivery	\$50	\$84
Printing and Reproduction	\$400	\$123
Software	\$2,000	\$0
Office Supplies	\$400	\$53
Board Meeting Expenses-misc	\$600	\$0
Office Expenses	\$500	\$400
Utilities		
Gas and Electric	\$4,500	\$468
Water	\$0	\$0
Utilities - Other	\$0	\$0
Telecommunications		
Telephone	\$1,680	\$1,411
Internet	\$960	\$0
Mobile	\$1,440	\$0
Website Hosting	\$100	\$0
Insurance		
Commercial Liability	\$5,400	\$2,092
Special Risk	\$1,500	\$1,567
Art and Equipment	\$4,800	\$0
Administrative Professional Services		
Financial Service Charges	\$200	\$0
Payroll Services	\$2,000	\$230
Accounting	\$20,000	\$13,985
Marketing	\$0	\$0
Legal	\$100,000	\$24,041
Temp and Contract Labor	\$0	\$0
Web Design	\$1,000	\$608
Total Administrative	\$216,830	\$72,146

COMMUNITY OUTREACH & PROFESSIONAL DEVELOPMENT		
	2014	2014
	Budget	Actuals
Community Outreach		
Public Workshops	\$1,000	\$0
Materials	\$100	\$0
Other	\$0	\$0
Marketing & Professional Development		
Recruiting - Admin	\$0	\$0
Staff Development	\$0	\$0
Dues and Membership	\$2,000	\$330
Subscriptions	\$100	\$0
Advertising	\$400	\$0
Conferences and Training	\$1,000	\$0
Travel	\$400	\$0
Meals	\$100	\$0
Total Community Outreach/Marketing	\$5,100	\$330
PROPERTY MANAGEMENT		
	2014	2014
	Budget	Budget
Landscaping	\$30,000	\$2,961
Snow Removal	\$10,000	\$6,750
Utilities	\$5,000	\$0
Contract Work	\$7,000	\$0
Repairs	\$500	\$0
Total Property Management	\$52,500	\$9,711

PROJECTS		
	2014	2014
	Budget	Actuals
Unassigned Professional Services		
Legal	\$150,000	\$0
Planning	\$50,000	\$6,500
Design - Architects	\$15,000	\$0
Design - Landscape Architects	\$0	\$0
Engineers and Survey	\$20,000	\$6,220
Real Estate and Finance	\$40,000	\$0
Construction Management	\$0	\$0
Sub-Total Project Costs, Unassigned	\$275,000	\$12,720
Personnel Costs by Project	<i>to be assigned</i>	<i>to be assigned</i>
Ames Street	\$0	\$0
K2 Design Review	\$0	\$0
Volpe	\$0	\$0
MXD Zoning & Design Review	\$0	\$0
East Cambridge	\$0	\$0
Point Park	\$0	\$0
Grand Junction	\$0	\$0
Community Loan Fund	\$0	\$0
Sub-Total	\$0	\$0
Professional Services by Project		
Ames Street	\$0	\$0
K2 Design Review	\$0	\$0
Volpe	\$0	\$0
MXD Zoning & Design Review	\$0	\$0
East Cambridge	\$0	\$0
Point Park	\$0	\$0
Grand Junction	\$0	\$0
Sub-Total	\$0	\$0
Redevelopment Investments		
Real Estate Acquisitions	\$0	\$0
Community Loan Fund	\$300,000	\$0
Capital Costs	\$400,000	\$0
Sub-Total	\$700,000	\$0
Total (not carried forward)	\$975,000	\$12,720

Cambridge Redevelopment Authority

PROFIT AND LOSS

March 2014

	TOTAL
Income	
Operating Revenue	
Rental Income	1,336.00
Total Operating Revenue	1,336.00
Total Income	\$1,336.00
Gross Profit	\$1,336.00
Expenses	
Operating Expenses	
.Personnel	
Payroll Expenses - Other	
Salaries	17,947.17
Total Payroll Expenses - Other	17,947.17
Payroll Taxes	
Medicare	786.35
Payroll Taxes - Other	34.30
Unemployment	33.46
Total Payroll Taxes	854.11
Retiree Benefits	
Insurance - Medical (Retiree)	18,234.38
Total Retiree Benefits	18,234.38
Total .Personnel	37,035.66
Community Outreach & Marketing	
Marketing & Professional Development	
Dues and Membership	300.00
Total Marketing & Professional Development	300.00
Total Community Outreach & Marketing	300.00
Office/Administrative	
Insurance	
Commercial Liability	1,245.25
Total Insurance	1,245.25
Office Equipment	
Equipment Lease	727.53
Total Office Equipment	727.53
Office Space	
Archives (Iron Mountain)	439.44
Office Rent	8,110.56
Repairs and Maintenance	200.00
Total Office Space	8,750.00

Printing and Supplies	
Postage and Delivery	20.30
Total Printing and Supplies	<u>20.30</u>
Professional Services - Administrative	
Administrative	
Legal	11,610.00
Payroll Services	64.78
Total Administrative	<u>11,674.78</u>
Total Professional Services - Administrative	<u>11,674.78</u>
Telecommunications	
Telephone	340.48
Total Telecommunications	<u>340.48</u>
Total Office/Administrative	<u>22,758.34</u>
Property Management	
Snow Removal	640.00
Total Property Management	<u>640.00</u>
Total Operating Expenses	<u>60,734.00</u>
Project/Program Expenses	
Unassigned Professional Services	
Engineers and Survey	932.96
Total Unassigned Professional Services	<u>932.96</u>
Total Project/Program Expenses	<u>932.96</u>
Total Expenses	<u>\$61,666.96</u>
Net Operating Income	<u>\$ (60,330.96)</u>
Net Income	<u><u>\$ (60,330.96)</u></u>

Thursday, Apr 10, 2014 10:22:25 PM PDT GMT-4 - Accrual Basis

**CAMBRIDGE
REDEVELOPMENT
AUTHORITY**

**INTERNAL CONTROL
POLICY**

DRAFT

FINANCIAL TRANSACTIONS PROCEDURES

- 1) Internal controls are defined by the Cambridge Redevelopment Authority (CRA) as the plan of organization and the procedures and records that are concerned with the safeguarding of assets and the reliability of financial records. Local redevelopment authorities should address financial controls through both prevention and detection. Internal controls of the CRA are designed to accomplish the following:
 - a) Safeguarding resources against waste, fraud, and inefficiency
 - b) Promoting accuracy and reliability in accounting and operating data
 - c) Encouraging and measuring compliance with local agency policy
 - d) Evaluating the efficiency of financial operations in all departments of the authority; and
 - e) Providing procedures for oversight by the CRA Board of Directors (Board) of assets and finances.
- 2) The CRA shall maintain and periodically review (at least annually) policies related to personnel, procurement, fiscal operations, and investments. All revisions shall be Board approved.
- 3) The CRA shall segregate duties to the greatest extent possible given organization size and staffing levels.
- 4) Checks received via mail, drop slot, site collection, or in person are to be receipted and restrictively endorsed by the person taking the money. These checks are then deposited in the respective banks and entered into Quickbooks Online for comparison of receipts and deposit to banking accounts. Cash is not accepted by the CRA.
- 5) Cash loans to employees are prohibited. This includes payroll advances. Loans against employee retirement plans are prohibited by the plan policy.
- 6) Cambridge Redevelopment Authority Insurance Coverage
 - a) An insurance schedule is to be maintained and updated annually by the Executive Director or his designee that lists carrier, coverage limits, premiums, deductibles and expiration dates. This schedule will be reviewed by the Executive Director annually.
 - b) The CRA Treasurer, Assistant Treasurer and any signer of bank accounts shall be bonded for an amount no less than \$250,000.
 - c) All Board members are to be covered by a Professional Liability and employment Practices Liability. This coverage shall be in an amount not less than \$1,000,000.
 - d) Insurance coverage limits for property are reviewed periodically via an on-site review by a professional in the insurance field to ensure that coverage amounts are adequate.
- 7) All CRA general ledger records shall be kept up to date.
 - a) Control accounts (rental and security deposit accounts) shall be balanced with subsidiary accounts weekly.
 - b) Journal entries shall be reviewed by the Executive Director monthly.
 - c) Recurring, automatic posting journal entries shall be used for repetitive items to the greatest extent possible (i.e. amortizations, interest accruals, etc.). This reduces the potential for human entry error.
 - d) Financial Statements shall be presented to the Board monthly.
 - e) All accounting records are backed up continuously to an alternate location via the internet.

FINANCIAL TRANSACTIONS PROCEDURES

- 8) The CRA Board shall adopt a formal budget each year that will be presented to and approved by the Board of directors by resolution.
 - a) The Executive Director may approve transfers between budget line items within broader budget categories for values up to ten percent (10%) of the value of the lesser line item.
 - b) If necessary, the Board shall review and approve major mid-year budget revisions.
 - c) All transfers between accounts are to be approved in writing by either the Treasurer or the Executive Director prior to the transfer.
- 9) Board Meetings
 - a) Monthly CRA Board meetings shall be held in accordance with the By-Laws and recorded by detailed minutes, which are approved monthly and maintained indefinitely.
 - b) At such monthly meetings, the following financial reports shall be provided by the Executive Director:
 - i) Year-to-Date Actual comparison to Annual Budget
 - ii) List of the past months expenditures by Budget category
 - iii) Balance sheets that summarize current bank account balances
 - c) Any abnormalities, significant variances with the budget, or significant expenditures shall be reviewed with the Board by the Executive Director.
 - d) As requested by the Board, other budget information will be provided by CRA staff, including accounts of active projects or initiatives.
- 10) Petty Cash
 - a) The responsibility for petty cash is assigned to the Executive Director.
 - b) Petty cash is limited to \$100.
 - c) Petty cash is to be signed for by the person receiving the cash
 - d) Valid receipts are required for the use of petty cash
 - e) Petty cash is not to be utilized for check cashing purposes
 - f) Petty cash must be reconciled by the Bookkeeper and signed off on by the Executive Director prior to replenishment
 - g) Petty cash lock box shall be stored under lock and key as a protection from misuse
- 11) Depository Accounts
 - a) All bank accounts shall be authorized by the Board.
 - b) The Treasurer and Vice Treasurer shall be the signatories on all savings accounts.
 - c) All bank account statements shall be directed initially upon receipt to the Executive Director for review. Statements are then forwarded to the Bookkeeper for reconciliation. They are reconciled monthly and reviewed by the Executive Director after reconciliation. This review shall include the following:
 - i) review of check numbers
 - ii) review of authorized signatures
 - iii) comparison to general ledger cash balance
 - iv) review of transfers, direct deposits, and direct drafts
 - v) comparison to cash logs
 - d) All bank accounts shall have running balances available to accurately forecast cash uses, receipts and needs. Excess cash should be transferred to higher yield investment accounts in accordance with the Investment Policy.
 - e) A report describing the monthly bank reconciliations shall be signed off on by the Executive Director and then submitted to the Board.
- 12) Disbursements for Goods and Services

FINANCIAL TRANSACTIONS PROCEDURES

- a) With the exception of petty cash, pre-authorized vendor direct drafts and purchases made with bank sponsored credit card, all disbursements are to be made by check.
 - b) All checks are to be pre-numbered and issued in sequence
 - c) All bank and other information is printed on the checks by the Quickbooks software and only authorized users have password access to the software.
 - d) Check stamps are kept under lock and key. Only authorized users and only signers of the checks have keys to the lock box
 - e) All vouchers¹ are to be prepared by the Bookkeeper and approved and signed by the Executive Director prior to preparations of checks. Vouchers will have the following components reviewed:
 - i) Authorization (PO, etc.)
 - ii) Receipt of goods
 - iii) Amount paid
 - iv) Account code
 - v) Expense reasonableness for travel and training expenses, and reimbursements
 - f) All vouchers are to be marked paid after check is issued to prevent duplicate payments.
 - g) All checks are prepared with invoices attached for reference.
 - h) All checks over \$1,000 require a signature from the Treasurer.
 - i) The Treasurer shall review the record of all checks issued by the CRA on a monthly basis.
 - j) A Board representative shall be required to counter-sign the payment voucher for all credit card expenditures and reimbursements to the Executive Director.
- 13) Purchasing of Goods, Supplies, Equipment, Materials and Services
- a) Purchasing shall be accomplished through the Executive Director or his designee.
 - b) Purchases over \$10,000 require a contract and Board Approval.
 - c) Food purchases shall be approved by the Executive Director.
 - d) All items for purchase or contractor selection shall be procured in accordance with the Procurement Policy.
 - e) Purchasing shall be independent of the receiving and payment functions.
 - f) Purchases may not exceed the Board approved budget.
 - g) Received goods shall be inspected for condition and quantity when received.
 - h) No expenditures over the contracted amount shall be made without prior Board approval.
- 14) Purchase Orders
- a) Upon entering into a contract for services, funds for that contract shall be encumbered in the QuickBooks bookkeeping system.
 - b) The Executive Director, or his/her designee shall enter a purchase order into QuickBooks with the following information:
 - i) Vendor contact information
 - ii) Account details
 - iii) Amount of contract to which the expense item refers
 - iv) A description of the services to be performed
 - c) Staff can print an open purchases report at any time to review the current status of purchase orders. It will not appear on the profit and loss until deductions are entered from the actual bill payments.
 - d) An open purchase order report will need to be part of the monthly statements in order to track the unbilled but encumbered amounts.

¹ Vouchers for payment include invoices for goods, services, materials, etc. and for contracts.

FINANCIAL TRANSACTIONS PROCEDURES

15) Cambridge Redevelopment Authority Payroll

- a) Personnel records shall be maintained in a locked area with access restricted to those staff with human resource or payroll responsibilities
- b) Executive Director approval is required for both addition to and deletion of names from the payroll listing
- c) Executive Director approval is required for interim changes to salary rates of employees
- d) Board approval is required for the annual salary schedule adoption. The salary schedule is presented in Executive Session. Board approval is done through approval of budgets that incorporate wages as line items.
- e) Straight time, overtime, holiday, personal and major medical amounts paid are all reviewed by the Executive Director prior to preparation of paychecks by the Payroll Services
- f) Payroll will not be issued without a completed timesheet, reviewed and authorized by the Executive Director
- g) Payroll is reviewed for accuracy and pay rates by the Bookkeeper or Executive Director prior to issuance.
- h) Payroll checks are to be issued by direct deposit or distributed by administrative personnel
- i) Unclaimed checks will be handled in accordance with state regulations.

16) Accounts receivable

- a) Amounts contained in the general accounts receivable are reviewed monthly by the Executive Director.
- b) Write offs of uncollectible resident accounts receivable requires prior Board approval.
- c) All accounts receivable shall be maintained in the general ledger.

17) Investments

- a) All CRA investments and pledged securities shall be obtained, recorded (including investment and interest revenue) and reviewed in accordance with the Cambridge Redevelopment Authority Investment Policy.

18) Physical Assets

- a) Board approval is required for real property acquisition.
- b) Perpetual inventory records shall be maintained with periodic counts being performed annually at a minimum.
- c) Accounting records will be adjusted as appropriate if differing quantities appear in the physical counts.
- d) Office equipment inventories are covered under “contents value” on the Property Insurance Policy
- e) Fixed assets detail records are balanced monthly to general ledger accounts
- f) All physical assets are inventoried annually
- g) Board approval by resolution is required for disposition of assets maintained on the books (in accordance with property disposition policy)

19) Miscellaneous Provisions

- a) Partisan political activity is prohibited by the CRA personnel
- b) Federal grants will administered to adhere to compliance and reporting requirements
- c) The CRA shall obtain an annual audit of its Financial Statements

Cambridge Redevelopment Authority

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



April 3, 2014

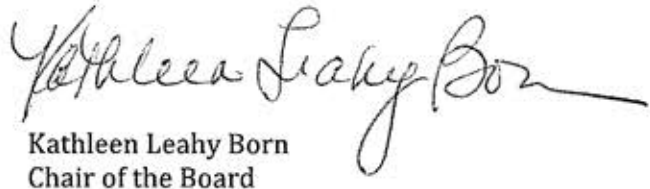
Thomas L. Evans
[REDACTED]
[REDACTED]

Dear Mr. Evans:

I am pleased to offer you the position of Executive Director of the Cambridge Redevelopment Authority ("Authority"). You will be compensated at an annual rate of \$120,000, paid bi-weekly, and be subject to the Authority's personnel policies. Your employment with the Authority will be "at-will," which means either you or the Authority may terminate the employment relationship at any time, with or without notice and with or without cause.

On behalf of the Authority, we look forward to your leadership during this critical period of renewed and diversified activity. Please let me know if you will accept this position.

Very truly yours,


Kathleen Leahy Born
Chair of the Board

**MEETING NOTES: Boston Properties' North Parcel Massing & Zoning K2 Capacity Study
CRA Design Review Committee Meeting / DRAFT
April 10, 2014**

Attending: Kathleen Born (CRA), Barry Zevin (CRA), Tom Evans (CRA), Stuart Dash (CCDD), Mike Cantalupa (BP), David Stewart (BP), Giuliana Di Mambro (BP), Mike O'Hearn (BP), Ben Lavery (BP), Steve Brittan (Sasaki Assoc.), Chuck Redmon (CRWD), and Larry Bluestone (BPG).

[Clara Batchelor and Tabitha Harkin of CBA Landscape Architects, and Cara Seiderman of CDD were in attendance for a subsequent conversation about landscape improvements surrounding the proposed Ames St. housing development and the design of Ames Street.]

Notes Submitted By: Larry Bluestone on April 10, 2014

On 10 April 2014, the CRA's Design Review Committee met with Boston Properties (BP) and Steve Brittain of Sasaki Associates, at Boston Properties' offices at 4CC. The meeting was called to discuss preliminary urban design massing and zoning capacity studies for potentially increasing future office and residential development, as well as additional parking, on the North Parcel which is largely now occupied by Biogen. These studies tested the increased development capacities and dimensional and density guidelines recommended in the city's recently completed K2C2 Study. All program density, heights, and urban form concepts are preliminary to explore what development and phasing options may work given the existing site constraints.

1.0 North Parcel Urban Design Massing & Capacity Study

Boston Properties introduced the massing study and said they would work with Biogen to accommodate their corporate growth needs on the North Parcel as well as accommodate additional development – such as residential uses and start-up incubator uses. Boston Properties said the proposed new development would likely be constructed in phases, and that the eventually selected phasing strategy would influence the massing configurations in each option.

Boston Properties also pointed out that existing North Parcel open spaces would be displaced by the new development proposals in all options. However, they hoped to trade-off the loss of these open spaces with quality improvements such as enhanced connectors between Binney and Broadway, a new garage rooftop park, and enhancements of adjacent open spaces along the Grand Junction.

Boston Properties also said they are currently working on traffic and parking studies for their new development options.

Steve Brittan of Sasaki Associates then presented three physical future redevelopment options for the North Parcel – all reflecting a combination of new office and residential development up to a potential height of 250 feet.

Option 1: 895,000 square feet

This massing option illustrated two new buildings - comprised of a new 275k residential development and a new 561k office development over the North Garage and on the two existing open space park parcels on both Broadway and Binney Street at either end of the garage. The residential building was proposed on Broadway and the office building on Binney. The residential building would be 250 ft. high and 20 floors. The lower levels of the residential building on Broadway, adjacent to the garage floors, would be used for new innovation start-up office space. The office building on Binney would be 238 ft high and 16 floors.

The proposal also included two new parking levels (320 spaces) over the existing garage. A garage rooftop park would be built atop the garage between the two buildings.

Option 2: 960,000 square feet

This massing option illustrated three new buildings - comprised of two residential developments of 239k and 178k and a new 560 k office development over the North Garage and on the two existing open space park parcels on both Broadway and Binney Street at either end of the garage. Of these two buildings, the residential building was proposed on Broadway and the office building on Binney. The lower levels of the residential building on Broadway, adjacent to the garage floors, would be used for new innovation start-up office space. *Additionally*, a third new residential building was proposed to replace the existing low rise office building at the corner of Broadway and Binney Street.

The residential building over the garage would be approximately 150 ft. high. The office building over the garage would be approximately 250 ft. high. And, the new free-standing residential building at the corner of Broadway and Binney would be approximately 100 ft. high.

The proposal also included several new parking levels over the existing garage. A garage rooftop park would be built atop the garage between the two buildings. BP pointed out that if the two new residential buildings on Broadway could be built simultaneously, then a shared underground parking garage could be built beneath their combined footprints. However, if the two residential building were built in separate phases, there would not be a sufficient footprint to construct this underground garage.

Option 3: 1,020,000 square feet

This massing option illustrated three new buildings - comprised of a new 269k residential development and a new 542 k office development over the North Garage and on the two existing open space park parcels on both Broadway and Binney Street at either end of the garage. Of these two buildings, the residential building was proposed on Binney Street and the office building on Broadway. Additionally, a third 208k residential building was proposed to replace the existing low rise office building at the corner of Broadway and Binney Street. The residential building over the garage would be 200 ft. high. The office building would be approximately 250 ft. high. And, the new residential building at the corner of Broadway and Binney would be 187 ft. high.

The proposal also included several new parking levels over the existing garage. A garage rooftop park would be built atop the garage between the two buildings. In this Option, there would be no underground garage.

Discussion

The massing design discussion focused primarily on three issues:

❑ *Building Footprint Size:*

There was discussion that the footprint sizes of the Broadway residential building over the garage and the office building, in particular, were very large and resulted in massive looking buildings. Although such large footprint sizes were regarded as very efficient by current industry standards according to BP and Sasaki, the Design Review Committee members recommended that these large footprints be reduced by either sculpting the building in more detail and/or striving for smaller footprints / more slender buildings.

❑ *Height:*

The massing proposals presented today were illustrated to not exceed the 250 ft. height limits recommended in the K2 study. The Design Review Committee suggested that it may be beneficial to study taller residential buildings to achieve more slender towers (and reduced floor plate sizes). [See discussion above about large building footprints.] Perhaps the Authority and City could support greater residential heights in exchange for smaller residential floor plates and more slender towers.

Mike Cantalupa pointed out that K2 zoning recommendations and the City would require a higher percentage of affordable residential units if the proposed heights exceeded 250 feet. From BP's perspective, this may not financially work. It was pointed out, however, that units on higher floors could command greater rents, thereby possibly making greater heights financially feasible.

❑ *Loss of Existing North Parcel Open Spaces:*

All options illustrated resulted in the loss of the two existing parks at either end of the North Garage. Given recent past history, this may prove very problematic. Therefore, it was incumbent on BP to show how open space quality could be enhanced – whether by a new garage rooftop park, enhanced ground level connections, improvements to the Grand Junction parkway / transit corridor, or by other creative solutions.

There was discussion of how some sort of open space should be maintained on Broadway (although others pointed out the merit of retaining a strong street wall on Broadway). It was suggested that the depth of the existing park on Broadway could be narrowed and still maintain a high quality. It was also suggested that the lower levels of any new building on Broadway could be designed as a very public, but enclosed, Winter Garden that would also serve to hold the street line. Whether a smaller park were created or a Winter Garden, it was recommended that retail / restaurant space be provided along the ground floor of buildings on Broadway to support this public space.

Summary

The presentation concluded with a discussion of how and when these massing studies should be presented to the Authority's Board, the City, and the public. It was concluded that some of the comments made during today's meeting would first be incorporated into the studies, and then a strategy would be worked out as to the sequence of future meetings and presentations.

If you have any questions or edits to these Notes, please forward them to Tom Evans and Larry Bluestone.

Respectfully Submitted,
Larry Bluestone

Charles Redmon, FAIA/Urban Design

MEETING NOTES: Ames Street Development Design Progress Review Meeting on April 10, 2014

Attending: Kathy Born (CRA), Barry Zevin (CRA), Tom Evans (CRA), Stuart Dash (CCD), Lara Seiderman (CCD), David Steward (BP), Giuliana DiMambro (BP), Michael O'Hearn (BP), Clara Batchelor (CBA), Tabitha Harkin (CBA) Larry Bluestone (BPG), Charles Redmon (CR/UD)

Date: April 10, 2014

On 10 April 2014, the CRA's and the City's design review team met with Boston Properties and their landscape consultant, CBA at BP's offices to start the design review progress for the Ames Street Streetscape Development.

CBA and BP presented their preliminary assumptions and early landscape design and open space studies for Streetscape of the Ames Street corridor; they are outlined below:

- They presented an overall site base plan showing all vehicular (cars, service and emergency vehicles, bicycles) and pedestrian movement affecting the site area along the east side of Ames Street.
- They also presented initial images of potential planting, paving, lighting and streetscape furnishings.
- They indicated that exterior space immediately in front of Legal Seafood and Mead Hall will be designed to provide for exterior seating for patrons of both restaurants. In addition to the restaurant seating areas, a portion of the space was designed for general public use with landscaping, seating and bike racks.
- They present two street-tree planting alternatives: a) 5 foot square metal tree grates similar to that already in Kendall square and b) 5 by 10 foot planting beds running parallel to the curb line. Comments on the latter alternative questioned its sustainability in winter conditions because of snow plowing and road salt.
- They presented an overall paving plan for the public way showing the typical 5 foot band of brick along the curb line and 10 foot concrete as per Kendall Square standards. The plan showed a different paving pattern of the private properties for the exterior seating areas adjacent to the two restaurants. It was suggested that the public paving might encroach into the private areas not being specifically used to exterior restaurant seating.
- Pioneer Way would be paved with third treatment for the entire area between the garage and CC3 in order to unify this service/pedestrian pathway. It was suggested that additional seating or other amenities be added in the non-vehicular area of the alley close to the atrium in order to animate the space near the future restaurant location.
- They also presented initial studies of Pioneer Way for lighting and screening unsightly areas along each side.

Following CBA's presentation there was considerable discussion regarding the final street layout and organization for traffic and parking lanes as well as for bicycle lane(s). As the City is beginning to finalize its strategy for accommodating bicycle lanes here, that CBA and BP should wait finalizing their streetscape plan until these bicycle strategy is resolved. Under discussion was one two-way bicycle lane along the east side of Ames Street or two separate one-way lanes on either side of the street. Also under consideration was whether the bicycle lanes should be flush with the street or sidewalk. Another consideration was to introduce raised curb areas at each end of Ames Street to specifically mark the bicycle pathway location at the Broadway and Main Street intersections.

Charles Redmon, FAIA/Urban Design

Everyone felt that this initial presentation was very helpful to start the process for developing the Ames Street streetscape design.

Next Steps

There will be additional meetings about the development of the streetscape plan with the CRA's and City's design review team following resolution of the bicycle lane strategy and prior to bringing this project before the full CRA Board.

Submitted by: Charles Redmon, FAFA, CR/UD
10 April 2014