

Cambridge Redevelopment Authority
Board Packet of Supporting Materials
Meeting of July 23, 2014

i. Agenda

1. Draft minutes of the Regular Board Meeting on June 18, 2014
-

3. Foundry Community Workshop Report
 4. CRA Strategic Plan
 5. Revised Microsoft Blade Sign Proposal
 6. Bailey and Sage Restaurant Signage Proposal
 7. Monthly Report of the Executive Director
 8. Grand Junction Pathway 95% Design Packet
-

10. Quarterly Budget Report January – June 2014
11. Proposed Revisions to the 2014 Budget

(Document numbering altered to reflect agenda item numbers)

Cambridge Redevelopment Authority

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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:

(Note that the revised meeting date is the 4th Wednesday of this month)

Wednesday July 23, 2014 at 5:30 pm
Cambridge Police Department
First Floor Community Room
125 Sixth Street
Cambridge, Massachusetts 02142

AGENDA

July 23, 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 Regular Board Meeting of the CRA on June 18, 2014*

Communications

2. No correspondence currently on file

Reports, Motions and Discussion Items:

3. **Report:** Update on the Foundry Reuse Project (Ms. Madden and Mr. Evans)*
4. **Motion:** Approving the CRA 2014 Strategic Plan (Ms. Madden)*
5. **Motion:** *Approving the Revised Design for the Microsoft Blade Sign at One Cambridge Center* (Mr. Sheehan)*
6. **Motion:** *Approving the signage proposal for Bailey and Sage Restaurant at Five Cambridge Center* (Mr. Sheehan)*

7. **Report:** Monthly Report to the Board of the Executive Director (Mr. Evans)*
8. **Motion:** *Authorizing the Executive Director to Advertise for Bidding the Construction Contract for the Grand Junction Pathway on Parcel 7 between Main St. and Broadway.* (Mr. Evans) *
9. **Motion:** *Authorizing the Executive Director and Chair to negotiate a professional services contract for a Market Manager of the Pilot Market on CRA Parcel Six* (Mr. Evans)
10. **Report:** Quarterly Budget Report January – June 2014 (Mr. Evans)*
11. **Motion:** *Approving Revisions to the 2014 CRA Budget based on Strategic Planning Priorities* (Mr. Evans)*
12. **Discussion:** Process to initiate Kendall Square Urban Renewal Plan Amendment and MXD Zoning Revisions based on the K2 Planning Study and Recommendations (Mr. Evans)

Adjournment

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

Next Board Meeting: September 17, 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.

**Regular Meeting
Cambridge Redevelopment Authority**

Wednesday, June 18, 2014, 5:30pm
Cambridge Police Station
125 Sixth Street
Community Room

DRAFT MEETING MINUTES

Present: Kathleen Born (Chair), Margaret Drury (Vice-Chair), Christopher Bator (Treasurer), Conrad Crawford (Asst. Treasurer), Barry Zevin (Asst. Secretary), CRA Board and Staff

Public sign-in sheet attached.

Call

The meeting was called to order at 5:39pm.

Public Comment

Tom Stollman commented on the Ames Street residential project:

- On the site circulation diagram, there is no indication that Pioneer Way is being used for service trucks to access the loading docks. It should be shown that this is a 2-way vehicular circulation in addition to the exit of the parking garage.
- In the perspective drawing, the buildings are made to look transparent, but this creates a false sense that there is more space around the building; would like to see a “true” view of proposed building within its context.
- Four areas of concern of this project:
 - Would like to ask a question on the design of a residential tower with commercial at the bottom
 - Wondered about the use of a word in the presentation with respect to the residential (human) scale of the building. It is a positive direction that the lowest portion is set forward and highest portion is set back, as well as the windows for most of the tower has operating lines. He remains concerned that the presentation doesn't clearly differentiate between two facades mentioned – the commercial option façade and the residential option façade look the same to him. He suggests that the form of the building follow the function of the building.
 - Pioneer Way (former open walkway which led to arcade, led to another walkway to Main Street, led to the parking garage). Since Google connectors put in, it's becoming darker and more uninviting and concerned that this will continue with service trucks and exiting cars from parking garage. Pedestrians will not use it.
 - Voiced his opinion that it is upsetting that open space is still missing in this project because the city eliminated the open space requirement from this district. Important to write good zoning.

Heather Hoffman

- Pointed out typo in minutes on page 3, 2nd paragraph from bottom: “intended” not “attended”
- Foundry
 - Request to include a hardcopy of the final version of the East Cambridge Planning Foundry Team's recommendations in the records that she handed to the board. Note that Ms. Hoffman doesn't agree with all the recommendations.
 - The Foundry should be a resource for the whole city not just for East Cambridge.
 - The letter from the City Manager (agenda item 3) is missing information about how the city disposes of property and it needs to include the need for a Planning Board meeting. She handed a copy of the City ordinances to the board for reference.
 - Comments on the Ames Street Residential schematics
 - On 3rd page of handout, the rooftop garden should not be labeled as Google Open-space, but should be relabeled as open-space for tenants in the building and possibly Google but it should not belong to Google. Whether intentional or not, this needs to be fixed as this leads to consequences that are not intended.

- Please don't create another glass tower.
- Thankful that the streetscape on Ames Street is being designed for public use.
- Google digital wall should not be next to or facing the rooftop garden. It should be at ground level. Keep garden natural, not an electronic playground

The public comment portion of the meeting was closed.

Minutes

Motion: Motion to accept the minutes (with the typo corrected) of the Regular Board Meeting of the CRA on May 21, 2014.

The minutes were approved and will be placed on the record.

2. Letter of Approval of the Ninth Amendment of the Kendall Square Urban Renewal Plan from Aaron Gornstein, Undersecretary, Massachusetts Department of Housing and Community Development, May 28, 2014

The Chair thanked Mr. Evans for his work on the amendment. Mr. Evans reiterated that the state affirmed this was a minor amendment. There are no major changes to development parameters or allowed land uses. Clearer language is used, and the Plan Amendment is restated.

Amendment #9 achieves the following:

- Cleans up language from previous amendments 2 through 8
- Is consistent with the zoning petition passed by the City Council on December 2013 and incorporates these changes into the Plan
- Gives the CRA board the ability to approve the Ames Street Project that meet the criteria in the Plan Amendment.

The MXD zoning changes focus on the Ames Street sub-district, not the entire urban renewal area. The only provision that changed throughout the MXD is an increase in the number of fast food restaurants allowed through the special permit process.

The letter will be placed on file.

3. Communication from Richard C. Rossi, City Manager to City Council, relative to Awaiting Report Item Number 14 -18, regarding the Foundry Building, June 9, 2014

Mr. Evans stated that the transmission to the City Council contained the letter of agreement that the CRA board had approved 2 months ago and provided an update on the status of the CRA and City collaboration on the redevelopment process.

The Chair asked Mr. Evans to comment on Ms. Hoffman's question regarding the City's disposition process; *Mr. Evans will follow up to clarify the City's disposition process.*

Mr. Zevin wants to see more documentation and drawings of the existing building. *Mr. Evans will try to obtain full-scale drawings.*

4. Report: Design Review Committee Meeting: Ames Street Residential Project (Mr. Evans & Mr. Stewart of Boston Properties)

Boston Properties attendees noted, as well as their consultant team as represented by FXFOWLE and VHB.

Mr. Evans stated that this is a conceptual level design only. Before Boston Properties submits the Ames Street Project for review under Article 19, the CRA Board will approve the plan conceptually. Boston Properties will then come back for a schematic design approval before seeking the Planning Board approval for that phase.

FXFOWLE, architects for project, made a brief presentation:

- Noted that the traffic design has not been completed so is not included here.
- Explained the conceptual design of the Ames Street building, noting the levels (two levels retail, two levels residential, an amenities level, and residential levels up to 22 stories); possible materials (50% glass, 50% masonry); perspective views from different angles; and plans showing streets, aerial, environmental, shadows, pedestrian areas, wind analysis, pocket parks, plantings, seating, paving, lighting, and sustainability.
- Still looking at pedestrian path through garage.

There was a general discussion of open space, Google's use of certain areas of open space, streetscape, and waste management.

Motion: To accept the minutes and approve the Conceptual Design of the Ames Street Residential Project and direct Boston Properties to submit the design to the Cambridge Planning Board with the Article 19 Large Project Review Application

The motion passed.

5. Report: Site Walk of Google Connector, Three, Four & Five Cambridge Center – June 12, 2014 (Mr. Evans)

The spaces used within the connector are varied (fitness, meeting room, arcade, library, etc.), and designed to reflect Google and compliment the community. The Art Wall can be a "contemplative" digital wall with changeable display.

The Wall does not need to be advertising, but should be considered a visual display with possibilities for providing dynamic information. Since a huge TV is not desirable, a fast changing display might not be appropriate. Local information could be combined with other information on display.

The Boston Properties lease will indicate the level of control over content.

Additional discussion was held about the wall's visibility and how this would be experienced by the public.

Motion: To authorize the Chair and the Executive Director to issue a Certificate of Completion for the Connector Buildings at Three, Four, and Five Cambridge Center.

The motion was approved unanimously.

6. Discussion: MIT Coop remodeling plans for food court and bookstore at Three Kendall Center (Mr. Murphy of the MIT Coop)

Mr. Murphy presented the existing store arrangement and the proposed changes in layout and operations.

Renovations are needed and the Coop wants to reinforce the MIT identity. The project will address both the food court area and the upper and lower levels of the bookstore. The goal is to increase the quality of space within the store and improve the air circulation. The opening of the food court will be delayed until late September for several reasons. The plan proposes adding a new door next to the Google entry, and retains the door by the T Station and the internal door into the food court. The plans include removing the tinted windows to increase visibility into the store. Merchandising changes are also anticipated, likely involving reorganization of the book inventory and addition of new items to respond to customer demand. Plans for the lower level include the possible addition of a function space for events, meetings, book signings, and reunions.

Discussion centered on the placement of doors, lighting, and pedestrian connections into and through the food court and the store.

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

Mr. Evans introduced Young Ae Chung, the new CRA intern from Harvard GSD, who is currently working with the assessor's data.

HR&A has been engaged and has begun work on the Foundry project.

The Board meeting calendar will be changed; the next meeting is on July 23 (4th Wednesday) and there will be no August meeting.

Issues of note:

- Final version of the CRA Strategic Plan will be submitted to the Board for approval (The draft document can be found on website). In practice, the Strategic Plan will be a living document, especially as redevelopment issues may arise as the City undergoes its citywide planning process.
- Kendall Square: Main Street construction is about to begin; the contractors will be removing the median and adding bike lanes. Work continues with Boston Properties to repave Point Park and explore moveable furniture.
- Boston Properties and Biogen met regarding 17 Cambridge Center. It will be the second LEED platinum building in Kendall Square, after Genzyme. While not “showy” like the Genzyme building, the project entailed remarkable work on energy and water conservation issues.
- There is some construction outside of Biogen at 14 Cambridge Center. They are retooling one of their manufacturing lines.
- Boston Properties is working with the Post Office to finalize a new addressing system so that buildings in Kendall Square are primarily referenced by actual street names. As an example, CRA would have mail delivered to 235 Main Street as opposed to 4 Cambridge Center. The goal is to phase out the use of Cambridge Center and Kendall Center as identifiers.
- Foundry: The CRA had a productive meeting with the state Department of Housing and Community Development (DHCD) to discuss a possible demonstration project. DHCD had a favorable response. The project is expected to use unique financing and types of programming, justifying the use of the term “demonstration.”
- Eco-district: Approximately 10 property owners, the City, and the CRA are working on an emerging program for sustainable economic development.
- Outreach: A number of neighborhood and small group meetings have been held to present and collect feedback on the Strategic Plan. Support has been positive and the CRA staff is already using the plan as a working document.

8. Report: Expenditure Update for May 2014 (Mr. Evans)

Profit and Loss Reports – monthly overview reports will be presented with more detail provided on a quarterly basis.

In July, the Board will begin to see budget line items tracked to projects in the Strategic Plan. Expenditure for professional services is increasing in connection with Foundry (legal work/real estate consultant) and Grand Junction design. Plan amendment and K2 zoning could create more legal analysis and planning expenses.

9. Discussion: Draft Revisions to the 2014 Programmatic Budget (Mr. Evans)

Mr. Evans presented adjustments based on strategic planning priorities, walking board members through specific changes and issues to be resolved. He noted the source of funding for the Grand Junction path is MIT. A new programmatic expense is the allocation of funds for the preparation of Parcel 6 and set-up of the marketplace.

Staff timesheets now reflect projects so that time and expenses can be tracked.

10. Motion: Proposed Internal Controls Policies (Mr. Evans)

Finalizing the Internal Controls Policy is particularly important since the annual audit begins next week.

Eric Kinsherf, CPA drafted the policy and Roselli, Clark & Associates (auditors) reviewed it. This will be the fourth audit performed by Roselli, Clark & Associates. Their work has been beneficial to CRA, helping with the board/staff transition and establishment of new policies and internal controls. Operational consistency has been a priority and the reason for re-engaging the firm. As a general rule, it is good policy to change auditors occasionally (every 3-5 years),

A recommendation was made to remove the proprietary mention of Quickbooks in two places found in Section 14a of the Internal Controls Policies.

Motion: To approve the 2014 CRA Internal Control Policies with the references to Quickbooks removed.

The motion passed.

11. Discussion: Draft CRA Procurement Policy (Mr. Evans)

The new policy is basically acknowledging and restating state law so that it is more readable, though in some instances requires more than state policy. The draft will also undergo legal review.

12. Motion: Authorizing the Executive Director to initiate a procurement process to select a market manager for a pilot retail project on Parcel 6. (Mr. Evans)

The next step for the marketplace is to hire a contractor with appropriate retail experience. The project is structured as an initial pilot period for this fall so it would involve a 2-stage contract. The contractor selected for the first part could stay for the next stage. The contractor would also determine what utilities would be needed for the venture and establish the vendor mix. Staff is assuming that food vendors are important for marketplace success, but they also increase operating complexity. CRA is in position to move forward.

Motion: Authorize the Executive Director to initiate a procurement process to select a market manager for a pilot retail project on Parcel 6.

The motion passed unanimously.

Mr. Evans noted that they will begin to advertise in the coming week and post on web site; discussion of press release.

13. Discussion: Design and Construction Schedule for the Grand Junction Pathway Phase 1 – CRA Parcel 7 between Main and Broadway (Mr. Evans)

The right-of-way may be used in the future for a transit line in addition to the proposed bicycle path. The project is broken down into linear segments; the CRA owns the fourth segment and can advance this area. There are still right-of-way and technical issues to be resolved for the overall project.

The CRA has scoped FST to do 100% construction drawings and DPW will do construction management for the project.

Adjournment

A motion to adjourn was made at 8:47 pm.

The motion passed.

FOUNDRY COMMUNITY MEETING REPORT

June 24th, 2014
Multicultural Arts Center

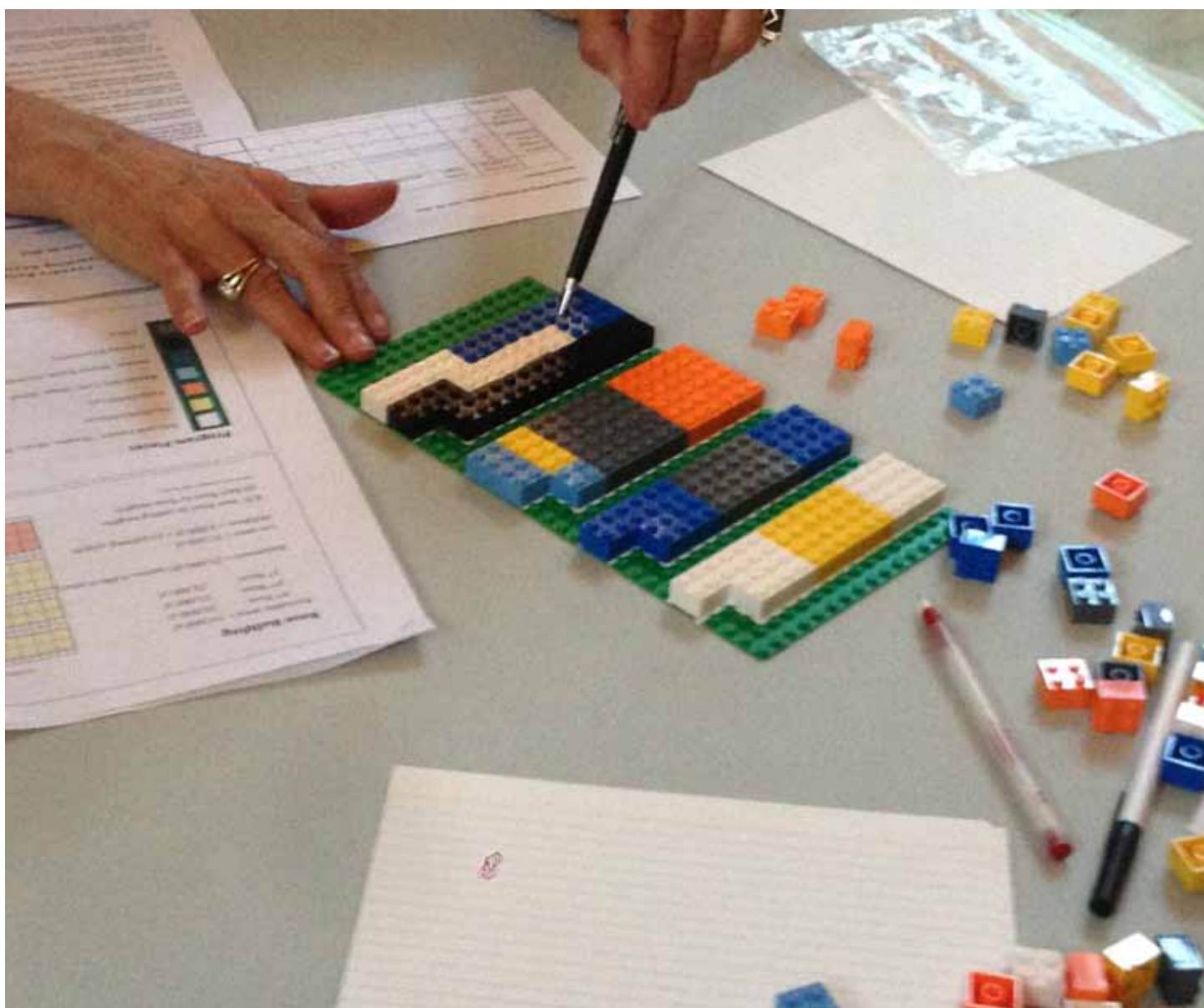


TABLE OF CONTENTS

Introduction.....1-3

Summary of Findings.....4-7

Workshop Documentation.....8-43

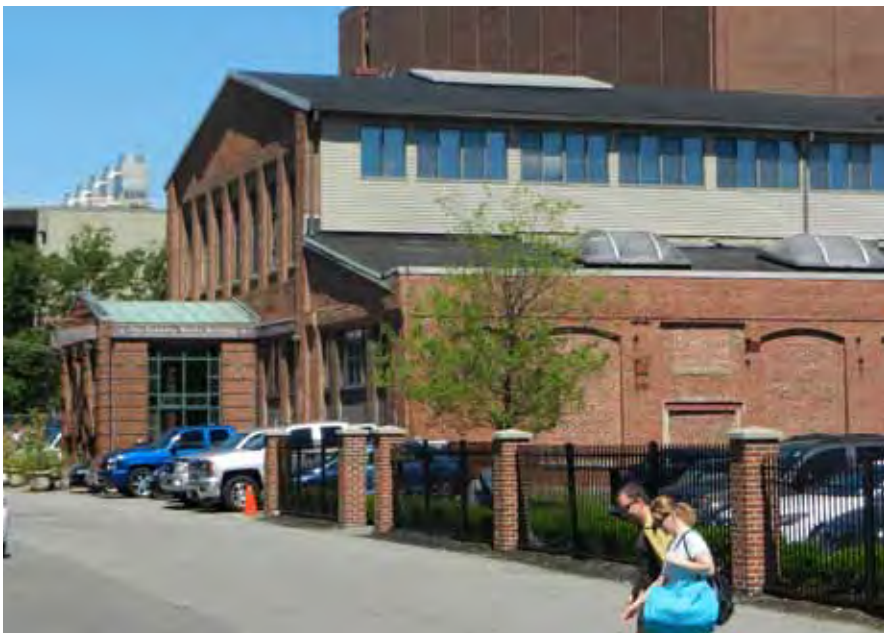
Post Workshop Discussion.....44-45

Appendix.....46+

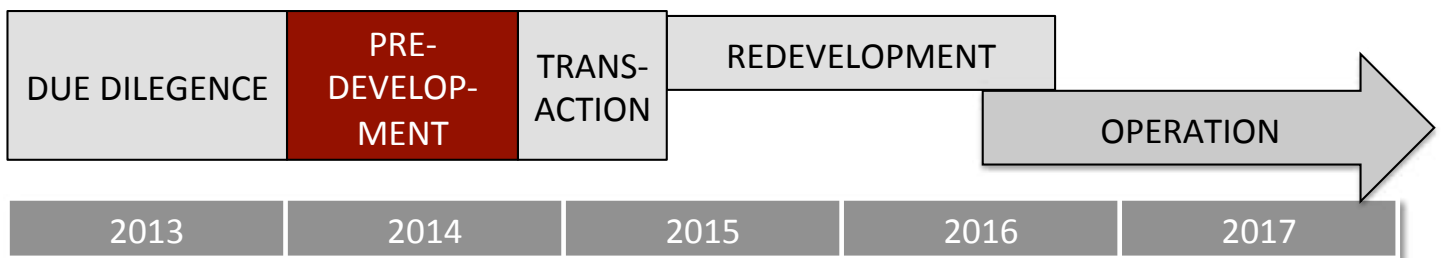
INTRODUCTION

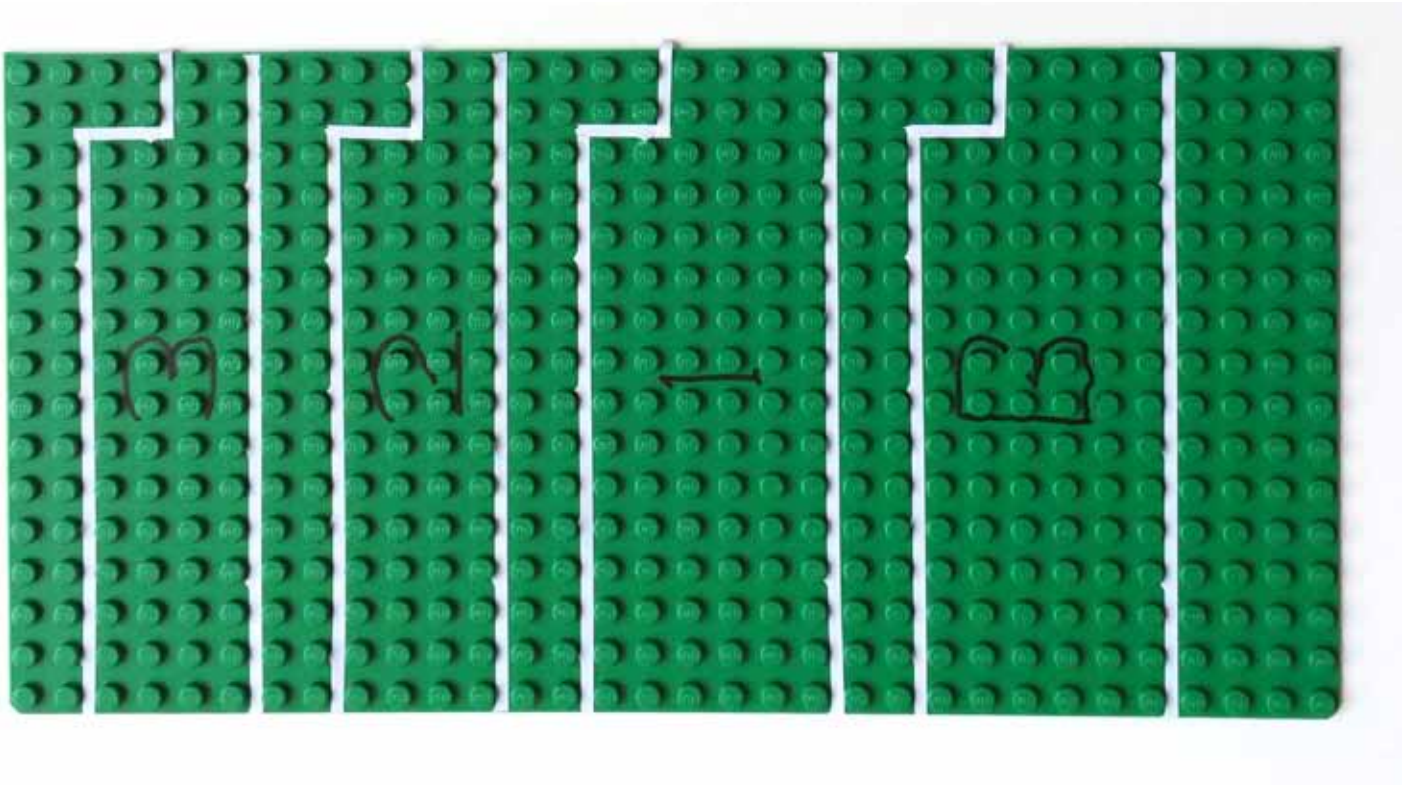
The City of Cambridge and the Cambridge Redevelopment Authority conducted a Foundry community workshop at the Multicultural Arts Center on June 24, 2014. The purpose of the meeting was to inform the community of the proposed development process, generate building goals based on program ideas, and consider options and trade-offs based on space constraints, program interaction, and financial implications.

The meeting began with a brief overview of the Foundry process to date, including the timeline for the development process, a summary of community input to date, information about the building facility, a summary of similar programs in Cambridge and beyond, and sample mission statements. Earlier input on program ideas was summarized, including ideas about arts, education, innovation, retail, and office uses, with a theme of STEAM (science, technology, engineering, arts, and math) related activities. An overview of development goals to date noted suggestions for ensuring community access, serving youth and underrepresented communities, creating a citywide resource, inspiring innovation, developing workforce, and achieving financial sustainability (see attached presentation).



The Foundry has been altered over the years. In the 1980s, siding and windows were installed above the wings, and three floors were inserted into the original open volume to create office space.





Base plate with 4 levels: basement, 1st, 2nd, and 3rd floor

Foundry Building Workshop Activity, June 24, 2014

Scenario Name:








| | Total Area (1,000 sf) | Double Height | Arts/Educ | Makerspace/ Café/Parking | Market Rate Office | Total |
|---------------------|--------------------------|------------------|-----------|-----------------------------|-----------------------|-------|
| 3rd floor | 15 | | | | | |
| 2nd floor | 15 | | | | | |
| 1st floor | 23 | | | | | |
| basement | 23 | | | | | |
| Total Area | 76 | | | | | |
| Financial Values | | 0 | 1 | 2 | 4 | |
| Total Value | | | | | | |

Score card to calculate financial point value

The majority of the June 24 Foundry meeting consisted of a group activity involving Lego® model building to document the ideas and visions of the different teams. Over sixty community members participated in the workshop.

For each team, the Lego® model involved a base plate utilizing the rentable area in four floor levels with an approximate total square footage of 53,000, and program pieces consisting of seven color blocks each depicting a different use with approximate rentable area of 1,000 square feet. Each program piece was assigned a financial point value to inform the likely financial implications for each model created by the participants.

This document contains a summary of key workshop findings, documentation of the model building workshop ideas, and notes from the group discussion after the team exercise. These findings, along with previous input, will assist in advancing the development of the Foundry.

| | Program | Approx. Rents | Financial Point Value |
|---|--------------------------|--------------------------|----------------------------------|
|  | Arts and Events | \$13 /SF | 1 |
|  | Youth / Workforce | \$13/ SF | 1 |
|  | Early Childhood | \$13 /SF | 1 |
|  | Cafe / Retail | \$14-\$26 /SF | 2 |
|  | Makerspaces / Incubators | \$14-\$26 /SF | 2 |
|  | Parking | \$14-\$26 /SF | 2 |
|  | Office | \$35-\$65 /SF | 3 |

Source: City of Cambridge, Foundry Building Report, March 3, 2014

SUMMARY OF WORKSHOP FINDINGS

The participants in the June 24th Community Meeting worked in teams to generate 18 different Lego® models. These models required decisions about the mix of uses and priorities, and in this exercise, some identified broader development objectives. Several of the groups used the models as an abstract tool to express flexible space and shared use over time often by stacking uses on each other. Seven of the 18 used the scorecard to total the program and/or count financial points.

While many did not write a specific building mission, the concepts most frequently evoked included the following:

- Inclusive, diverse, welcoming, accessible
- Multi-age with programs for early childhood, youth, adults, and seniors
- Multi-purpose, flexible space that can be shared at different times and days

Unifying themes around the building program were as follows:

- Promote **creativity**
- Promote **education** at all ages and in multiple uses (arts, maker, office, retail, etc.)
- Focus on **arts that build community**, such as theater, dance, and music; with gathering spaces and community performance and especially youth activities. Several suggested a black box. There was concern around relationship to Multicultural Arts Center – could the two facilities be coordinated?
- Youth programs should be mixed in with makerspaces, arts, office, early childhood, and restaurants/culinary to **generate synergy**
- Restaurant uses are an opportunity to integrate **culinary** programs, food operators, and youth training
- Office uses are an opportunity to foster **youth interns**, entrepreneurs, and homework mentors





Other highlights include:

- **Arts:** All 18 proposals included arts, in all sizes and placed variously on 1st, 2nd, and/or 3rd floor
- **Youth Programming:** All 18 proposals included youth programming, in all sizes and placed variously on 1st, 2nd, and/or 3rd floor
- **Early Childhood:** All but two included early childhood programs, mostly ranging from 5,000 to 9,000 sf and mostly on the ground floor; access to the outdoor space was noted.
- **Office:** All but two included some amount of office space (7,000 to 20,000 gsf), most frequently located on the 3rd floor but a few indicated a location on the 1st or 2nd floors. Some limited the scope of office use to certain sections.
- **Makerspaces:** Very little descriptive detail was given for the makerspaces, other than to say they should focus on craft in wood and metal and include kitchen spaces; none of the projects were dominated by makerspace; two had none. A few placed makerspaces in the basement.
- **Parking:** Only two proposed using most of the basement for parking; most proposed using about 50% of the basement for parking; and one project proposed no parking.
- **Mixed and Overlapping:** Several illustrated mixed and overlapping programs in space and time



Some unique and interesting suggestions included:

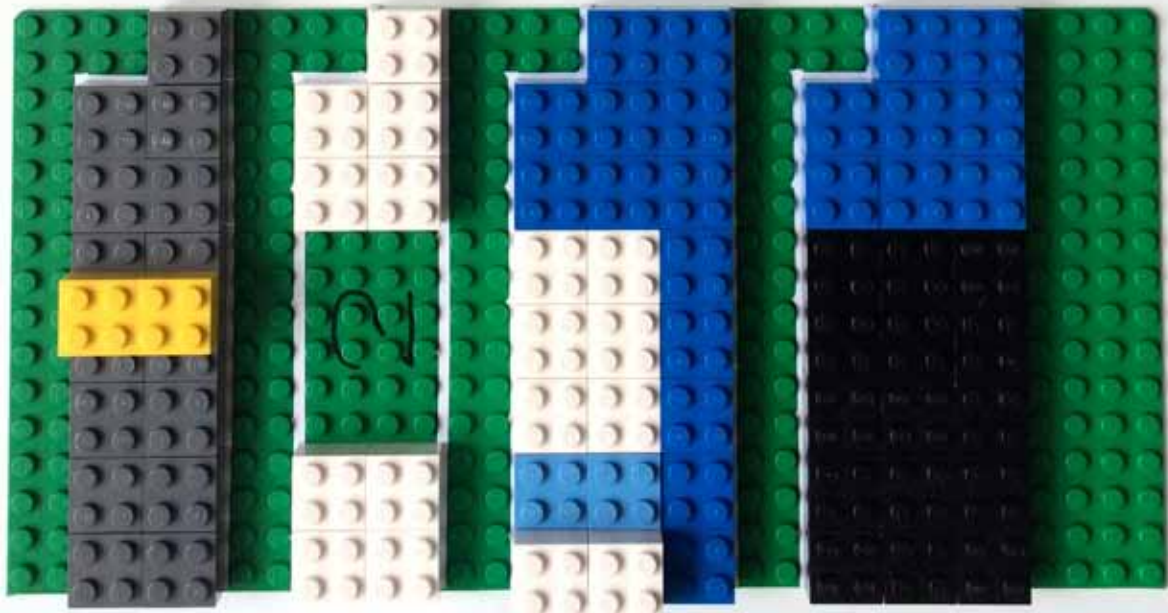
- **Financial:** Foundry should be revenue neutral/ financial sustainable; earmark new tax revenues from the courthouse to subsidize the foundry; create affordable space; childcare could be ½ subsidized and ½ market rate
- **Physical:** open up at least some of the space to double height even with trade-off of losing floor area; leave space in a raw, unfinished form for use by arts and others

A number of teams recommended precedents for further research and/or contact:

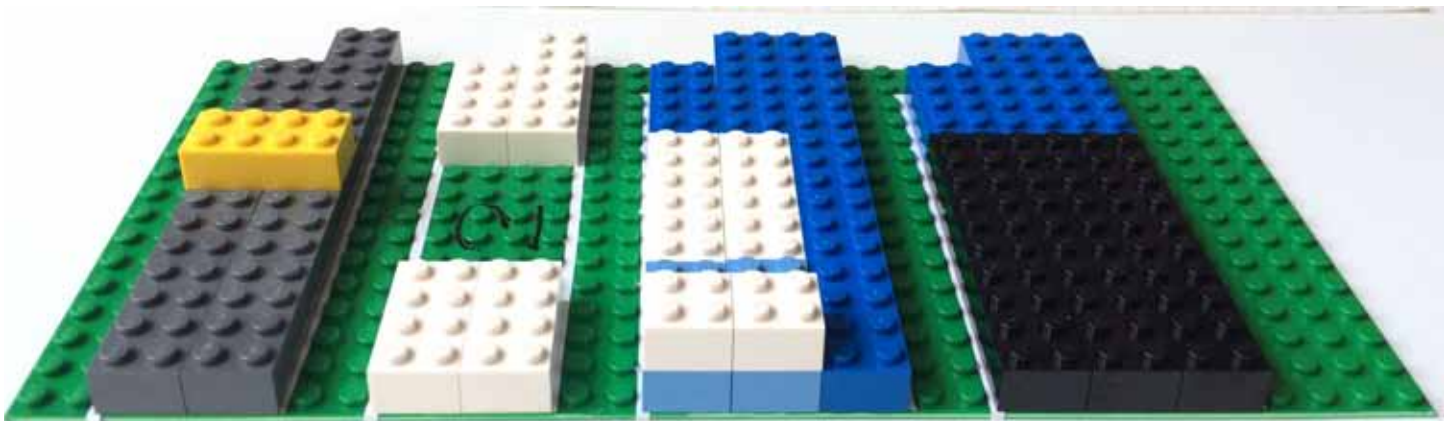
- Community AA Center – youth program in Central Square
- Fringe Union Square
- Artisans Asylum
- Somerville Armory
- Cropcircle Kitchen, Jamaica Plain
- Worklab, Central Square
- ACE Mentoring, Cambridge – architecture, construction and engineering program for high school students
- Say Si, San Antonio
- Artist for Humanity Epi Center
- New England Center for Arts and Technology
- Zumix
- San Francisco Exploratorium with makerspace and printing press



TABLE 1, GROUP A



Plan View



Perspective View

Foundry Building Workshop Activity, June 24, 2014

Scenario Name:

| | Total Area (1,000 sf) | Double Height | Arts/Educ | Makerspace/ Café/Parking | Market Rate Office | Total |
|---------------------|--------------------------|------------------|---------------|-----------------------------|-----------------------|----------------|
| 3rd floor | 15 | | | | 15 | 15 |
| 2nd floor | 15 | 6 | 9 | | | 9 |
| 1st floor | 23 | | 6 | 17+4 | | 23 |
| basement | 23 | | 6 | 15+23 | | 23 |
| Total Area | 76 | | | | | 70 |
| Financial Values | | 0 | 1 | 2 | 4 | |
| Total Value | | 0 | 23 | 44 | 60 | 127 |
| | | 15 | 80 | 60 | | 155 |

Score card

MISSION:

Promote creativity

Support makers, performances, music theater, dance, etc.

Spaces for teaching, art office space

High tech commercial with educational

Internship training opportunities

Flexible space

B - Pkg + makerspace

1 - Art / music studio on edge

200 seat, 2 floor performance space, including for dance

A cafe / gallery / gathering / performance space @ 4,000 SF

2 - Art offices (+ empty space for perf. space and 2nd floor)

3 - High tech office w/ youth internship + mentoring + homework

Collective government by artists

Rule - Double stacked = double / mixed use

Mission

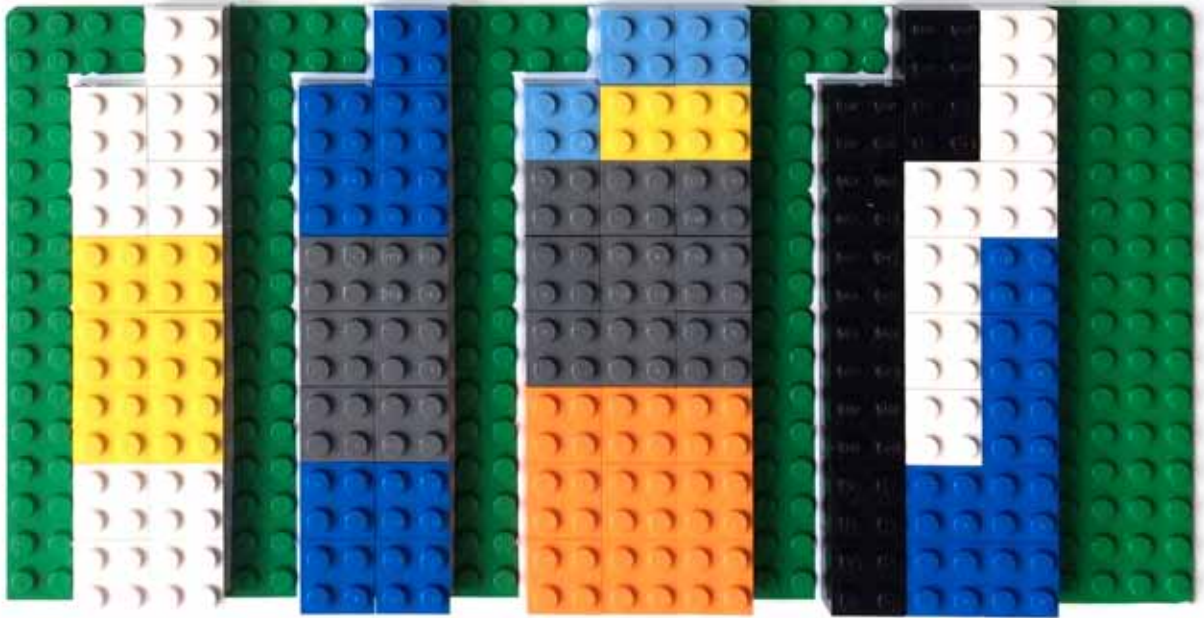
- ^{PROMOTE} creativity
- Support makers, performances ^{music theater dance etc}
- Spaces for teaching, art office space
- High tech commercial w/ educational internship training opportunities
- Flexible space

Flexible use

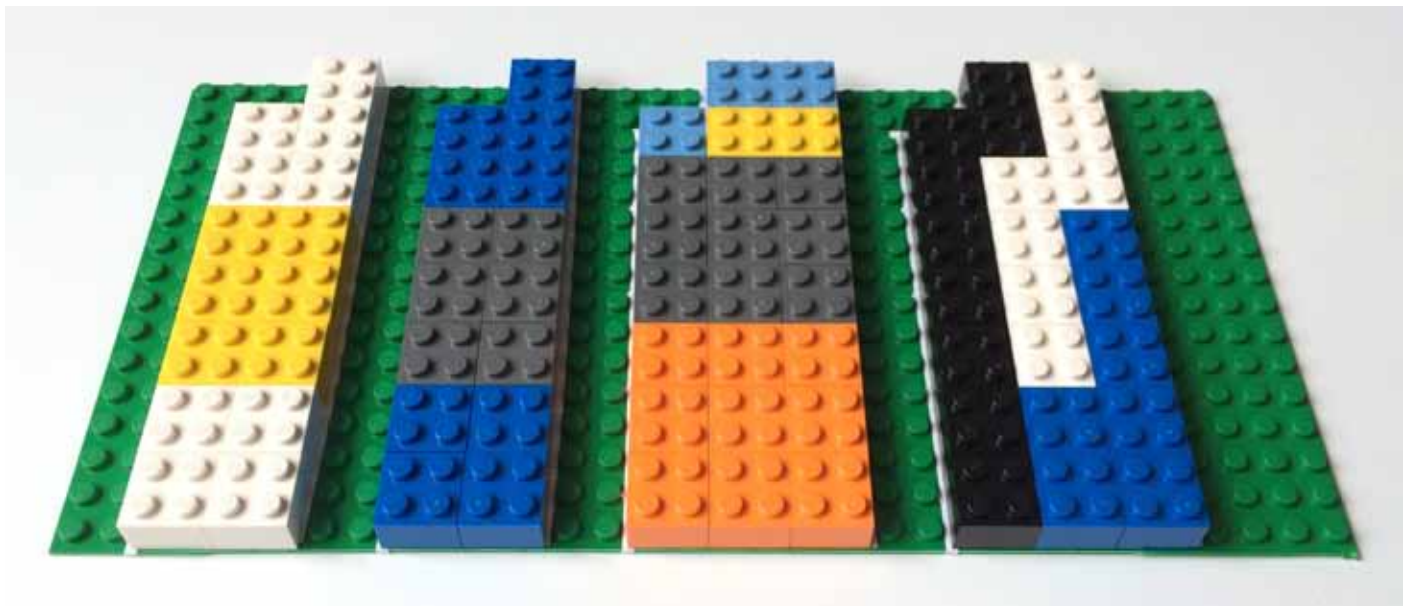
B - Pkg + Maker space

- 1 - Art / music studio on edge ^{including for dance}
200 seat, 2 floor perf. space
A cafe / gallery / perf. space @ 4,000 SF
 - 2 - Art offices (+ empty space for perf. space 2nd floor)
 - 3 - High tech office w/ youth internships + mentoring + homework
Collective governance by artists
- Rule - Double stacked = double / mixed use

TABLE 2, GROUP A



Plan View



Perspective View

Foundry Building Workshop Activity, June 24, 2014

Scenario Name:

youth workshop

16 Blue
3 Light
16 White
15 Gray
5 Green
2 Black

| | Total Area (1,000 sf) | Double Height | Arts/Educ | Makerspace/ Café/Parking | Market Rate Office | Total |
|---------------------|--------------------------|------------------|-----------|-----------------------------|-----------------------|-------|
| 3rd floor | 15 | | 50% | | | 104% |
| 2nd floor | 15 | | | 50% | 50% | 100% |
| 1st floor | 23 | | 33% | 20% | 33% | 100% |
| basement | 23 | | 33% | 33% | | 100% |
| Total Area | 76 | | | | | |
| Financial Values | | 0 | 1 | 2 | 4 | |
| Total Value | | | | | | |

Actual
10%
4%
youth

Score card

SENIORS NEED TO BE INCLUDED
IN ANY PLAN.

I SEE THERE IS NO INCLUSION

ARE THE PRIVATE TENANTS RENTAL INCOME
TAXED BY CITY, STATE ETC?

BIKE RACKS?

YOUTH & ELDERLY ON TOP FLOOR

3rd floor incubation space & office to be income
generating

2nd floor office & incubator

1st floor - childcare, offices, retail youth w/
Bike racks floor parking - etc.

Seniors need to be included in any plan.

I see there is no inclusion.

Are the private tenants rental income taxed by city, state etc?

Bike racks?

Youth & elderly on top floor.

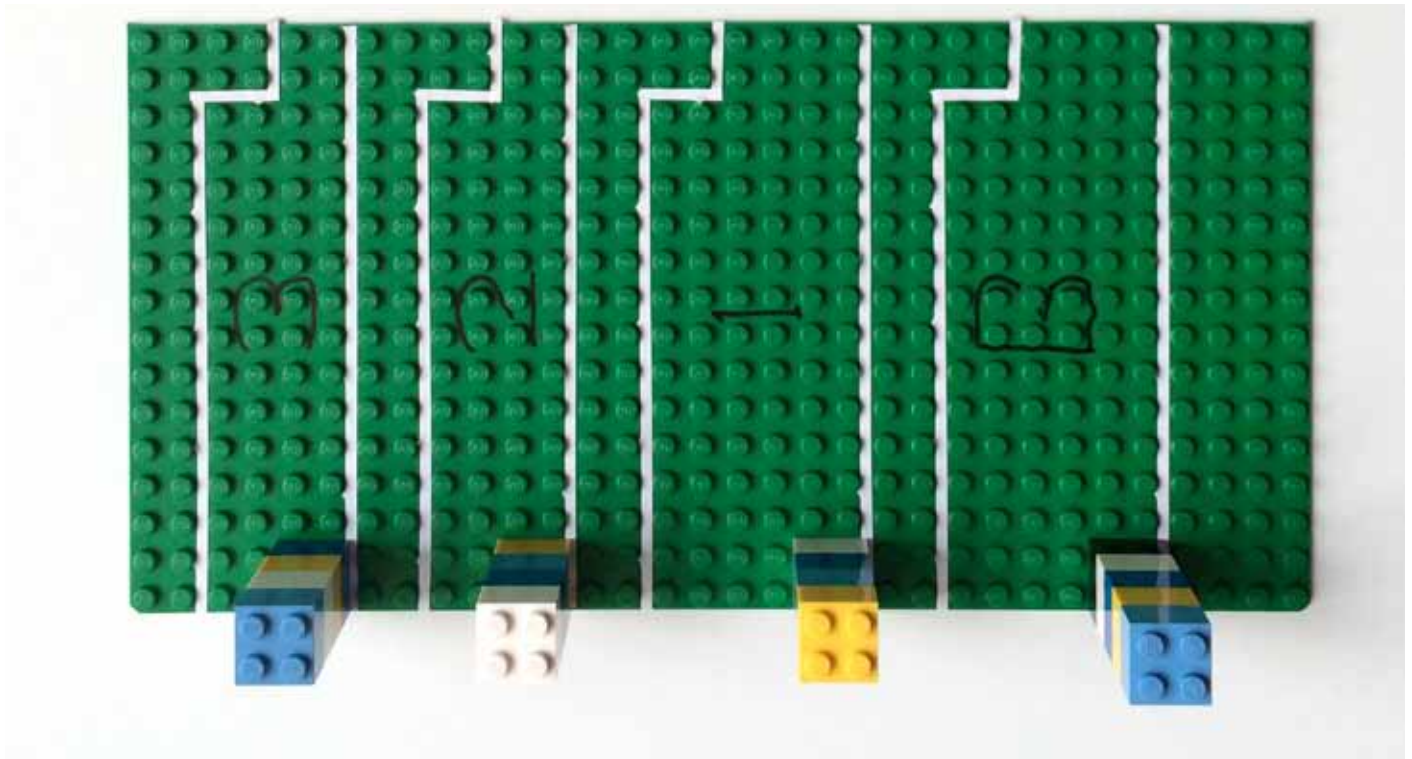
3rd floor incubator space & office to be income generating

2nd floor office & incubator

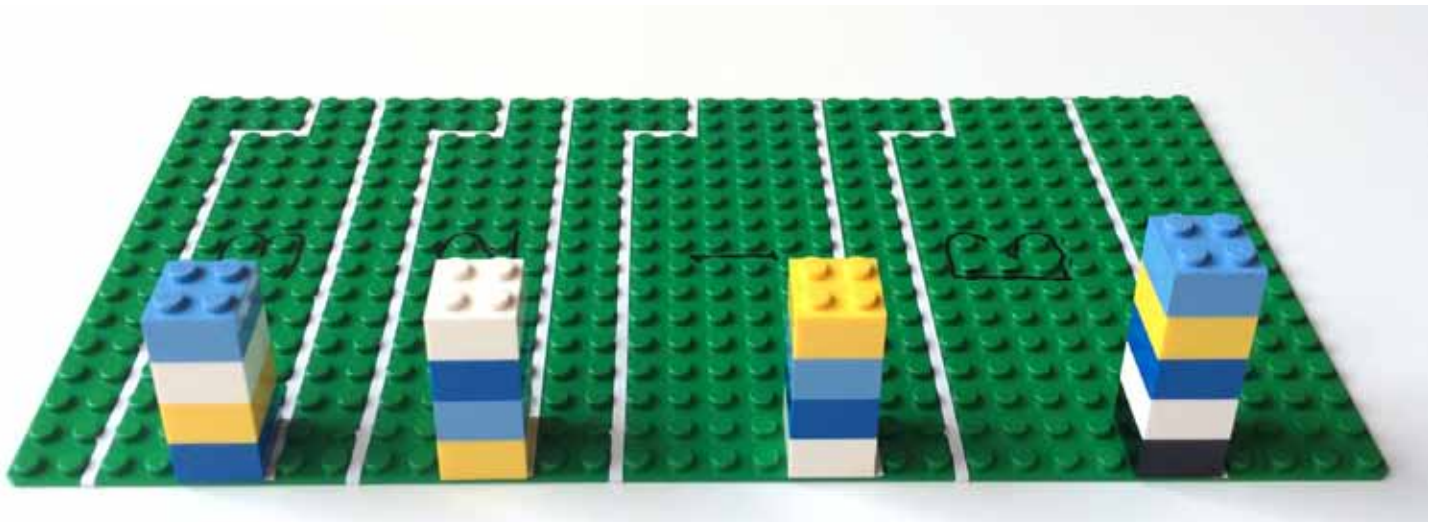
1st floor childcare, offices, retail with youth.

Basement - floor parking, etc.

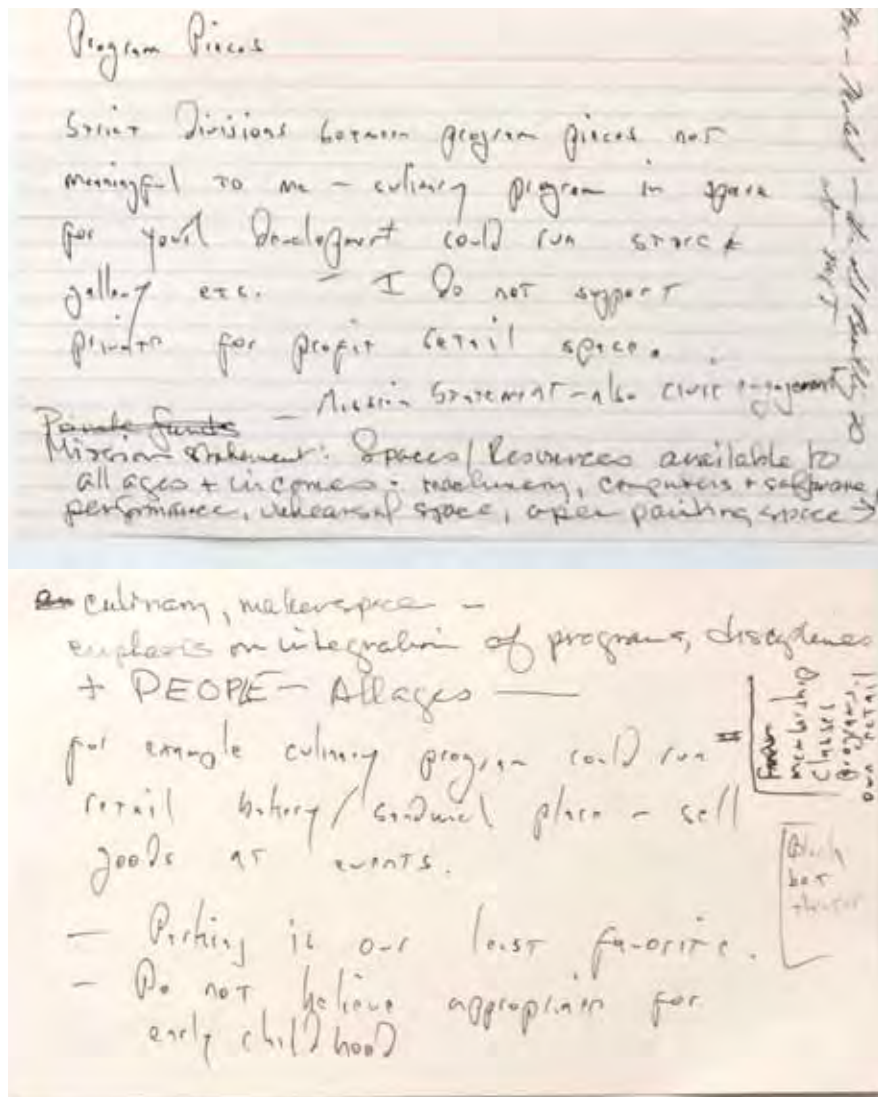
TABLE 2, GROUP B



Plan View



Perspective View



Program pieces

Strict divisions between program pieces not meaningful to me - culinary program is sparse
 For youth development could run store, gallery etc.

I do not support private for profit retail space.

Mission statement - also civic engagement.

Mission Statement: spaces / resources available to all ages + incomes - machinery, computers + software, performance, rehearsal space, open painting space.

Culinary, makerspace - emphasis on integration of programs, disciplines + people, all ages

For example culinary program could run retail, bakery / sandwich place - sell goods at events.

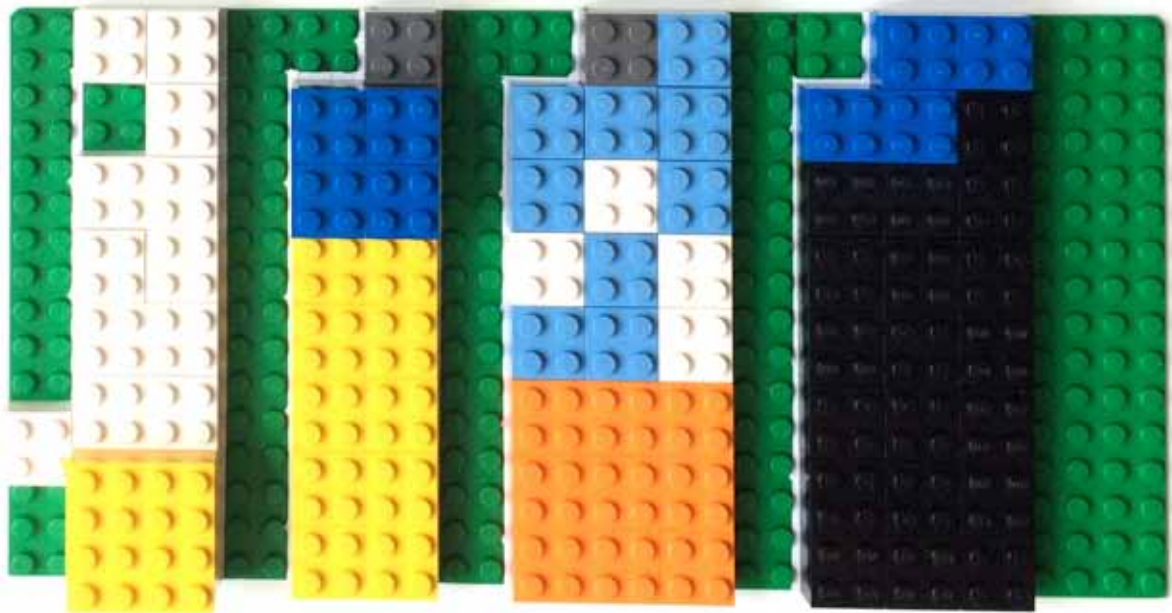
Parking is our least favorite.

Do not believe appropriate for early childhood.

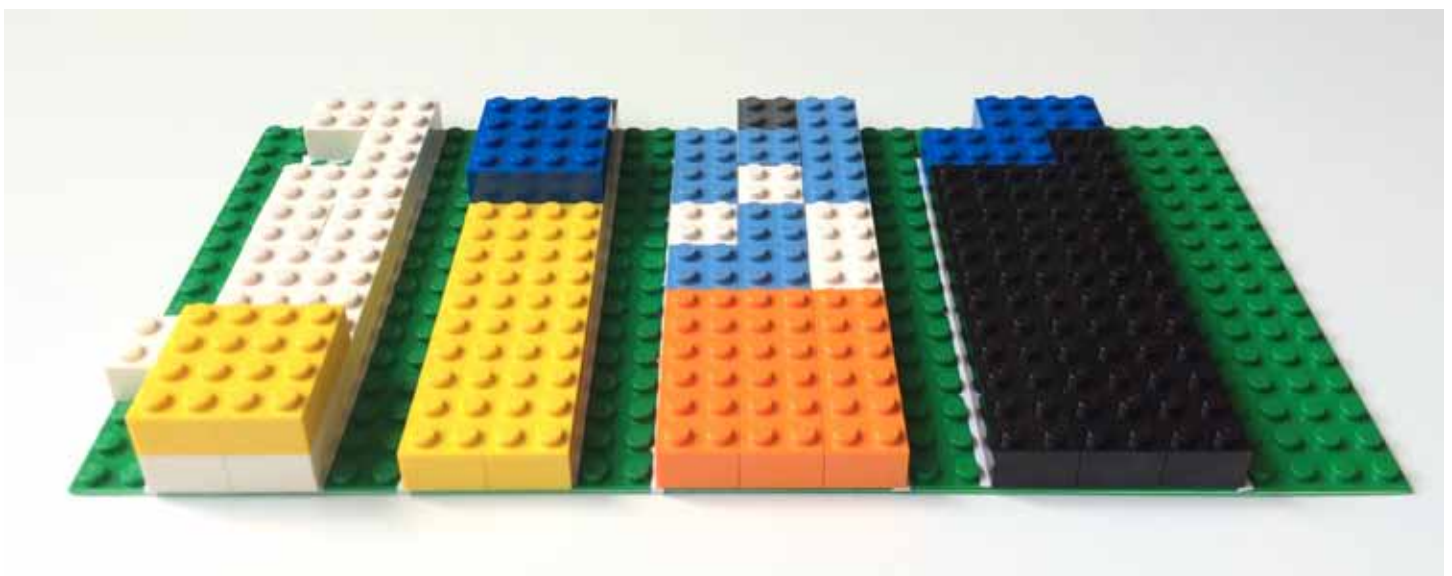
Membership, classes, programs, own retail.

Black box theater.

TABLE 3, GROUP A



Plan View



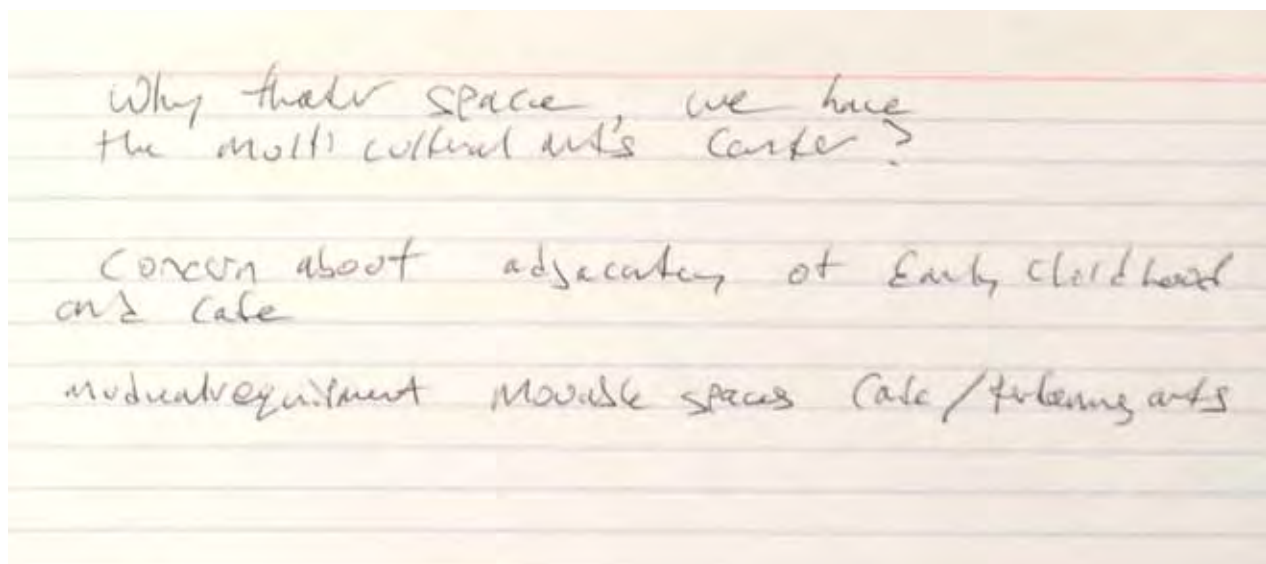
Perspective View

Foundry Building Workshop Activity, June 24, 2014

Scenario Name:

| | Total Area (1,000 sf) | Double Height | Arts/Educ | Makerspace/ Café/Parking | Market Rate Office | Total |
|---------------------|--------------------------|------------------|-----------|-----------------------------|-----------------------|-------|
| 3rd floor | 15 | | 16 | | | |
| 2nd floor | 15 | | 10 | 5 | 5 | |
| 1st floor | 23 | | 9 | 13 14 | 1 | |
| basement | 23 | | | 20 23 | | |
| Total Area | 76 | | | | | |
| Financial Values | | 0 | 1 | 2 | 4 | |
| Total Value | | | 35 | 82 | 24 | 141 |

Score card



Why theater space, we have the multi cultural center?

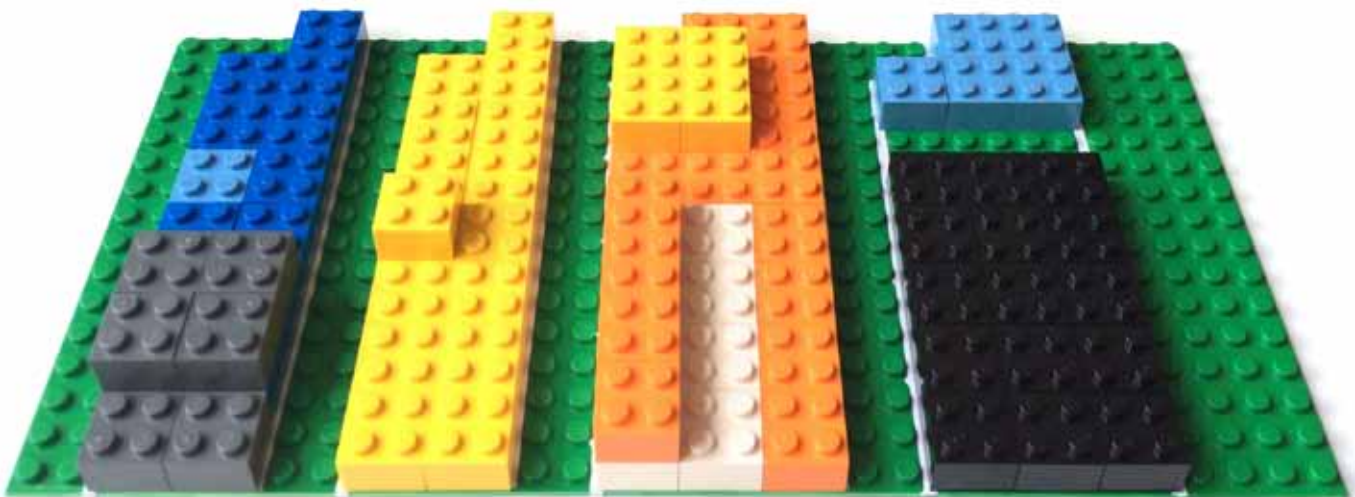
Concern about adjacency of early childhood and cafe.

Movable spaces cafe / performing arts

TABLE 3, GROUP B



Plan View



Perspective View

How much parking is required. Have bike parking?

Security and a cafe?

Performance arts at the CMAC?

Cooperate with non-profits

Multipurpose rooms Early childhood

Early childhood or STEAM workforce we could not decide

It is ironic to have so much talk of Arts when we are sitting in the Multicultural Arts Center in the same neighborhood - perhaps undeveloped and developed by the City.

Not foundry related: How are we going to be sure

How much parking is required. Have bike parking?

Security and a cafe?

Performance arts at the CMAC?

Cooperate with non-profits

Multipurpose rooms - early childhood

Early childhood or STEAM workforce we could not decide

It is ironic to have so much talk of Arts when we are sitting in the Multicultural Arts Center in the same neighborhood - perhaps undeveloped and developed by the City.

Not foundry related: How are we going to be sure.

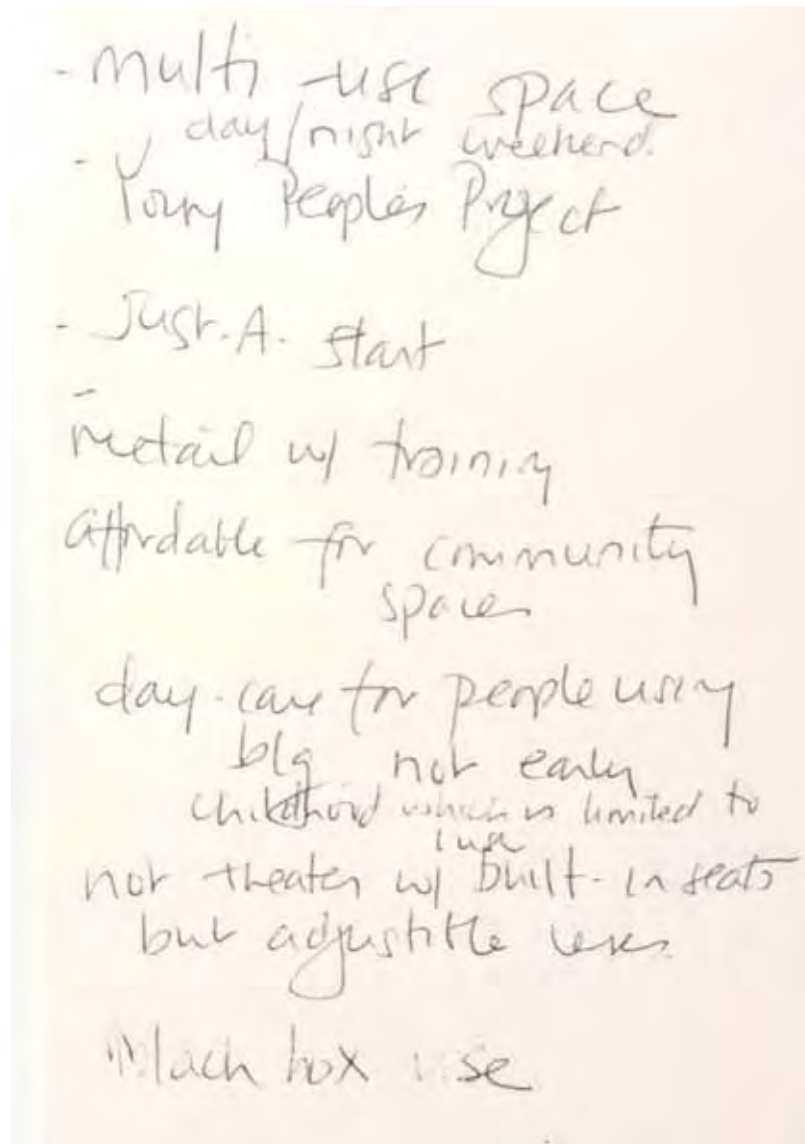
TABLE 4, GROUP A



Plan View

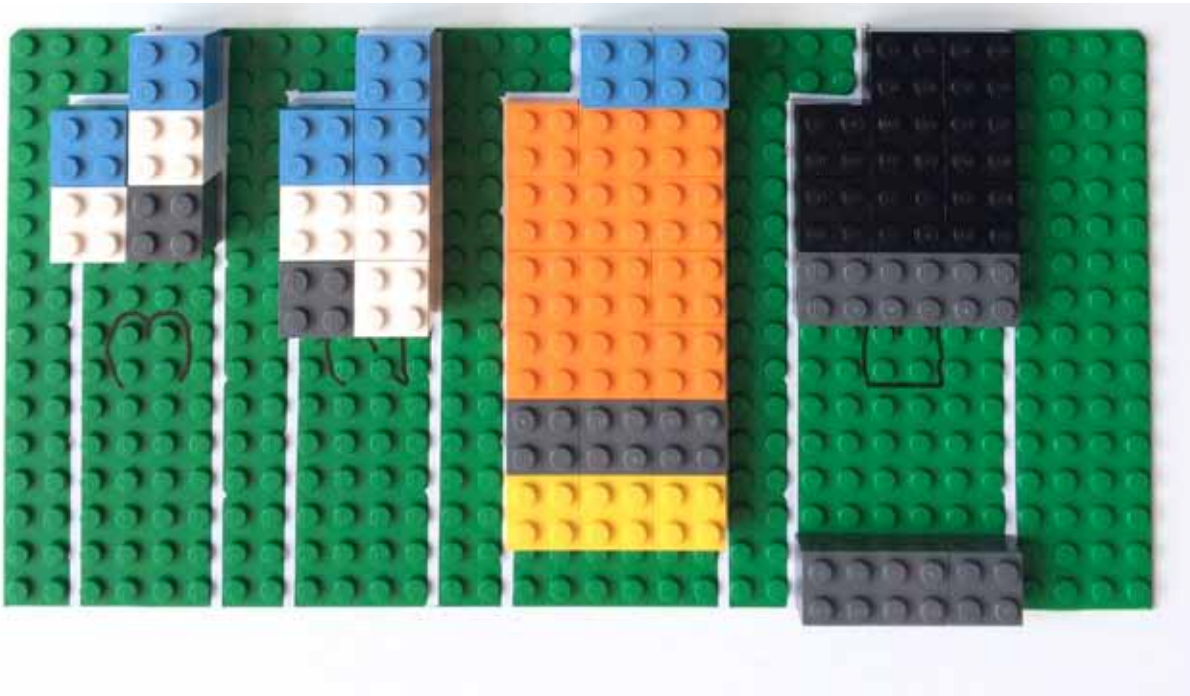


Perspective View

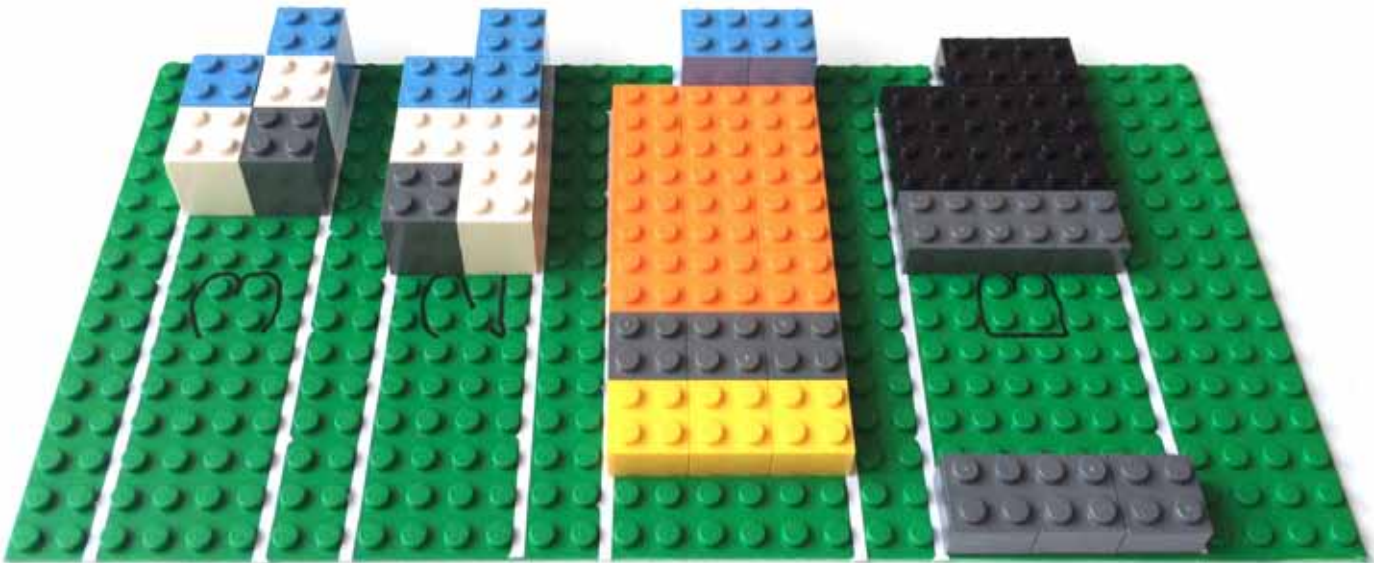


- Multi-use space day / night weekend.
- Young people's project
- Just-A-Start
- Retail with training
- Affordable for community space
- Daycare for people using big nor early childhood which is limited to 1 use.
- Not theater w/ built-in seats but adjustable uses.
- Black box use

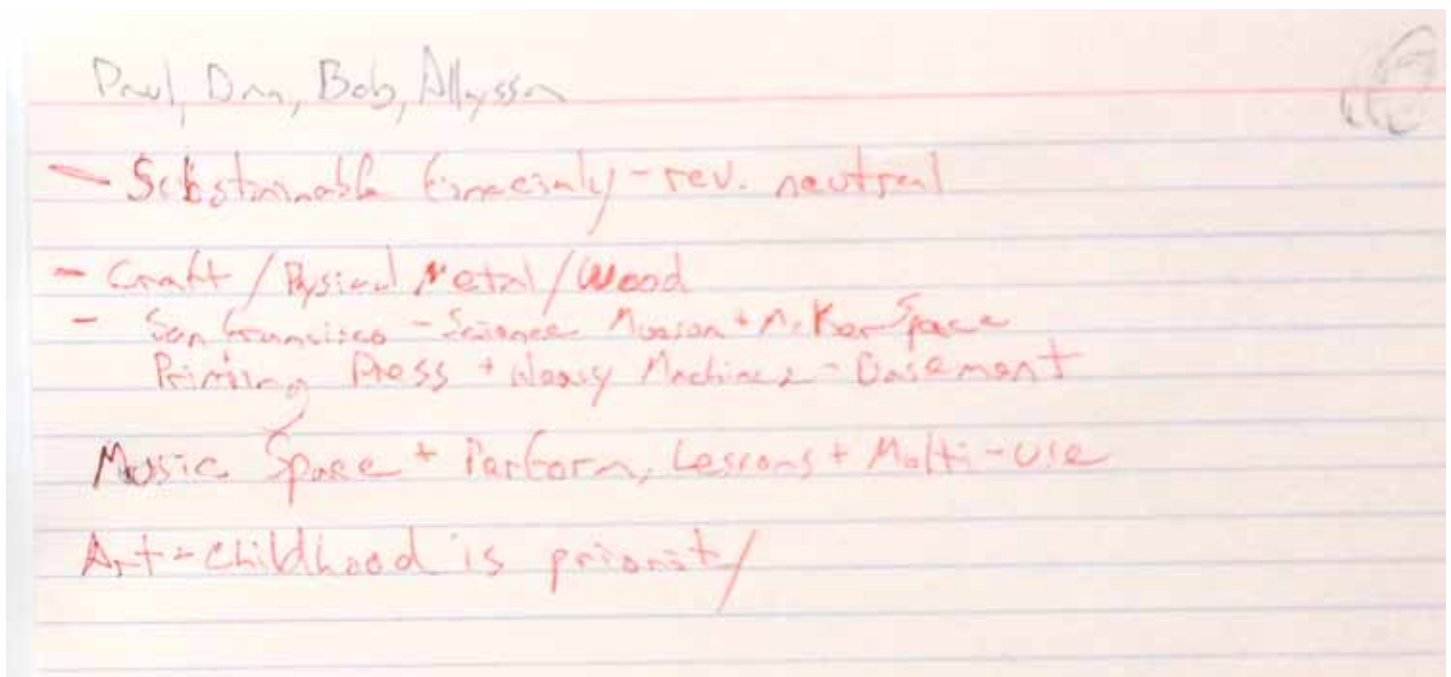
TABLE 4, GROUP B



Plan View

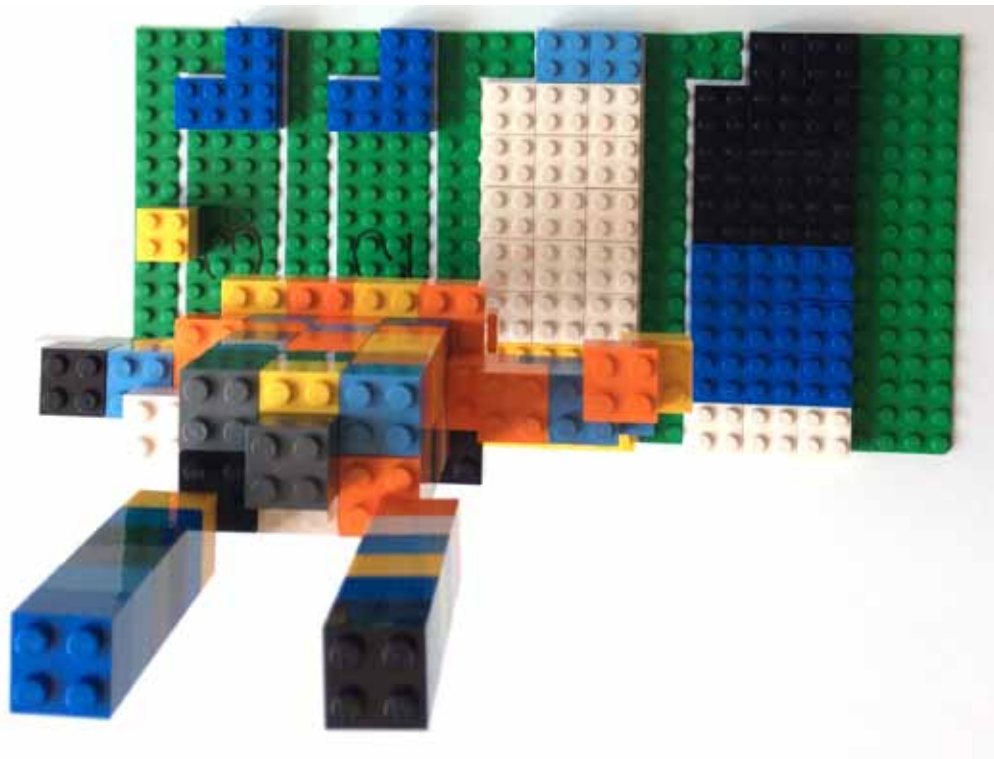


Perspective View

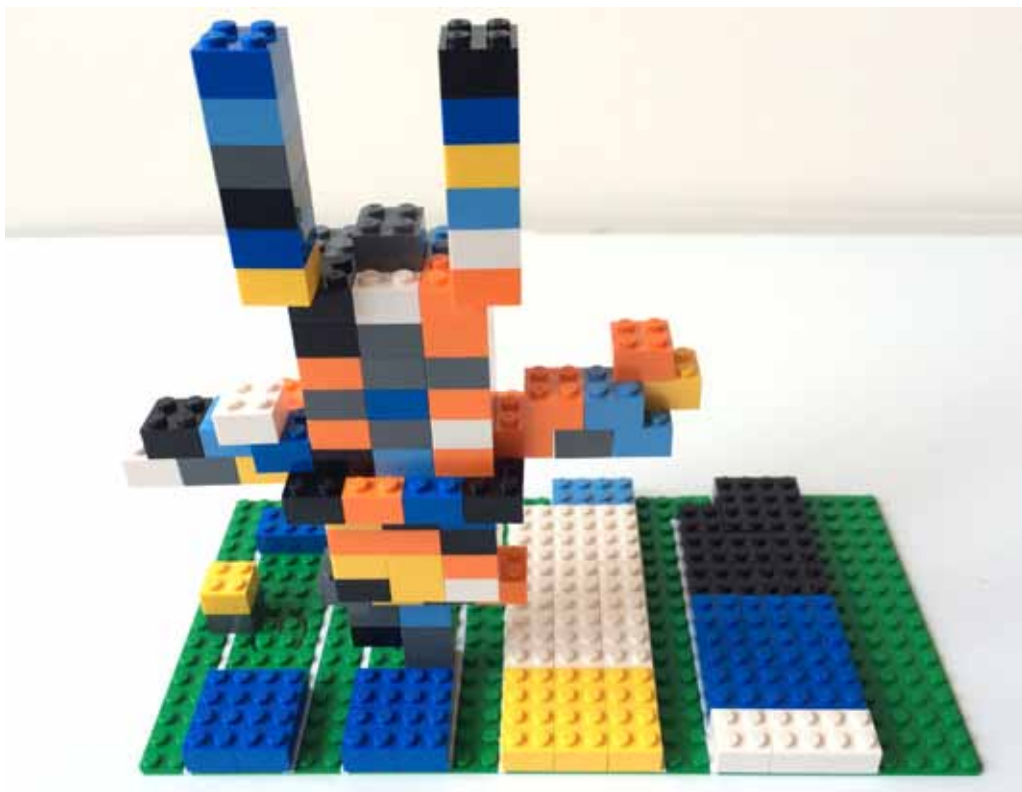


- Sustainable financially -rev. neutral
- craft / physical metal / wood
- San Francisco - science museum + makerspace, printing press + weary(?) machine - basement
- music space + perform, lessons + multi-use
- Art + childhood is priority

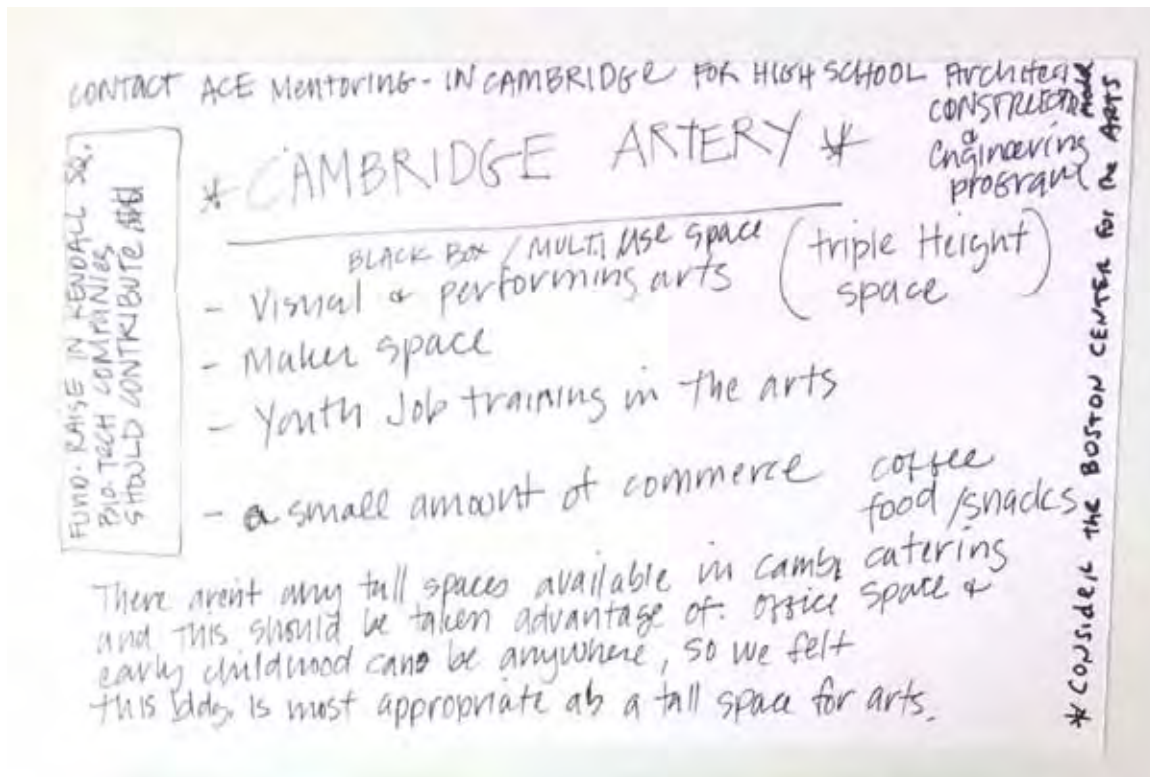
TABLE 5, GROUP A



Plan View



Perspective View



CAMBRIDGE ARTERY

Contact ACE mentoring - in Cambridge for high school - architecture, construction, and engineering program

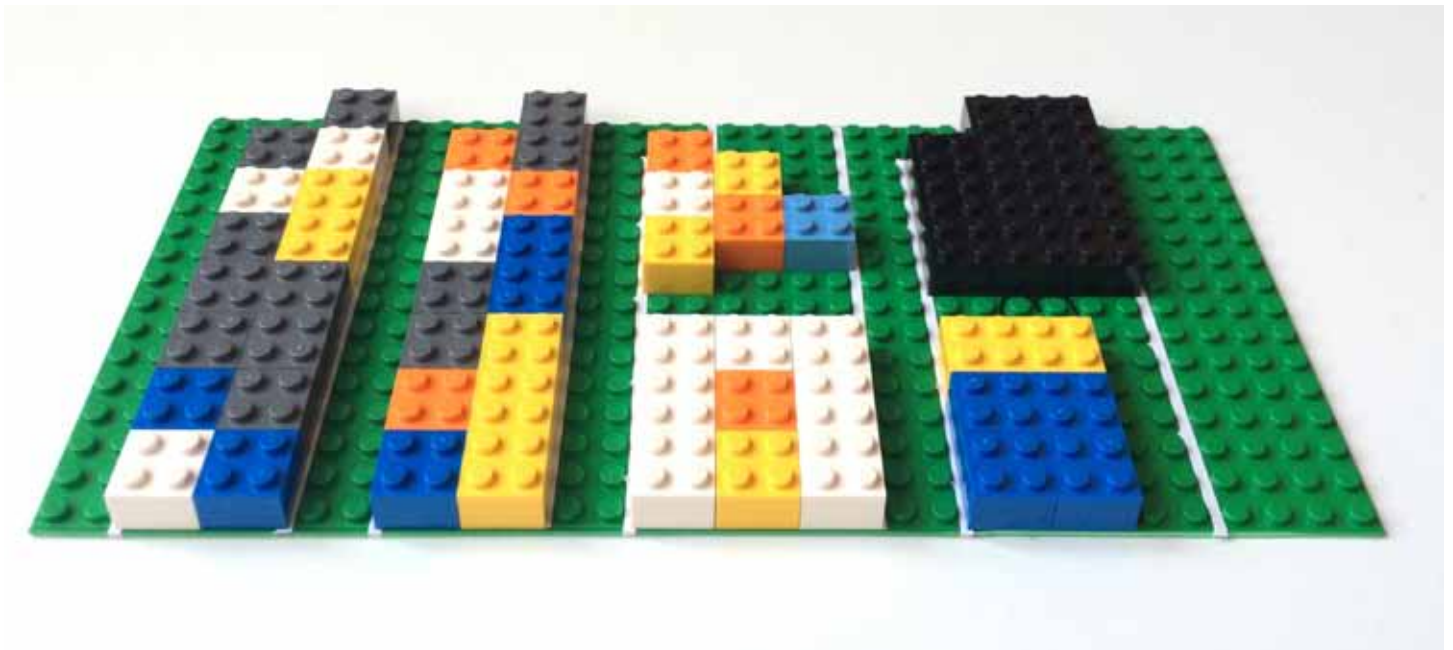
Black box / multiuse space
 Visual + performance arts
 Maker space
 Youth job training in the arts
 Small amount of commerce

There aren't many any tall spaces available in Cambridge catering coffee, food/snacks and this should be taken advantage of office space + early childhood can be anywhere, so we felt this bldg is most appropriate as a tall space for arts.

TABLE 5, GROUP B



Plan View



Perspective View

~9000 SF black box theater, which can also be used for parties, meetings, gatherings

~3000 SF community kitchen

music rooms

art rooms

dance floor

~11,000 SF parking

offices

reading room with comfy seating

wired space for video conferences, remote job interviews

multi-use, flexible space

machine shop in basement

some space available for rent

ORGANIZATIONAL STRUCTURE SHOULD BE INCLUSIVE OF MANY TYPES OF USES AS LONG AS THEY PROVIDE EDUCATIONAL / INTERNSHIP FOR OUR RESIDENTS

PARTICULAR CATEGORIES ARE LESS IMPORTANT

SPACE SHOULD BE FLEXIBLE / SHARED TO THE EXTENT POSSIBLE

- NO KITCHEN UNLESS IT IS SHARED / JOB TRAINING

THE KIDS SHOULD DO PLANS + USE THEATER

ANY OFFICE TENANTS SHOULD PROVIDE INTERNSHIP OR MENTORSHIPS

-SEE ECPT RECOMMENDATIONS

~9000 SF black box theater, which can also be used for parties, meetings, gatherings

~3000 SF community kitchen

music rooms

art rooms

dance floor

~11,000 SF parking

offices

reading room with comfy seating

wired space for video conferences, remote job interviews

multi-use, flexible space

machine shop in basement

some space available for rent

organization structure should be inclusive of many types of uses as long as they provide educational / internship for our residents.

particular categories are less important

space should be flexible / shared to the extent possible

no kitchen unless it is shared / job training

the kids should do plans + use theater

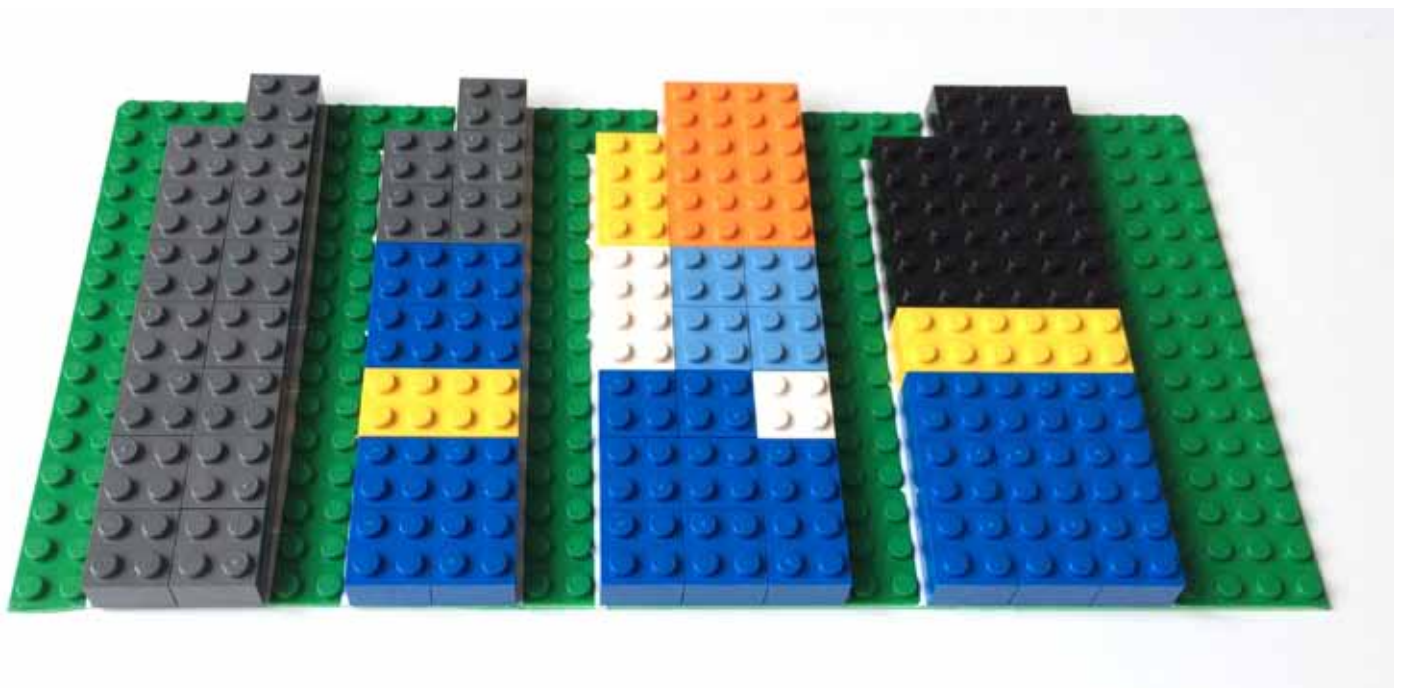
any office tenants should provide internship or mentorships

see ECPT recommendations

TABLE 6, GROUP A



Plan View



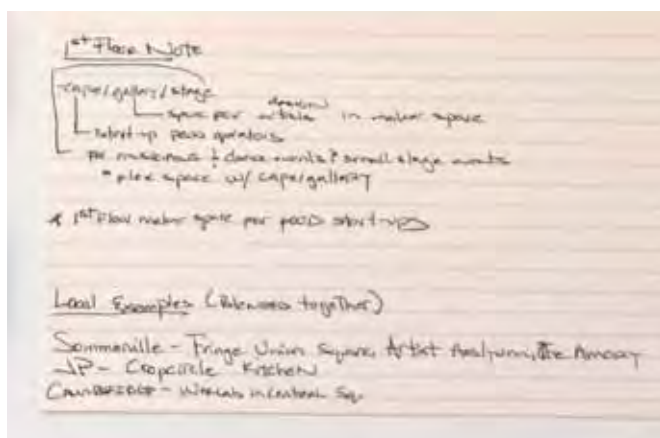
Perspective View

Foundry Building Workshop Activity, June 24, 2014

Scenario Name:

| | Total Area (1,000 sf) | Double Height | Arts/Educ | Makerspace/ Café/Parking | Market Rate Office | Total |
|---------------------|--------------------------|------------------|-----------|-----------------------------|-----------------------|------------|
| 3rd floor | 15 | | | | 15 | 15 |
| 2nd floor | 15 | | 2 | 8 | 5 | 15 |
| 1st floor | 23 | | 8 | 15 | | 23 |
| basement | 23 | | 3 | 20 | | 23 |
| Total Area | 76 | | 13 | 43 | 20 | 76 |
| Financial Values | | 0 | 1 | 2 | 4 | |
| Total Value | | | 13 | 86 | 80 | 179 |

Score card



1st Floor Note

cafe / gallery / stage

for musicians & dance events &
small stage events
flex space w/ cafe / gallery

space for artists / design in maker
space

start-up food operators

* 1st floor maker space for food start-ups

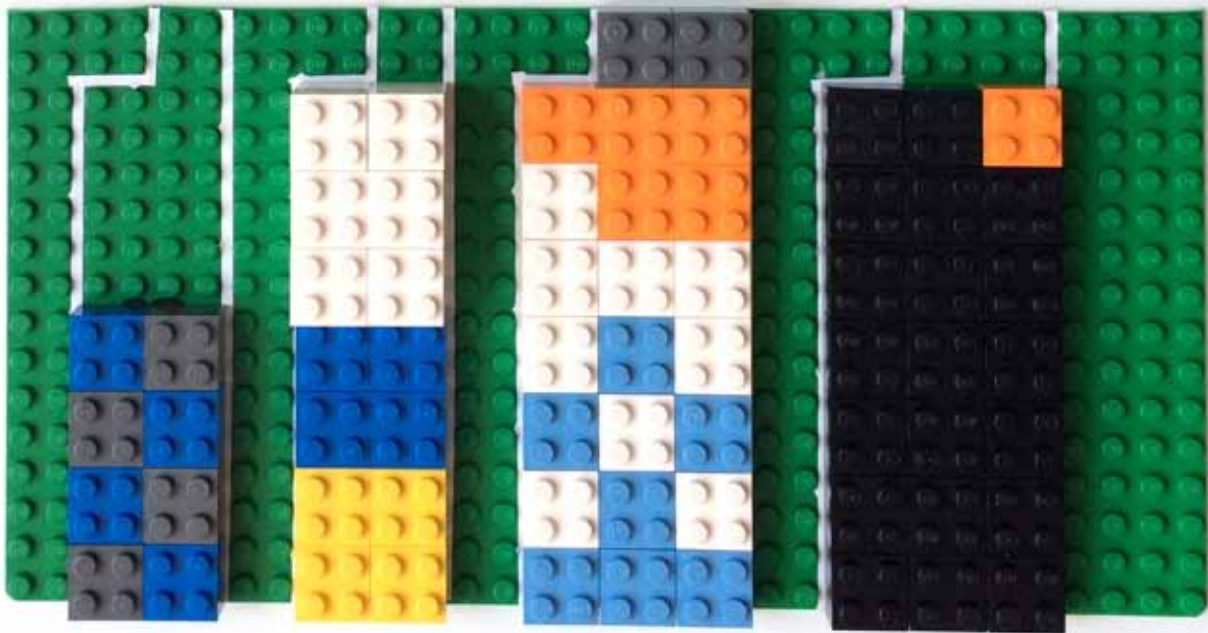
Local Examples (Blended together)

Somerville - Fringe Union Square, Artist Asylums, The Armory

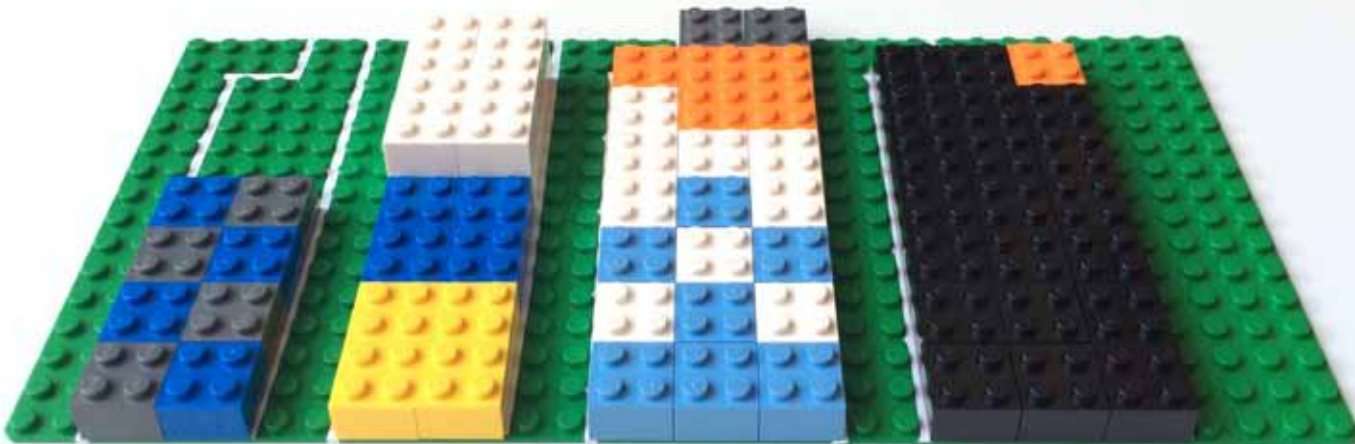
JP - Cropcircle Kitchen

Cambridge - Worklab in Central Square

TABLE 6, GROUP B



Plan View



Perspective View

Bill = 11,000
 G: \$7 7,000
 O: 8 8,000
 blu: 20 20,000
 Lb: 7 7,000
 white: 16,000 19,00
 yellow = 4,000

black = 20,000
 orange = 6,000
 gray = 6,000
 dark blue = 8,000
 yellow = 4,000
 white = 15,000

| | |
|-----------|--------------|
| Bill | 11,000 |
| G: \$7 | 7,000 |
| O: 8 | 8,000 |
| blu: 20 | 20,000 |
| Lb: 7 | 7,000 |
| White | 16,000 19,00 |
| Yellow | 4,000 |
| black | 20,000 |
| orange | 6000 |
| gray | 6,000 |
| dark blue | 8,000 |
| yellow | 4,000 |
| white | 15,000 |

1st floor

-->Restaurant / Cafe / Shops / Retail

Mixed w/ Arts + Events: Theater, Music, Galleries

-->Early Childhood

Office

2nd floor

youth / workforce

studio / maker space

arts / events

3rd floor

office

studio / maker space

1st floor
 -> Restaurant/Cafe/shops/Retail
 mixed w/ Arts + Events: Theater, Music, Galleries
 -> early childhood
 office

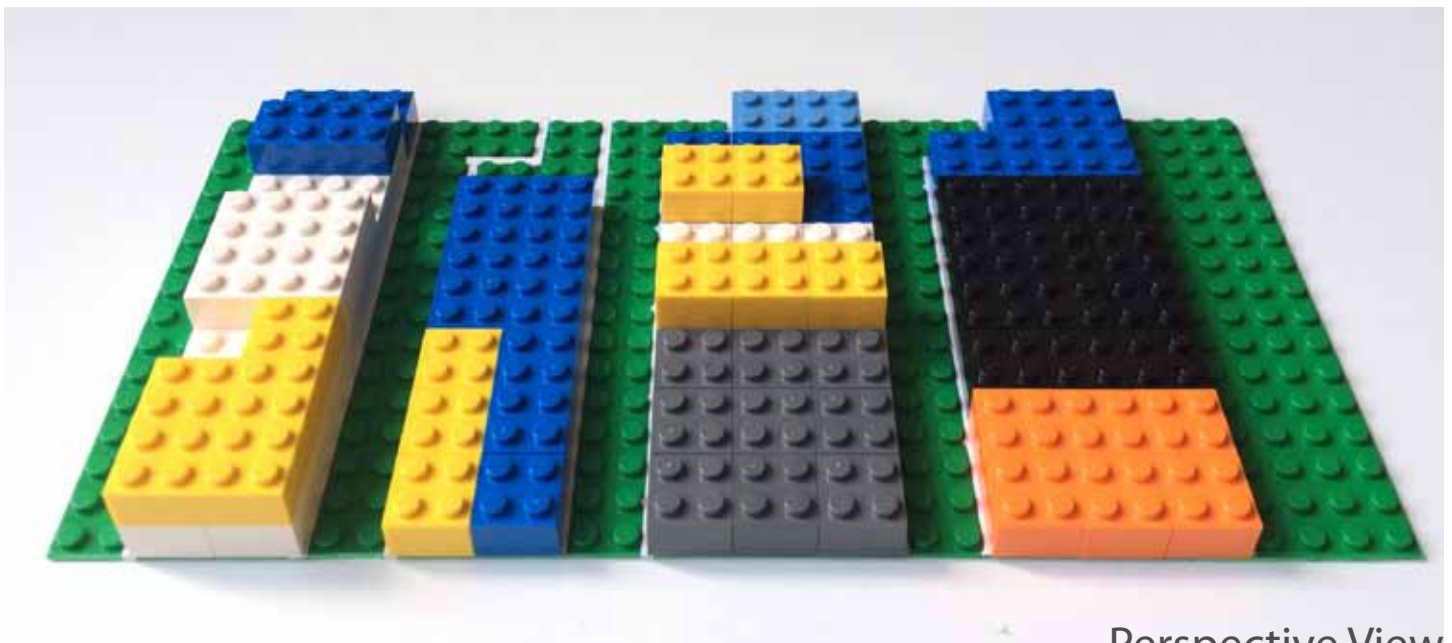
2nd floor
 youth/workforce
 studios/maker space
 arts/events

3rd floor
 office
 studio/maker space

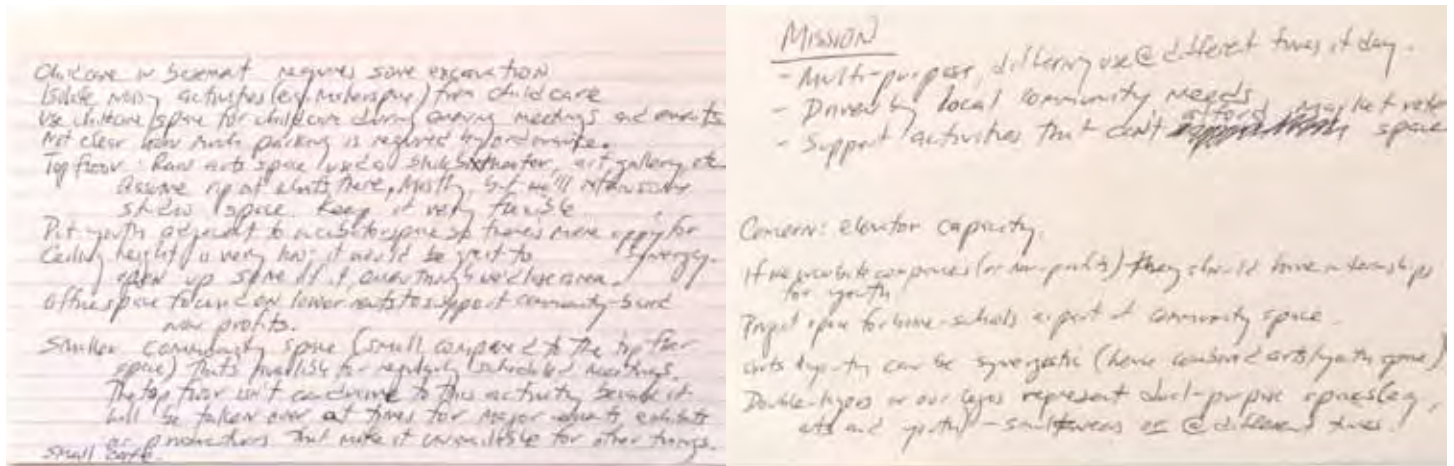
TABLE 7, GROUP A



Plan View



Perspective View



MISSION

- Multi-purpose, different use @ different times of day
- Diversity, local community needs
- Support activities that can't afford market rate space

Concerns: elevator capacity

If we incorporate companies (or non-profits) they should have internship for youth

Project space for home - schools a part of community space

Arts & youth can be synergistic (have combined arts / youth space)

Double layers on our legos represent dual - purpose spaces (e.g. arts and youth - simultaneous or @ different times)

Childcare in basement requires some excavation

Isolate noisy activities (e.g. makerspace) from child care

Use children space for childcare during evening meetings and events

Not clear how much parking is required by ordinance

Top floor: raw arts space used as theater, art gallery, etc.

Assume rip out what's there, mostly, but we'll refurbish show space

Keep it very flexible

Put youth adjacent to incubator space so there's more opportunity for synergy

Ceiling height is very low it would be great to open up some sqft, if we'd lose area

Office space for use on lower rents to support community based non profits

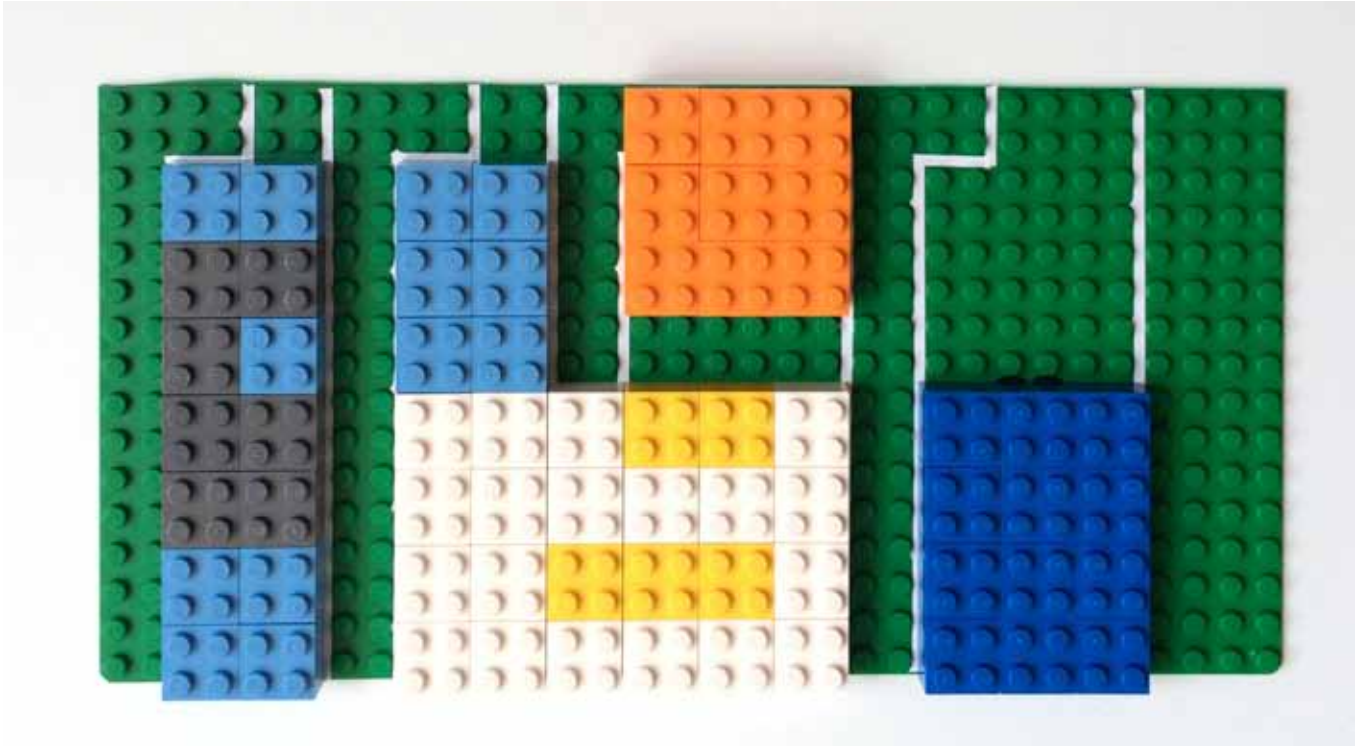
Smaller community space (small compare to the top floor space) that's available for regular scheduled meetings

The top floor isn't conducive to the activity beside it

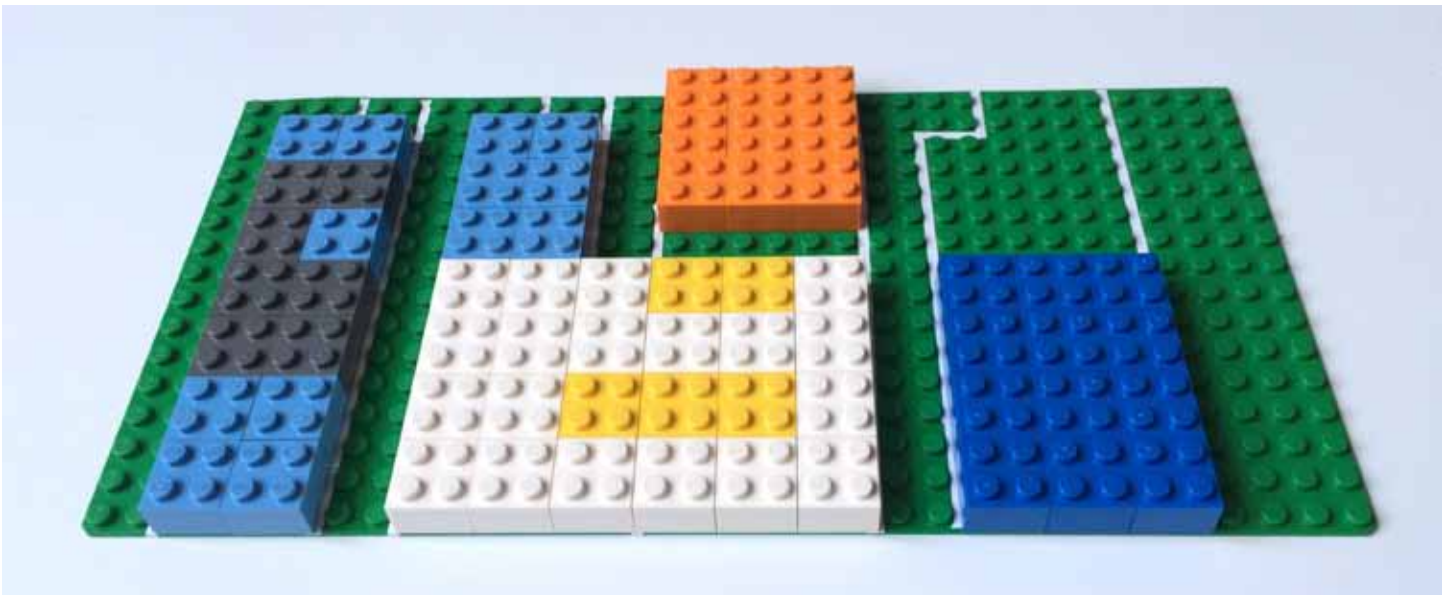
Will be taken over at times for major events, exhibits, or productions that make it unavailable for other things

small cafes

TABLE 8, GROUP A



Plan View



Perspective View

Table 8
Important - that mission is clear
- what community are you ^{& inclusive}
trying to reach - support etc.
- will this be a diverse community?
- ~~are~~ is this specific to neighborhood
- need to be careful that some
folks don't feel welcome

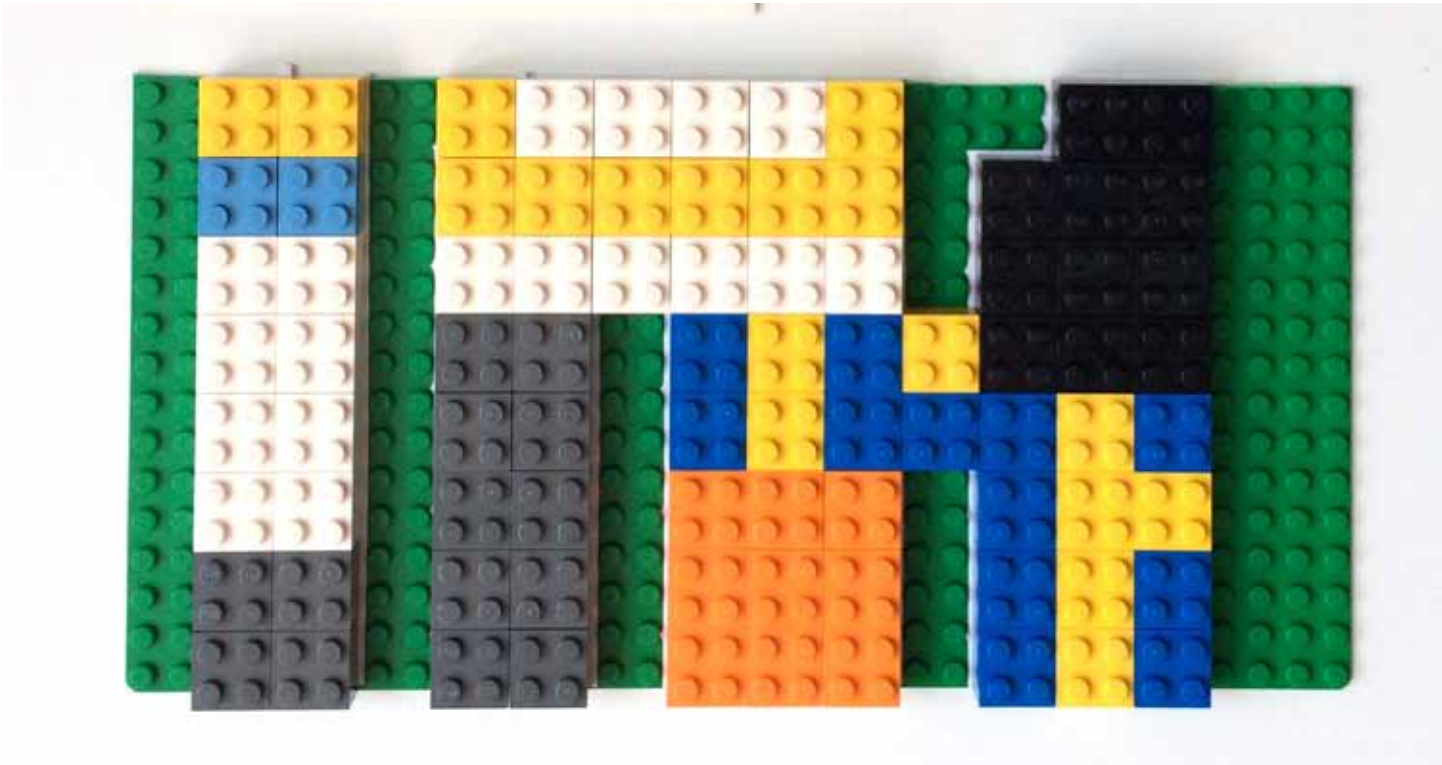
Barbara - Kibler
Margaret Fuller House

Important that mission is clear & inclusive

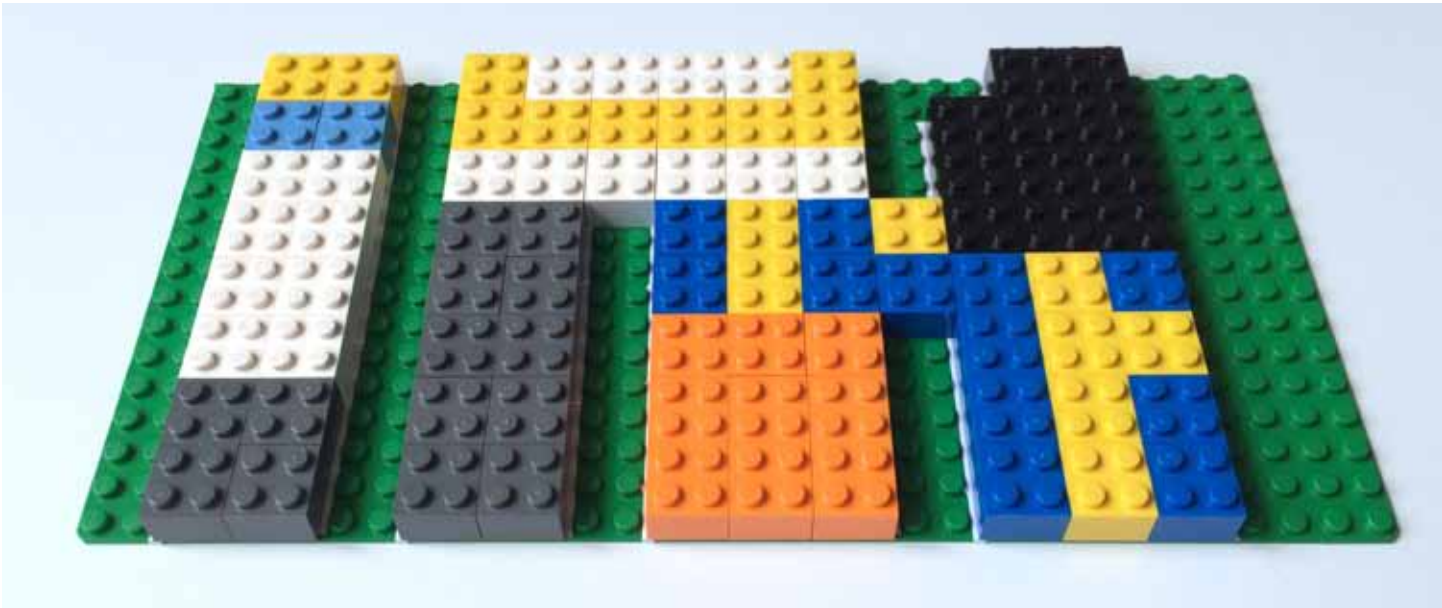
- what community are you trying to reach - support - etc
- will this be a diverse community?
- need to be careful that some folks don't feel welcome

Barbara Kibler, Margaret Fuller House

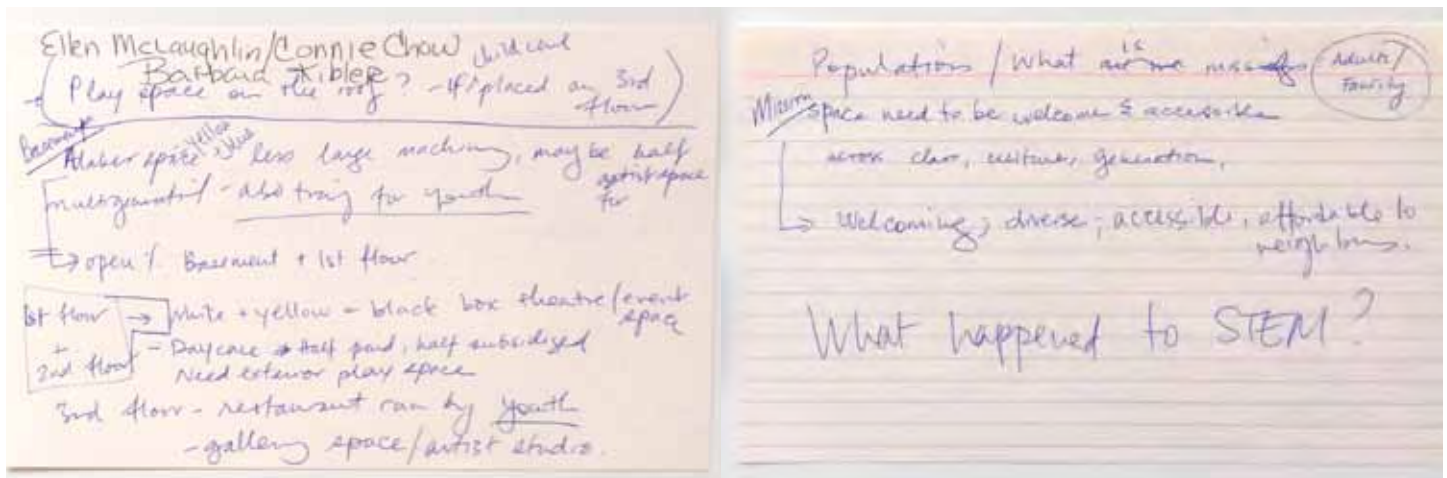
TABLE 8, GROUP B



Plan View



Perspective View



Ellen McLaughlin / Connie Chow / Barbara Kibler

Play space on the roof? - if childcare placed on 3rd floor

Basement Makerspace - yellow + blue - less large machines, maybe half artist space

Multi generational - also training for youth

Open up % basement + 1st floor

1st floor --> white + yellow = black box theatre / event space

2nd floor --> daycare = half paid, half subsidized

Need exterior play space

3rd floor --> restaurant run by youth

Gallery space / artist studio

Population / what is missing - adult / family

Mission

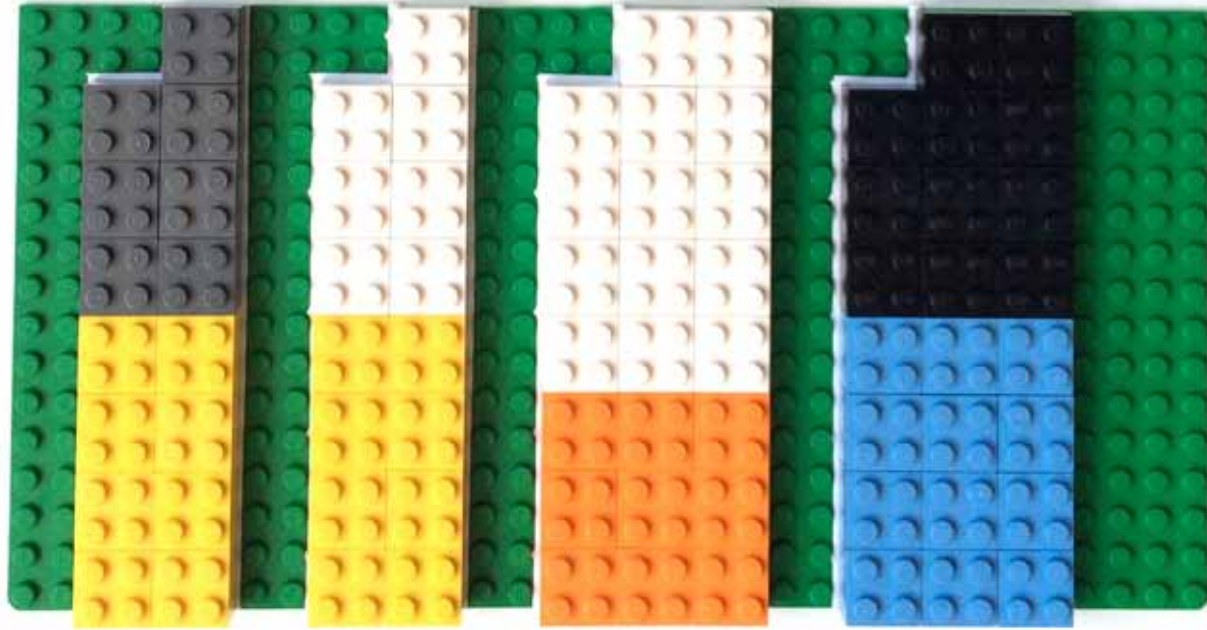
Space need to be welcome & accessible

Across class, culture, generation

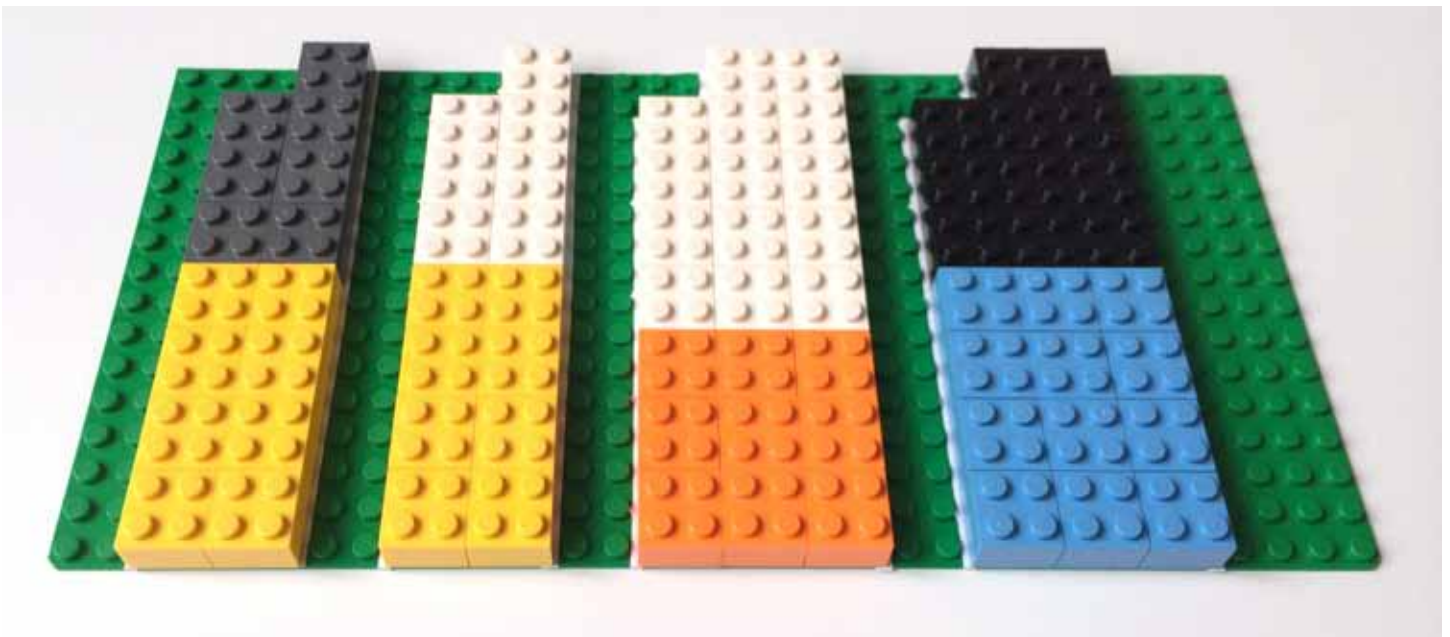
Welcoming, diverse, accessible, affordable to neighbors

What happened to STEM?

TABLE 8, GROUP C



Plan View



Perspective View

Artist space Becomes public space when the program helps build community.

theatre - builds community
especially Youth Theatre

Artist space becomes public space when the program helps build community.

Theatre - build community especially youth theatre

TABLE 9, GROUP A



Plan View



Perspective View

Foundry Building Workshop Activity, June 24, 2014

Scenario Name: Arts Rock n Roll

| | Total Area (1,000 sf) | Double Height | Arts/Educ | Makerspace/ Café/Parking | Market Rate Office | Total |
|---------------------|--------------------------|------------------|-----------|-----------------------------|-----------------------|-------|
| 3rd floor | 15 | 5 | 20 | 4 | 4 | 15 |
| 2nd floor | 15 | 5 | 20 | 4 | | |
| 1st floor | 23 | 8 | 10 | 10 | 1 | |
| basement | 23 | | 14 | 6 | 3 | 23 |
| Total Area | 76 | 17 | 29 | 24 | 8 | |
| Financial Values | | 0 | 1 | 2 | 4 | |
| Total Value | | 0 | 29 | 48 | 32 | 109 |

Score card

Arts Rock n Roll

DARK BLUE = retail / cafe
LIGHT BLUE = makerspace / studio

- 1st floor - 3rd floor 250 seat theater
- 1st floor - mixed use youth / theater
- 1st - 2nd floor → youth / makerspace / studio
- 1st floor - mixed use youth workforce / galleries

Double stacking is mixed use space

- What is the community need?
- Bike racks / storage
- outdoor education / sculpture garden

Earmark new tax revenues from Sullivan's Court House
to subsidize this building

Light blue is makerspace dark blue is retail

Dark blue = retail / cafe
Light blue = makerspace / studio

Arts Rock n Roll

1st floor - 3rd floor 250 seat theater
1st floor - mixed use youth / theater
1st - 2nd floor - makerspace youth / makerspace / studio
1st floor - mixed use youth workforce / galleries

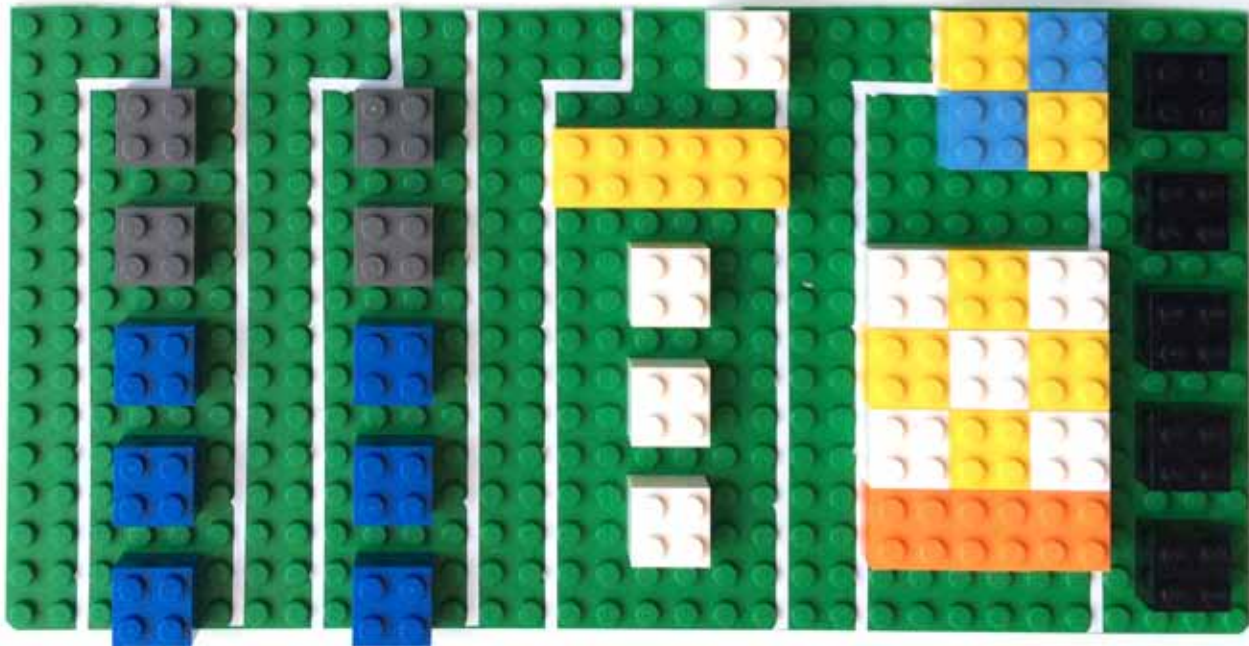
Double stacking is mixed use space

What is the community need?
Bike racks / storage
Outdoor education / sculpture garden

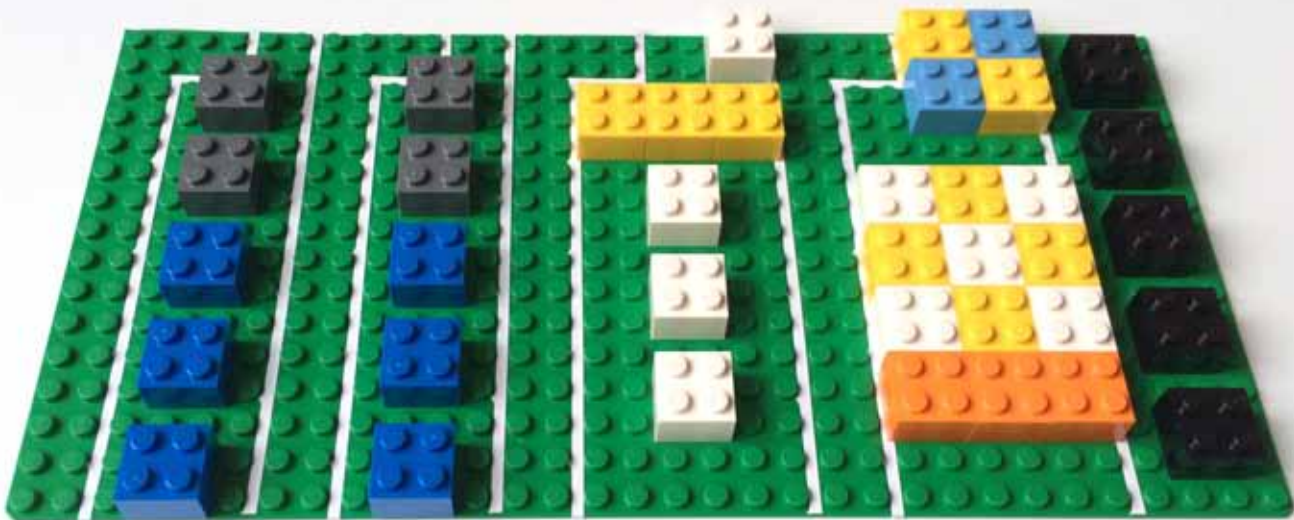
Earmark new tax revenues from Sullivan's Court House to subsidize this building

Light blue is makerspace
Dark blue is retail

TABLE 9, GROUP B



Plan View



Perspective View

5/14/14 Eryn Johnson, Community AA Center
Is there a value to working with
youth around other goals other
than workforce development?
why not look at buildings that were
developed to house programs that
USE art to work towards
community/youth development.
- Say Si, San Antonio - Artists for Humanity Epi Center
- New England Center for Arts & Technology
- ZUMIX

5/14/14 Eryn Johnson, Community AA Center
Is the City beholden to a set
of need based goals when
making final decision on building
desired impact & resulting
programming?
If they are giving funding from
the city does the building have to
work towards established City Council
goals?

Eryn Johnson, Community AA Center.

Is there a value to working with youth around other goals other than workforce development?

Why not look at buildings that were developed to house programs that USE art to work towards community / youth development.

Say Si, San Antonio - Artist for humanity Epi Center

- New England Center for Arts & Technology
- Zumix

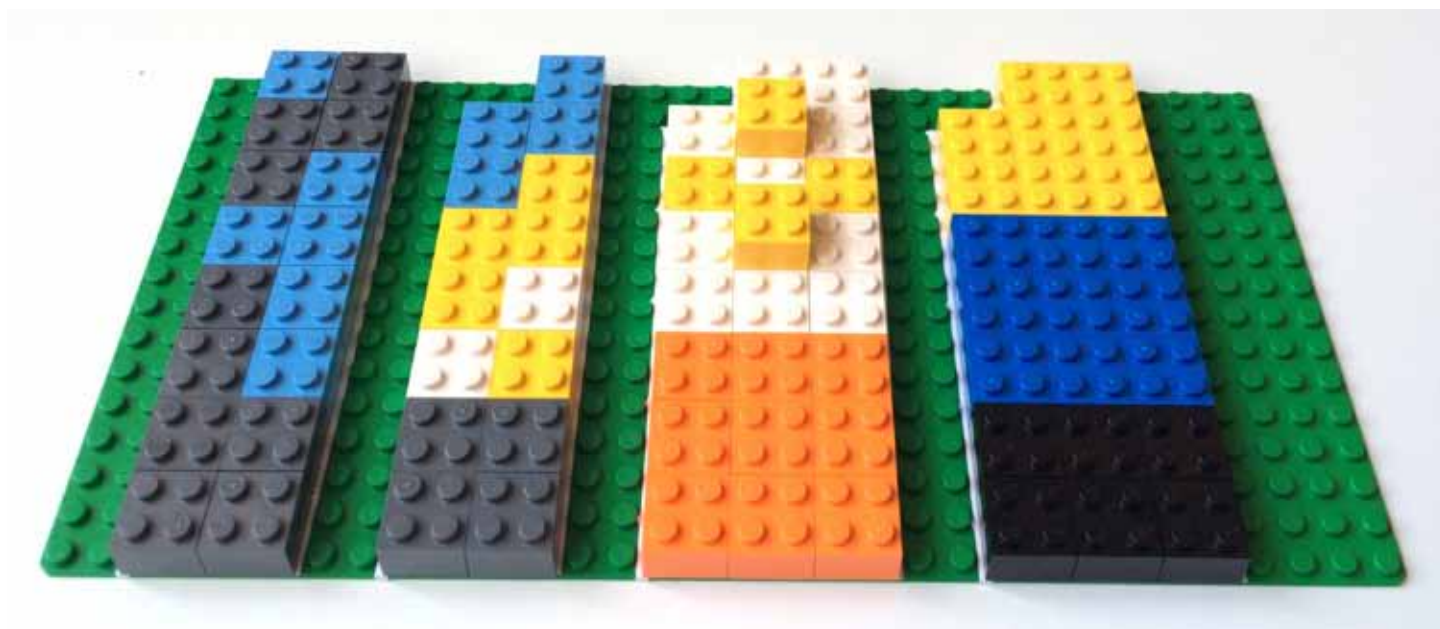
Is the city beholder to a set of need based goals when making final decision on building desired impact & resulting programming?

If they are giving funding from the city does the building have to work towards established city council goals?

TABLE 9, GROUP C



Plan View



Perspective View

Table 9

| | | |
|--------------|----------------------|----------------------|
| Arts | $13 \times 13 = 169$ | |
| Youth | $17 \times 13 = 221$ | |
| E. Childhood | $9 \times 13 = 117$ | |
| Cafe / R. | $10 \times 14 = 140$ | $10 \times 26 = 260$ |
| Makers | $9 \times 14 = 126$ | $9 \times 26 = 234$ |
| Parking | $6 \times 14 = 84$ | $6 \times 26 = 156$ |
| Office | $14 \times 35 = 490$ | $14 \times 65 = 910$ |
| | 1,347,000 | 2,067,000 |

Projected profit between \$1,347,000 and \$2,067,000 annually
How much money do we need to make?

Projected profit between \$1,347,000 and \$2,067,000 annually. How much money do we need to make?

Score card

| | | |
|-----------------|----------------------|----------------------|
| Arts | $13 \times 13 = 169$ | |
| Youth | $17 \times 13 = 221$ | |
| Early Childhood | $9 \times 13 = 117$ | |
| Cafe / R | $10 \times 14 = 140$ | $10 \times 26 = 260$ |
| Makers | $9 \times 14 = 126$ | $9 \times 26 = 156$ |
| Parking | $6 \times 14 = 84$ | $6 \times 26 = 156$ |
| Office | $14 \times 35 = 490$ | $14 \times 65 = 910$ |
| | 1,347,000 | 2,067,000 |

Basement - Parking
 Shop - like Artisans Asylum charge office tenants for use
 Offer to high school students too. Classes for high schoolers

1st Floor -
 Early Childhood space
 Large room for assembling classes, art space, convertible to theater space, very multi-use

2nd Floor - Rentable office, entrepreneurial studios, cafe

3rd Floor - Rentable office, entrepreneurial studios

Basement - parking
 Shop - like Artisans Asylum charge office tenants for use
 Offer to high school students too
 Classes for high schoolers

1st Floor -
 Early childhood space
 Large room for assembling classes, art space, convertible to theater space, very multi-use

2nd Floor -
 Rentable offices entrepreneurial studios, cafe

3rd Floor -
 Rentable offices, entrepreneurial studios

POST WORKSHOP DISCUSSION



Moderator: How did you change the rules?

Public Comment 1: The biggest thing we wanted was for this to not be rigidly programmed. Uses should be flexible as possible.

Public Comment 2: Put less concentration on specific uses, more on the public purpose of organizations in there.

Public Comment 3: We broke the time barrier. We thought about how the space can be used by different people at different times of the day and also how people can work together. For example, theatre and arts. We don't have a 2 floor theater because the use is fixed and limited. We want modular and open spaces so the building can be used soon.

Public Comment 4: How much should be early childhood education and how much should be for youth. We thought about cooperative uses. We some profit generating uses but with the stipulation that they include some Science, Technology, Engineering, Arts, and Math (STEAM) component, maybe requiring interns. Included parking but not sure how much was needed. We also had a

restaurant.

Observation:

Approximately 2/3 of the participants desired child care use.

Approximately 2/3- 1/2 of the participants desired market rate office use.

Moderator: What did we learn from this?

Public Comment 5: We felt that as a public resource it should be available to the public all ages all incomes and should incorporate all uses. Uses should be programmatic and related. For example, maker space would have space for selling goods right there. Programs shouldn't be separated. With a black box theatre---how could this be a flexible or integrated space?

Public Comment 6: I found it difficult to talk about what the space needed to contain without a discussion about why. Why is the space functioning? What is the desired impact? Unless we know the mission/need, how can we decide program? It didn't seem like the process was heading toward that so I think we need to have a discussion about that.

Public Comment 7: If you treat arts, youth, early childhood education in one space, you don't have enough operations to raise money. If the city is putting in 6M on a 26M project, you're in a backwards financial situation---you will constantly be asking for donations. You will have a city organization with an enormous amount of development activities to raise the money for the building.

Public Comment 8: We asked where do creative go to rent studio space in Cambridge? And the answer was Revere. So we decided to focus on whites, yellows, and navy blues.

Public Comment 9: One of the things we paid

attention to was the location. We assigned the north side to artists. We put the offices on the other side. We put the little children above the parking. We put the older children in a “project space for home schoolers” on the first floor. When we got to the top floor we decided to do art because it has the most vertical space. We suggested a blackbox theatre and gallery space.

Moderator: One of the things we’ve seen is that when you rent artist studios it’s an artist use but it’s not really publically accessible. Similar to a community garden. This raises the question: “what does it mean to be community space?” Goggleworks mandates open studio once a month, you can require public involvement in offices, but this all raises the dilemma of how are things public.

Public Comment 10: Locally a space I find very attractive is the former armory in Somerville. It’s smaller but with very multi-use- large and small performance spaces with café also used for workshops and lessons, a scattering of music studios, art studios...this is all crammed in there! As far as I know, there’s no paid administrator but is run on a collective basis and coordinated by the guys from the Middle East...

Public Comment 11: There are paid administrators.

Public Comment 12: OK, but I just wanted to point out that there’s a local example that shows how flexible spaces are and how they can operate.

Public Comment 13: We were discussing using the space for youth and workforce development. Have the space set up so people who are using the program can apprentice with other users in the building. This makes studio and other “private” spaces more accessible to the community.

Public Comment 14: This is an opportunity for an opportunity center. This building is a connector between all the great things that are going on in

the workforce for others and our kids who aren’t necessarily getting those jobs. This is an opportunity to take those kids in Newtowne Court and see all those big buildings and says “this isn’t for me.” This building is part of what makes this for you and connects you to Kendall Square.

Public Comment 15: How can we have young people be parts of the planning process, and not just be affected by it? What would it be like to have classes in the fall where young people thought about designing things for the City? Similarly, it would be interesting if Cambridge Rindge and Latin School kids could take up the question of the Foundry, so that we’re not just doing it for young people, we’re doing it with young people.

Public Comment 16: There is a resource available. Boston Society of Architects (BSA) has a program for young architects that we can link to.

Some suggested organizations:
Artists in Humanity- Epicenter, South Boston
More than Words- Waltham



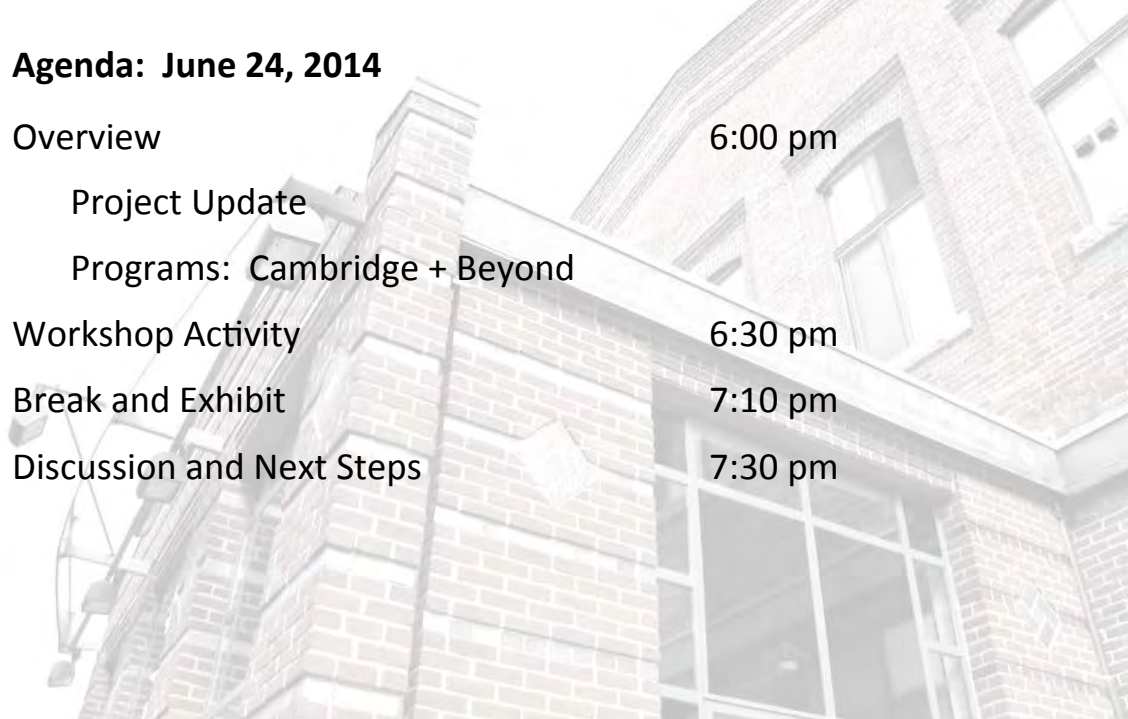
Foundry Building, Cambridge, MA Programming Goals + Development Objectives

June 24, 2014



Foundry Building, Cambridge, MA Programming Goals + Development Objectives

Agenda: June 24, 2014



| | |
|------------------------------|---------|
| Overview | 6:00 pm |
| Project Update | |
| Programs: Cambridge + Beyond | |
| Workshop Activity | 6:30 pm |
| Break and Exhibit | 7:10 pm |
| Discussion and Next Steps | 7:30 pm |

Meeting Objectives

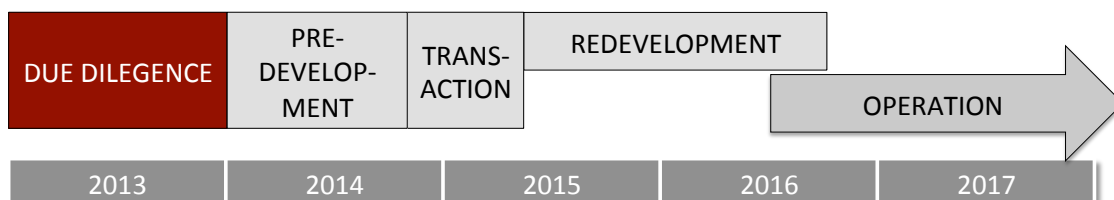
1. Update on project status and schedule
2. Generate building goals based on program ideas
3. Consider options and trade-offs
 - Space constraints
 - Program conflicts
 - Financial



Development Process

Acquisition and Due Diligence Phase

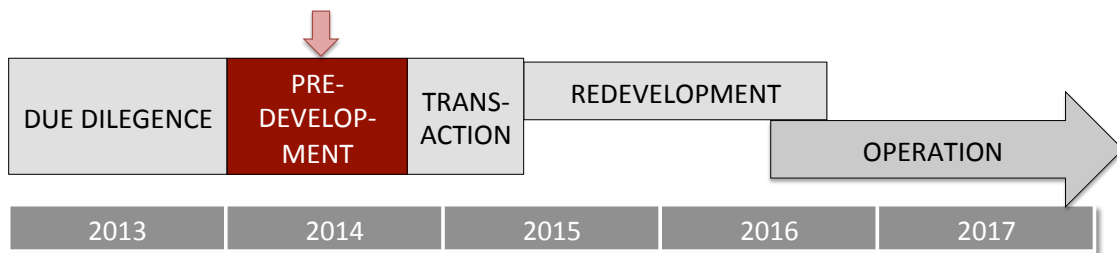
- City acquires from Alexandria Real Estate, 2012
- Public forums
- HMFH Reuse Study, June 18, 2013
- Building tour, October 30, 2013
- Report to City Council, March 3, 2014
- City decision to retain ownership



Development Process

Predevelopment Phase (Current)

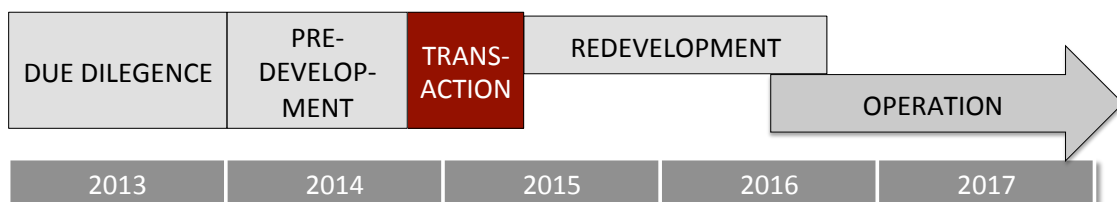
- Council willingness to spend \$6 million in City funds
- CRA/City Letter of Agreement to work together
- Community Engagement
- Programming and Development Objectives
- Governance/Management Strategies
- Development/Finance Strategies (HR&A)



Development Process

Transaction Phase

- Community Engagement
- Potential Demonstration Plan with Planning Board and City Council Approval
- Potential CRA Agreement
- Building Lease/Redevelopment Two-Step Request for Information and Proposals
- Selection of Developer/Operator



Development Process

Redevelopment Phase (by Selected Entity)

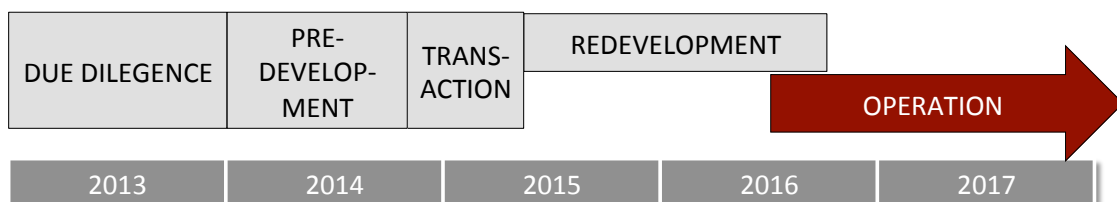
- Design
- Refine program details
- Secure project financing
- Construction



Development Process

Operation Phase (by Selected Entity)

- Maintenance and repairs
- Debt repayment, if any
- Utilities/Energy
- Program Delivery / Subleasing



What we're hearing

Suggested program ideas:

- **Arts:** performing, visual, events
- **Education:** preschool, youth, adult
- **Innovation:** makerspace, incubator space, test kitchens, etc.
- **Retail:** restaurant, café, grocery
- **Office:** professional, labs

| Programming Ideas | Public Sector | Nonprofit Sector | Private Sector |
|--|---------------|------------------|----------------|
| Adult Education | | ✓ | |
| Family Economics/Teaching | ✓ | | |
| Gallery/museum, (i.e. Cambridge Arts Council, Computer Museum) | ✓ | ✓ | |
| Performance space/Dance/Film | ✓ | ✓ | |
| Event space | ✓ | ✓ | |
| Maker space, (i.e. metal, woodworking, & trade shops) | ✓ | ✓ | |
| Multigenerational & Multicultural programs | ✓ | | |
| Nursery | | | ✓ |
| Restaurant/Café | | | ✓ |
| Cooking Facilities | | ✓ | ✓ |
| Fresh Market/Grocery | | | ✓ |
| Gym | ✓ | ✓ | ✓ |
| Professional Offices, (i.e. law & medical) | | | ✓ |
| Social Enterprise Offices | | ✓ | ✓ |
| Incubator space (i.e. Techstars) | | ✓ | ✓ |
| Labs | | ✓ | ✓ |

Summary of Community Input, October 30, 2013

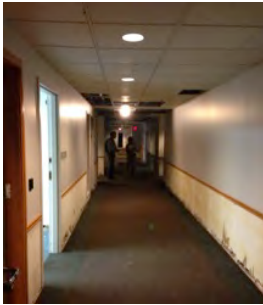
What we're hearing

Suggested development goals:

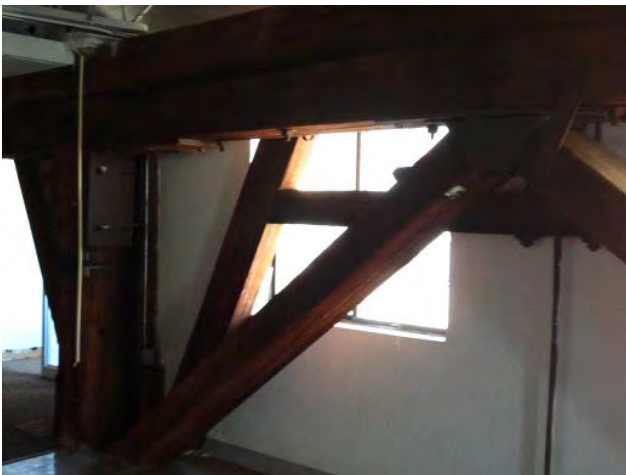
- Ensure community access
- Serve under-represented communities, especially youth
- Create a citywide resource
- Inspire innovation
- Develop workforce
- Financially sustainable



Building Facility



Building Facility



Agenda: June 24, 2014

Overview

6:00 pm

Project Update

Programs: Cambridge + Beyond

Workshop Activity

6:30 pm

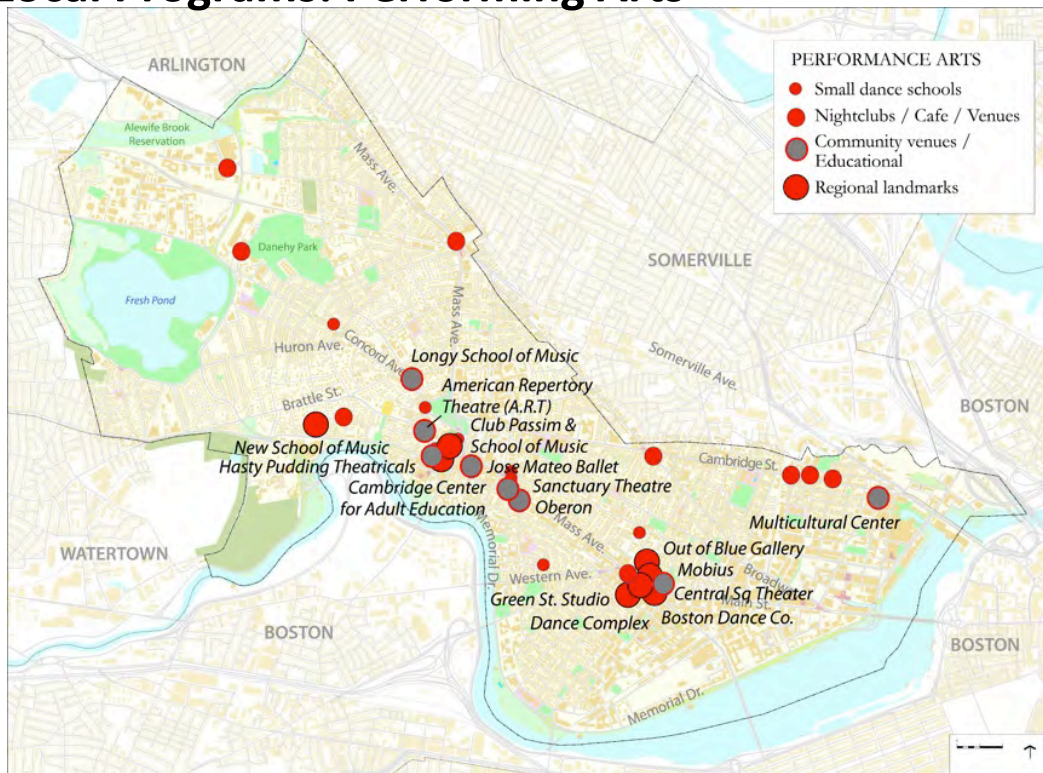
Break and Exhibit

7:10 pm

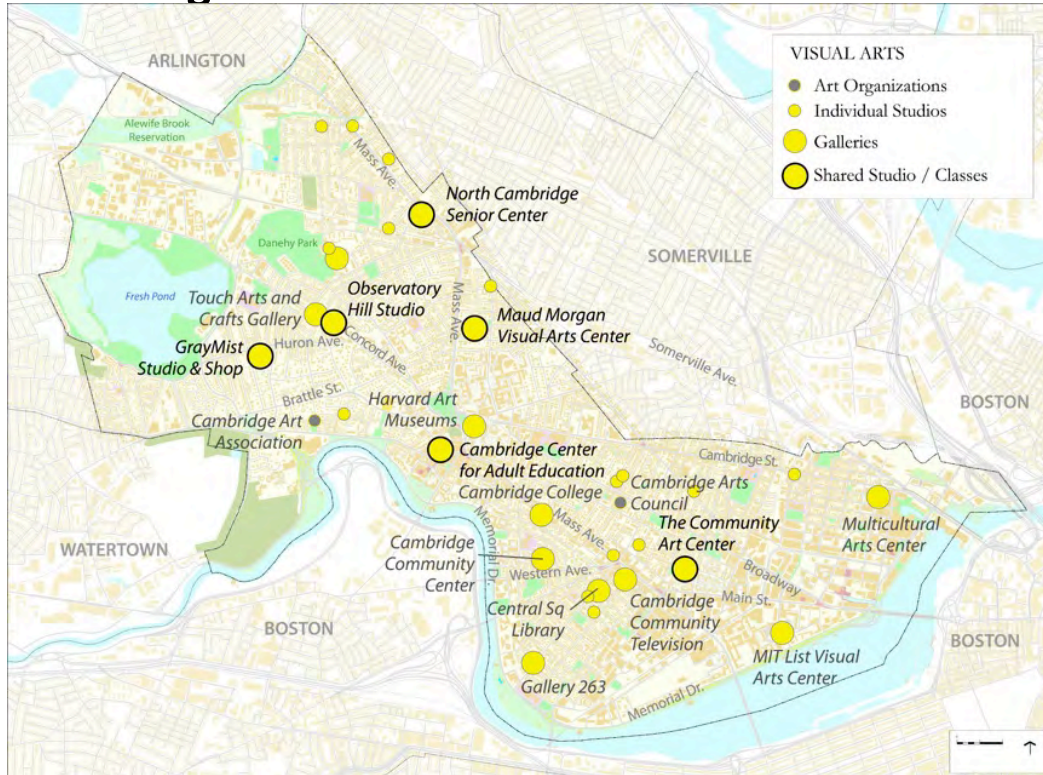
Discussion and Next Steps

7:30 pm

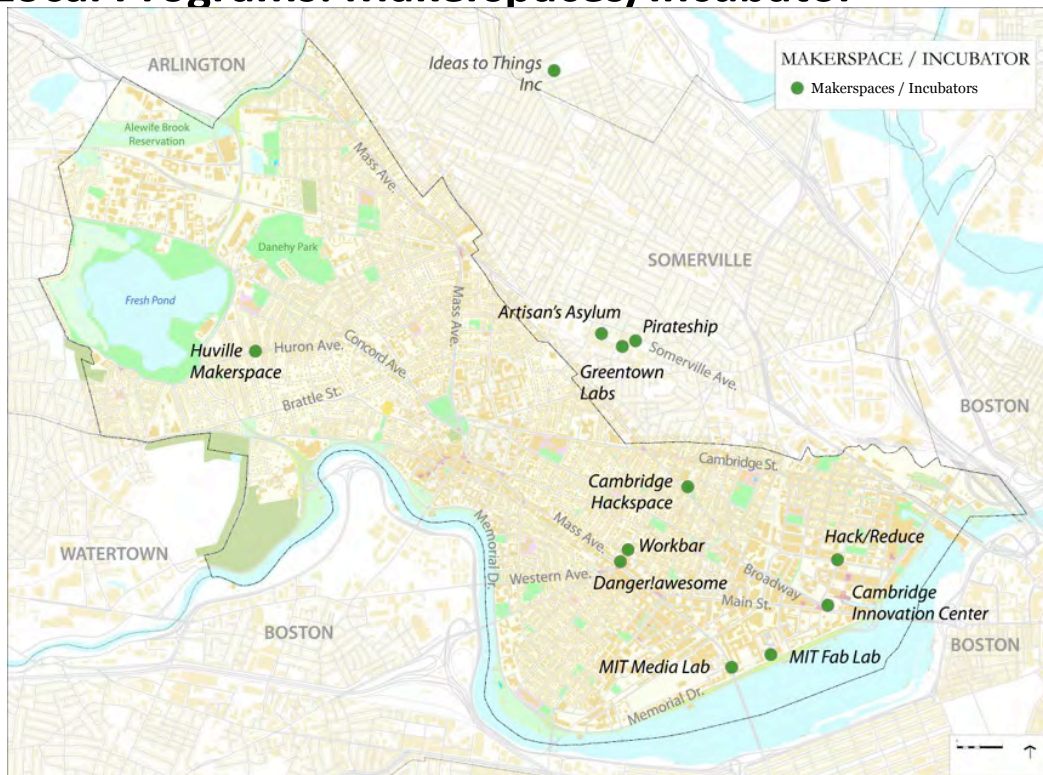
Local Programs: Performing Arts



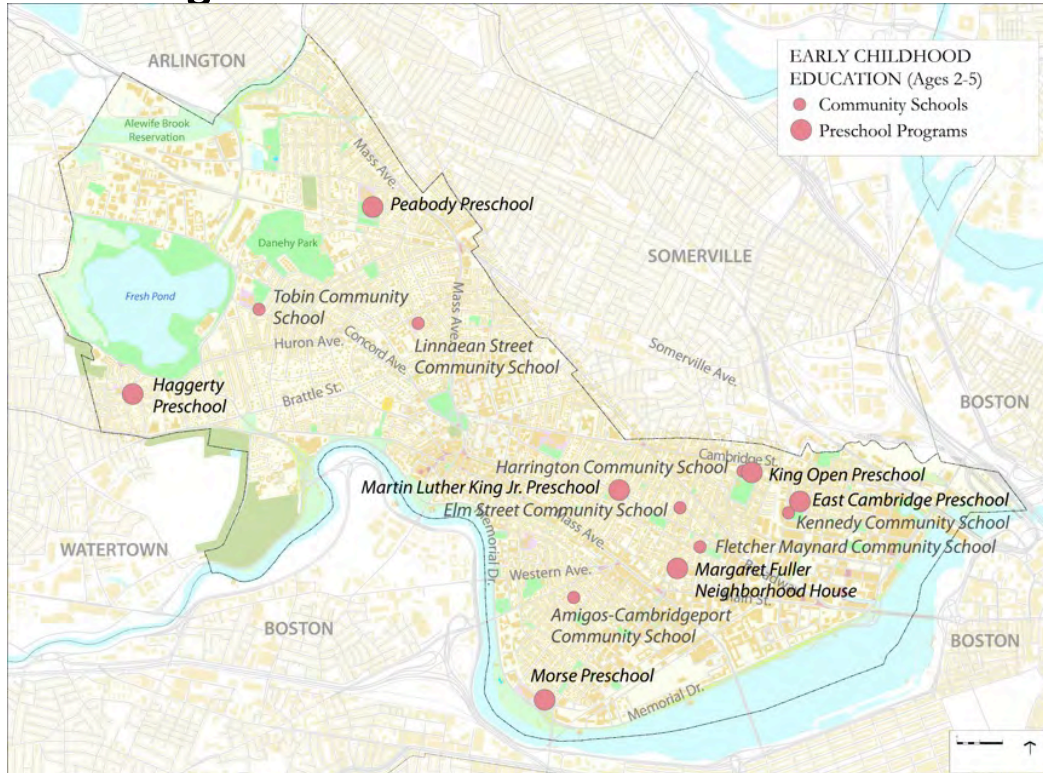
Local Programs: Visual Arts



Local Programs: Makerspaces/Incubator

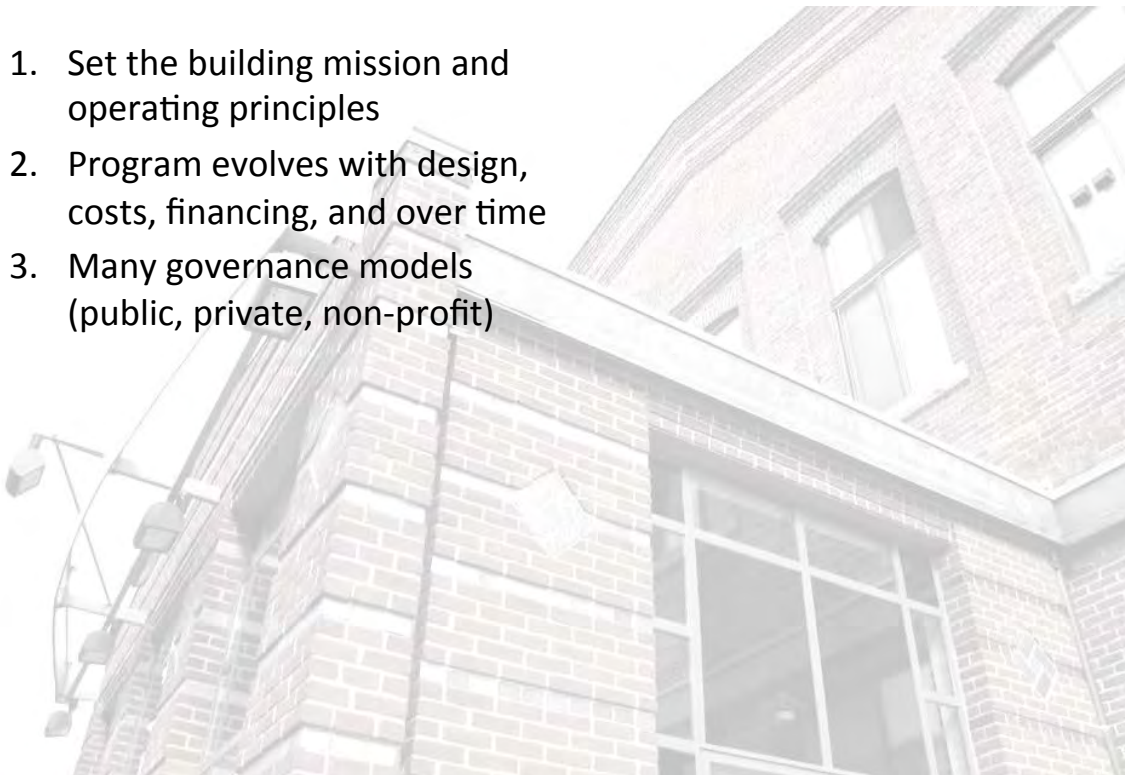


Local Programs: Education



Mission Statements: Lessons

1. Set the building mission and operating principles
2. Program evolves with design, costs, financing, and over time
3. Many governance models (public, private, non-profit)



Sample Mission Statements

Goggleworks Center for the Arts:

"Mission: To nurture the arts, foster creativity, promote education and enrich the community."

Programs:

- Dance/music studios, darkroom, glass blowing, woodshop, artist studios
- 130-seat film theater
- Café, store, community meeting places, classrooms, galleries
- Offices for local artists and cultural organizations
- After-school programs
- Open houses every month



- Reading, PA
- 145,000 sf adaptive reuse
- Revenues: membership, studio rentals, event rentals, classes
- Governance: Non-profit Board

www.goggleworks.org/

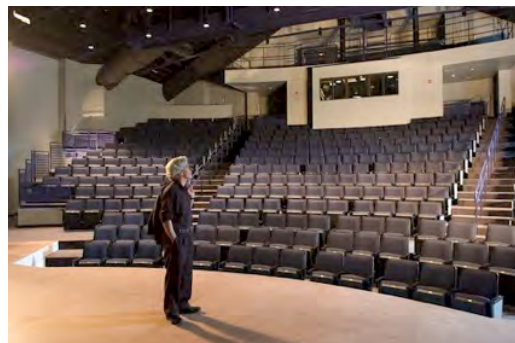
Sample Mission Statements

Watertown Arsenal Center for the Arts:

"The Arsenal Center for the Arts opens doors to excite and inspire diverse audiences and artists to create, appreciate, participate and grow through the arts."



- 30,000 sf building
- 380-seat theater, 100-seat black box theater, gallery, artist studios; classrooms; gift shop;
- Fit-out at \$7.5 million in 2005



Sample Mission Statements

Artisans' Asylum: *"Our mission is to support and promote the teaching, learning and practicing of craft of all varieties."*

- 40,000 sf building
- Governance: owned by JWF LLC
- Rents at \$8-14/sf
- Operating expenses at \$80,000/month
- 250 monthly members at \$150/month

<http://makezine.com/2013/06/04/making-makerspaces-creating-a-business-model/>



Sample Mission Statements

Burlington Center Arts: *"to sustain and enhance artistic life of the Greater Burlington Area."*

- Governance: Non-profit Board of Directors and City of Burlington.
- 30 year old institution
- now moving to former City DPW (50,000 sf)



Sample Mission Statements

Columbus OH Idea Foundry:

Community workshop, learning center, and creative space. Training and access to tools and technology. Community is diverse, open and friendly.



- Membership model
- 60,000 sf leased from local development association

Sample Mission Statements

The Narrows Center for the Arts: “to promote and develop an appreciation of the visual arts and the performing arts.... for the benefit of the public at large and citizens.”

- Informal mill space hosts affordable shows and uses
- 280 seat capacity; performing and visual artists, musicians, and writers
- Governance: 501c3 non-profit organization

www.narrowscenter.org



Sample Mission Statements

Brewery Small Business Complex: Goal is to *bring back jobs that were lost when brewery closed and create a supportive environment for local businesses.*

- 150,000 gsf building
- Mix of uses: brewery, start up companies, offices, restaurant
- Governance: owned and operated by a community development corporation (CDC).

www.jpndc.org



Sample Mission Statements

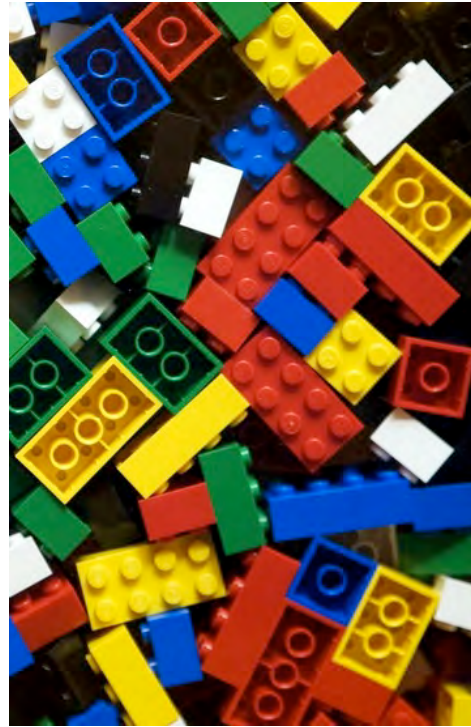
Peek-a-Boo Childrens' Center: *"All activities are geared toward inviting children to play and stimulating an interest for building and refining many skills."*

- 5,100 sf
- Admission fees, event fees, memberships, classes
- Shares mill building with start-up office space and artist studios



Project

1. Base Building
2. Program Pieces
3. Scale
4. Space Standards
5. Financial Considerations
6. Project Instructions



Base Building

Rentable area = 53,000 sf

3rd floor: 15,000 sf

2nd floor: 15,000 sf

1st floor: 23,000 sf

Basement = 23,000 (42 spaces, 4,000 sf other)

Lot area = 37,500 sf

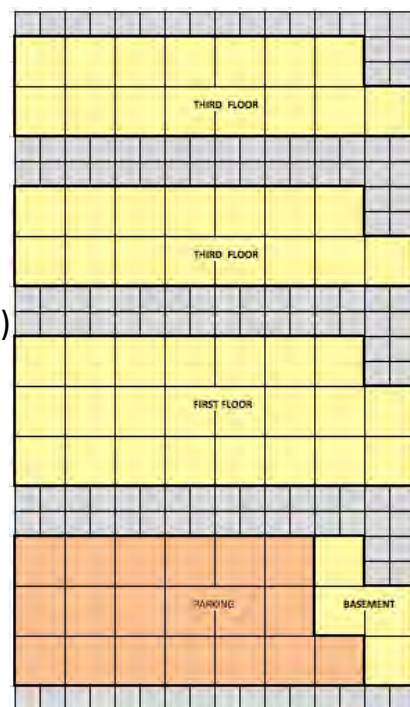
Outdoor = 3,000 sf + 12 parking spaces

8 ½ foot floor to ceiling heights

10 foot floor to floor heights

HMFH Foundry Report, June 18, 2013

FOUNDRY WORKSHOP ACTIVITY



Program Pieces

FOUNDRY
WORKSHOP ACTIVITY



Arts and Events: Theater, Music, Galleries

Youth/Workforce

Early Childhood

Restaurant, Café, Shops, Retail

Studios, Maker Space, Incubator Offices

Parking (basement)

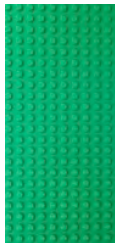
Office

Scale

FOUNDRY
WORKSHOP ACTIVITY



Lego Brick = 1,000 sf



Base plate:








- 53 blocks max. on 1st to 3rd floors
- 23 blocks in basement

Program Considerations

- Void for double (20 foot) or triple (30 foot) height space (theater, heavy equipment)
- Early Childhood with ground floor access
- Basement unfinished without natural light

Space Standards (approximate)

FOUNDRY
WORKSHOP ACTIVITY

-  Arts and events:
 - Theater/Music (200 seats/6,000 sf @ 30 sf/seat)
 - Galleries (1,000 - 2,000 sf)
-  Youth/workforce (30 - 35 children in 5,000 sf)
-  Early Childhood (30 - 35 children in 5,000 sf)
-  Restaurant, café, shops, retail (1,000 - 5,000 sf)
-  Studios, makerspaces, incubator space (3 - 6 studios/1,000 sf)*
-  Parking (3 spaces/1,000 sf)
-  Office (3 - 6 employees/1,000 sf)

* www.artisansasylum.com/ including shared spaces

Counting Up Costs: Development

Public sector contribution:

- **\$6 million** toward the base building capital improvements

Renovation Cost (hard + soft costs, approximate)

- Core + Shell: \$10 to \$12 million
- Fit Out: \$10 million
- **Total: \$20 to \$22 million**



Closing the Gap: Financial Sources

- Financing based on future revenue stream
- Private Fundraising
- Additional Public Grants



Counting Up Costs: Operations

Costs:

- Operations: \$700,000 per year or **\$13/sf**
- **Debt Service of \$14 m - \$16 m**



Operating Responsibilities

- Utilities/energy
- Maintenance, repair, insurance
- Management & program delivery
- Debt Payments

Revenues: Rent Levels, approximate








- Arts/Education @ \$13/sf
- Makerspace, cafes, parking @ \$14 - 26/sf
- Office market @ \$35/sf - \$65/sf



Operating Costs: Report to Council, March 3, 2013
Approximate Rents: Arts/Education to cover operating; Makerspaces: www.making-makerspaces-creating-a-business-model/

Program Pieces

FOUNDRY
WORKSHOP ACTIVITY

| | Program | Approx. Rents | Financial Point Value |
|---|----------------------------|----------------|-----------------------|
|  | Arts and Events | \$13/sf | 1 |
|  | Youth/Workforce | \$13/sf | 1 |
|  | Early Childhood | \$13/sf | 1 |
|  | Café/Retail | \$14 - \$26/sf | 2 |
|  | Makerspaces/ Incubators | \$14 - \$26/sf | 2 |
|  | Parking | \$14 - \$26/sf | 2 |
|  | Office | \$35 - \$65/sf | 4 |

Project Instructions

1. Working in teams of 3+/-
2. Pick out colors that represent your program ideals
3. With your team, discuss your different (or shared) visions of the building experience
4. Respecting the different approaches and likely trade-offs, see if you can agree on a program that fits in the building floor plates
5. Use index cards, to write your mission, highlights, and rationale for your program. Identify any unresolved trade-offs.
6. Use worksheet to calculate your financial point value.



Discussion

Development Entity Characteristics

- Operator on team early
- Real estate skills (experience)
- Design skills (quality, costs, creativity)
- Public/private/non-profit partnerships
- Knowledge of local community
- Experience in creative programming
- Self-supporting operations over the long term



Discussion

Possible development goals:

- Ensure community access
- Serve under-represented communities, especially youth
- Create a citywide resource
- Inspire innovation
- Develop workforce
- Financially sustainable



CAMBRIDGE REDEVELOPMENT AUTHORITY **Strategic Plan**

July 2014



ACKNOWLEDGMENTS

Cambridge Redevelopment Authority

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

Tom Evans, Executive Director
Kathryn Madden, Strategic Planner

Cambridge City Council

David P. Maher, Mayor
Dennis A. Benzan, Vice Mayor
Dennis J. Carlone
Leland Cheung
Craig A. Kelley
Nadeem A. Mazen
Marc C. McGovern
E. Denise Simmons
Timothy J. Toomey, Jr.

City Administration

Richard C. Rossi, City Manager
Lisa C. Peterson, Deputy City Manager
Brian Murphy, Asst. City Manager, Community Development

The Cambridge Redevelopment appreciates the ongoing input from residents and representatives of the City, business and neighborhood associations, non-profit organizations, and other entities in Cambridge.

Cover Photo: Plaza at Cambridge Center in Kendall Square

TABLE OF CONTENTS

- 1. Introduction**
- 2. Context**
- 3. External Activities and Projects**
- 4. Internal Operations**
- 5. Financial Considerations**
- 6. Outreach and Learning**

Appendices (bound separately):

CRA Potential Project Cards
Urban Redevelopment Precedents
Stakeholder Participants and Input

1. INTRODUCTION



The development patterns in Cambridge have been shaped by its important position in the region, with rail and roadway connections and adjacency to the Charles River and the ponds near the headwaters of the Mystic River.

VISION

IN FIVE YEARS . . . Through strategic community investments and real estate projects, the Cambridge Redevelopment Authority (CRA) will be creating landmark places that represent enduring urban design, with vibrant civic spaces and sustainable approaches to infrastructure and the built environment. Its projects will contribute to the community fabric of the city. Using its unique ability to merge the public interest with private sector resources, the CRA will implement projects that cannot be achieved by others. The CRA will have made significant contributions to the quality of the life for residents, employees, business owners, and visitors.

The CRA staff will work in close partnership with the Cambridge Community Development Department (CDD) and other City staff, and will manage a mixed workload that includes property management, real estate transactions, project management, community

investment programs, design review, and longer-range strategic initiatives for key redevelopment areas.

The CRA will be a relatively small yet efficient, independent operation, with a well-regarded Board that is responsive to community concerns and ensures that its decisions are transparent and sound.

A unique strength of the CRA will be its ability to act nimbly to negotiate and develop real estate to achieve public goals. Projects will include district scale projects involving infrastructure, mixed-use development, and mixed-income housing as well as small-scale investments related to the mission. As a redevelopment authority, the CRA will be financially independent and stable, able to steward public and private funding sources and maintain a longer-term vision that has continuity through political cycles.

CAMBRIDGE REDEVELOPMENT AUTHORITY MISSION

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

MISSION

A mission statement is the basis for any strategic plan, since all the activities of an organization respond to this call. The mission serves the purpose of setting forth the organization's identity and its core programmatic work, while also establishing a connection to the organization's constituency and serving as inspiration for the future. The new mission statement for the CRA (see inset) has been shaped by the Board and staff and is intended to be specific to the CRA, to the Cambridge context, and to today's demands. The accompanying vision serves as a complement that lays out more specifically the unique role of the redevelopment authority, the importance of its partnerships, and the type of work that it will engage over the next five years.

PROCESS

The CRA started a new chapter in March 2012, when a new Board was established with four members appointed by the City of Cambridge and one by the Commonwealth of Massachusetts. Based on recommendations from a transition study, the Board hired an interim Redevelopment Officer and a Strategic Planner to help set a course of action.



Community forum discussions, March 2014.

Outreach and Collaboration

The strategic planning process was launched in June 2013 as a collaborative effort between the CRA Board and staff, with input from the City of Cambridge and many other stakeholders (Figure 1). Early in the process, the CRA staff interviewed City officials and representatives of the State Department of Housing and Community Development, Cambridge Housing Authority, Massachusetts Institute of Technology (MIT), and the Kendall Square Association (KSA) to gain an understanding of roles and current initiatives in the city. Consistent collaborations with the Cambridge Community Development Department have helped inform the strategic planning process.

The plan also evolved through discussions at monthly CRA Board meetings, which are open to the public. The Board held an extended strategic planning working session at its August 2013 meeting, where the draft mission, vision, and operating principles were developed. Staff and Board representatives met with each of the City Councillors in January 2014 to review draft concepts and collect ideas.

A broader public outreach phase began shortly after, including an online forum on the CoUrbanize interactive website. An open community workshop on March 26, 2014, gave the Board, staff, and participants a chance to weigh the implications of these priorities further. The CRA continues to meet with business associations and neighborhood associations across Cambridge to gather input and suggestions. Over a one month period, 54 comments and 172 interactions expanded the reach of the discussion about CRA priorities.

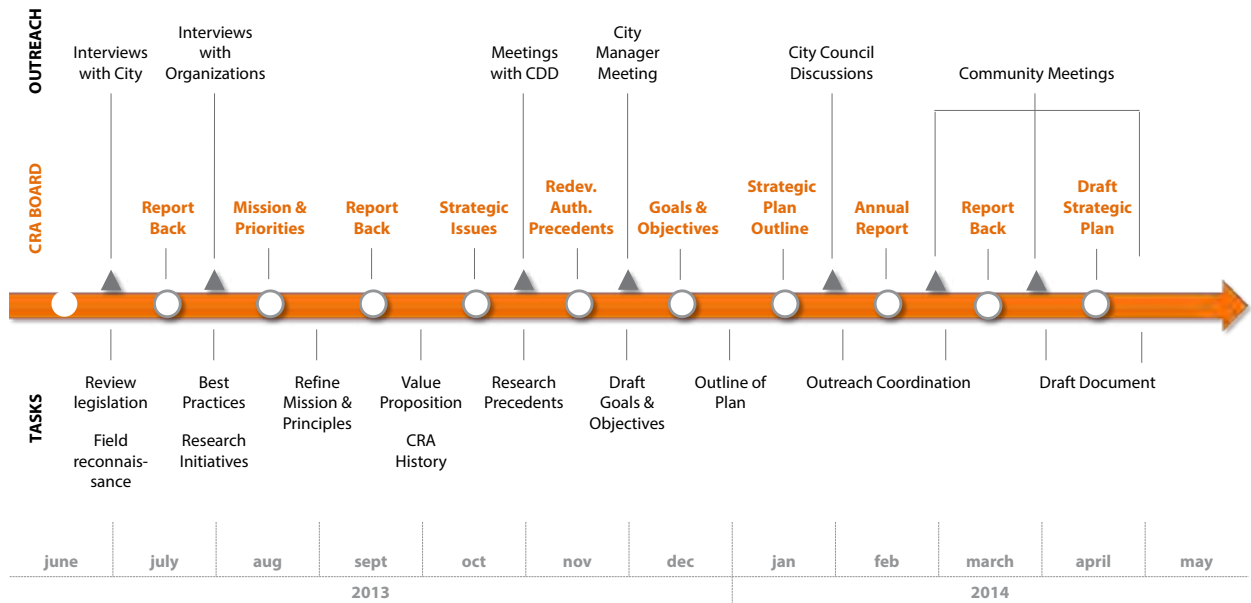


Figure 1. The Strategic Plan has been developed with the input of many stakeholders over the course of a year.

Research

During the planning process, the staff reviewed the legislation and met with State officials to understand the intent and the parameters of the enabling legislation, M.G.L. ch. 121 A and 121B. This was followed by research and conversations with other redevelopment authorities to gain insight into the use of these tools today, both within the Commonwealth and nationally.

Field reconnaissance and the conversations with multiple stakeholders was an important part of the research effort. Through these, the broader range of development issues facing the city provided context. The CRA was better able to define its position within the spectrum of roles and responsibilities being carried out by the City, quasi-public entities, non-profit organizations, and the private sector.

Through many conversations in a variety of venues, a long list of potential development initiatives and activities was developed and became the

basis for evaluating the role of the CRA. For each suggestion, the CRA staff researched the location, property facts, status, and relevant planning studies (Appendix A).

STRATEGY FRAMEWORK

The Strategic Plan is based on a balanced scorecard that takes into consideration four key areas that an entity must address as it carries out its mission (Figure 2; adapted from Kaplan 1996, 2004):

- External Actions and Relationships
- Internal Operations
- Financial Considerations
- Learning and Growth

This approach allows the organization to focus on the external activities that best align with its mission, while recognizing the need to build internal capacity and systems to support this work. At the same time, the need to scrutinize each potential action according to its financial

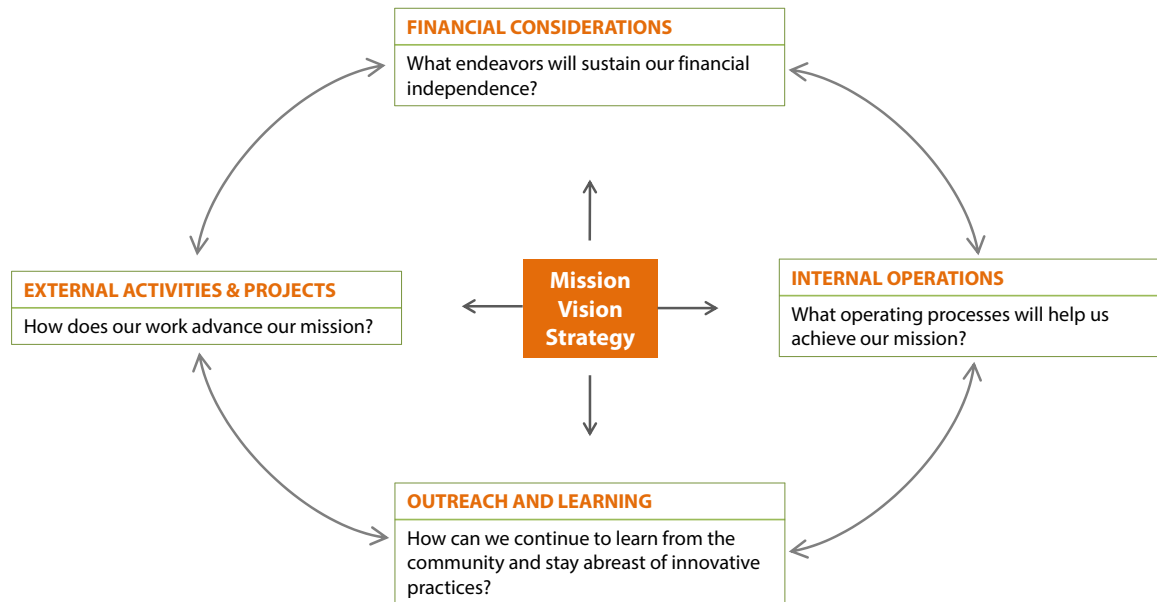


Figure 2. The Strategic Plan has been developed with the input of many stakeholders over the course of a year (adapted from Kaplan, 1996, 2001).

implications is recognized. Projects might spend down funds, maintain and manage investments, or generate new sources. The CRA operates in a dynamic context in a city on the forefront of many innovative initiatives. With the balanced scorecard, the CRA recognizes the need for ongoing outreach and learning.

OPERATING PRINCIPLES

Through the strategic planning process, the CRA established the following principles to guide its work.

1. **Act:** Complement the City's planning role by focusing on implementation using redevelopment tools imaginatively.
2. **Operate with transparency:** Be visible and foster face-to-face relationships and a forum for discussing ideas.
3. **Maximize the public benefit:** Serve a broad public purpose with ethically sound practices in partnership with the City and others.

4. **Operate with fiscal responsibility:** Use our independent resources wisely to accomplish our mission.
5. **Set an example:** Through our actions, advance thinking on issues with long-term consequences and within a larger context; be innovative while maintaining an awareness of history.

STRATEGIC OBJECTIVES

As a part of the strategic planning process, each subcommittee of the Board participated in work sessions with staff to identify objectives to fulfill the CRA mission and vision. In alignment with the "balanced scorecard" approach, these are organized around external activities, internal operations, financial considerations, and outreach and learning, and aligned with the CRA's operating principles (Figure 3). These objectives become the basis for the Strategic Plan elements described in Chapters 3 through 6.

| | | PRINCIPLES | | | | |
|--------------------|--------------------------------|---|---|---|---|---|
| | | Maximize the Public Benefit | Operate with Fiscal Responsibility | Act | Operate with Transparency | Set an Example |
| BALANCED INTERESTS | External Activities & Projects | Evaluate projects/ programs against mission | Evaluate projects/ programs against resources | Set priorities for long and short term projects/ programs | Assign Board members as ambassadors for different initiatives | Lead in innovative practices |
| | | Establish protocols for community loan fund | Identify new revenue sources through development and/or loans | Participate in city policy decisions that affect CRA activities (e.g. zoning) | Update community on status of projects using variety of platforms | Track changes in city and development trends |
| | Internal Operations | Align internal capacity with strategic priorities | Align budget with priority projects | | Reinforce Board role in policy, oversight, fiduciary responsibility | Identify opportunities for employee learning and growth |
| | | Establish collaborative office environment and location | | | Share news and updates between Board and staff | Involve interns in research on innovative practices |
| | Financial Considerations | Align program and administrative costs with priorities | Ensure administrative costs are in service to programs | | Utilize financial procedures and protocols | |
| | | Reinvest revenues to serve the public interest | Balance risk with a higher return on investment | | | |
| | Outreach and Learning | Measure our progress with data and benchmarks | Monitor time and expenses by projects | Develop an understanding of community issues on specific projects | Engage in ongoing dialogue with community | Engage higher education representatives |
| | | Identify targets for community loans | | Maintain relationships with city, state, and federal officials | | Participate in regional special interest groups |

Figure 3. These objectives are organized according to their relationship to the strategic framework and the CRA's operating principles.



Kendall Square has been the focus for the CRA for many years, including investment in transportation infrastructure that set the stage for new development (circa 1980s, looking west on Main Street).

2. CONTEXT

The Cambridge Redevelopment Authority (CRA) was founded on November 12, 1956 pursuant to the authority granted by what is now M.G.L. ch. 121B, § 3. In the Commonwealth of Massachusetts, redevelopment authorities are provided with broad powers to plan and implement activities needed to redevelop underutilized, deteriorated or blighted open areas, to encourage new development, and to promote sound growth. Over the years, the CRA worked on projects throughout Cambridge including the Riverview Project, Rogers Block (Technology Square) Project, the Wellington-Harrington Neighborhood Renewal Project, the Walden Square Urban Renewal Project, the Alewife Feasibility Study, and the Broad Canal Land Assembly Project, and, most notably, the Kendall Square Urban Renewal Plan (KSURP, See Figure 4). Since 2012, the new Board has hired new staff and is setting a new direction, working in partnership with the City.

REDEVELOPMENT AUTHORITY TOOL SET

In recent years, many redevelopment authorities in the Commonwealth and elsewhere in the United State are using their unique tools to spearhead innovative projects and programs. The more active authorities have been stepping in to fill a void when neither the public nor the private sector can move projects forward. Eminent domain is a tool of last resort, rarely used except in cases where a single small property is holding up redevelopment of many other properties. In all cases, redevelopment plans and any other actions by redevelopment

authorities require city council approval. In Massachusetts, state approval is necessary for redevelopment plans and major amendments.

The advantages of an independent redevelopment authority are that it has the following attributes:

- Has an independent board, separated financially from the city,
- Endures through different political cycles, bringing consistency to development policies,
- Allows for longer range development policy,
- May assert stronger control over development and preservation,
- Is more independent of political pressure,
- Has the ability to act as a real estate developer and property manager, and
- May accept third party funding, combining public, private, and non-profit sources to accomplish a project.

All redevelopment authorities in Massachusetts have an independent five-person board. A few have independent staff, as the CRA does. Many redevelopment authorities are staffed by city staff, and some are completely integrated with city planning and/or economic development departments.

Redevelopment authorities in other ocalities, both in Massachusetts and elsewhere, offer the following insight into the range of available tools.



Figure 4. The CRA has undertaken many different types of projects in its sixty year history.

- **Salem:** works within an historic district where preservation and design review is paramount; plays a lead role in the adaptive reuse of public buildings.
- **Fitchburg:** has a mission to support and attract business; owns and manages the Putnam Place to foster startups and manufacturing; administers brownfield grants; acquires land; and provides economic development incentives.
- **Holyoke:** new authority staffed by the office of planning and economic development; new urban renewal plan to encourage transit oriented development (TOD) and the creative economy; implementation of city master plan.
- **Malden:** administers community loans and grants, as well as federal programs; oversees public works improvement programs; manages off-street parking; and spearheads new projects such as the proposed ballpark.
- **Somerville:** pursued District Improvement Financing (DIF) and other funding for infrastructure; facilitated transit station; acquired key parcels; and issued Developer Request for Proposal.
- **Denver, Colorado:** use of redevelopment to tackle large vacant buildings including an old power plant, which was redeveloped into REI complex, and the Lowenstein Theater, now home to a bookstore, film center, restaurants and shops.

MODELS FOR REDEVELOPMENT

The research into enabling legislation, past CRA projects, precedents from other communities, and the unique conditions in Cambridge today, four models for redevelopment suggest a range of different activities that might be relevant for the CRA to consider in moving forward.

CRA HISTORIC MODELS FOR REDEVELOPMENT

Although most closely associated with Kendall Square, the CRA has actually been involved in a number of projects over the course of its nearly 60 year history. These selected projects are illustrative of the broad range of tools available to redevelopment authorities.

The **Riverview Project** was initially approved by the Housing Authority in 1952, and the CRA first studied the site in 1957. The Authority acquired the site in June 1959, prepared it for development and sold it in 1962. When completed in 1964, the project provided new 79 housing units. Riverview was a single project and not part of a large urban renewal area. Today, the public benefit on such a project would include the need for low and moderate income housing.

The **Wellington-Harrington Neighborhood Improvement Plan** was initiated in 1965. This broad-based redevelopment initiative included rehabilitation of blighted structures; construction of new residential, commercial, and community buildings; and funding of community groups. The plan was a partnership with the CRA and the Just-A-Start Corporation, which was founded by the CRA, and included significant community participation. Other important developments included workspace for artists, a new school, churches and houses of worship, the Dante Alighieri Cultural Center, and the economic revitalization of Cambridge Street, the area's main commercial corridor.

The CRA began studying **Kendall Square** in 1964 to address what was seen at the time to be a blighted area of empty and obsolete industrial space. The CRA has overseen the transformation of the 42 acre space into a dynamic economic center, adding almost 3.5 million square feet of commercial space including hotels, office, and biotech facilities. The project also involved the reconstruction of the Massachusetts Bay Transportation Authority station, a traction power substation, cogeneration facility, three structured garages, public open space, and a network of new streets, pedestrian walkways, and bicycle lanes.

District Infrastructure

In many locations, the need for infrastructure - such as streets, utilities, and parks - is a motivating force for using redevelopment tools. Kendall Square provides an example of this approach. By investing in the Red Line subway station, new streets, and civic parks, this part of the city was opened up for development according to a defined plan. Today, the Kendall Square Urban Renewal Plan area has a valuation of \$800 million and generates an estimated \$15 million annually in taxes and user fees for the City.

Preservation and Infill Development

One redevelopment approach is preservation and infill development within a district. District boundaries might be broadly drawn, but the redevelopment activities would focus on surgical infill projects while working to preserve the character of an area with design guidelines and development review. The Salem Redevelopment

Authority and the Wellington-Harrington Neighborhood Revitalization Plan illustrate this approach.

Demonstration Projects

Demonstration projects today are understood to be individual projects that call for unique public/private responses. Although this terminology is recent, the Riverview Project at 221 Mount Auburn Street can be viewed as an example of this approach. This project was a surgical intervention that addressed a real estate issue facing the city at that time, where the private sector was not able to act on its own. The Denver Lowenstein Theater offers another example of this approach.

Distributed Model of Investment

A fourth model for redevelopment is to administer small loan and grant programs, which distribute money back to the community to improve their properties or businesses. This activity is part of the

portfolio of the Malden Redevelopment Authority. Research into other examples is provided in the next chapter.

CURRENT ISSUES AND OPPORTUNITIES

External Actions and Relationships

The role of the CRA must be understood within the context of City responsibilities in planning and economic development as well as the activities of other organizations. The CRA also works under a complicated framework of municipal zoning, the Kendall Square Urban Renewal Plan, and multiple development agreements, which have been amended many times over the years. The City's recent K2C2 planning process identified the potential for new zoning that affects the urban renewal area as well as other areas in Kendall Square.

The CRA is currently operating within a very strong real estate market, which affects land and development costs and drives private development interests and pressures. External perception of the CRA is varied, based partly on the past actions of the CRA and partly on lack of understanding of urban redevelopment authorities, which have wide powers that range from the public to the private sphere.



Community involvement and workforce development were essential elements of the Wellington-Harrington project.

Internal Operations

Even as a small operation, a full range of tasks is required to operate the business of the CRA: administrative, financial management, human resources, governance, and management of programs and projects. With a very small staff, administrative activities often preclude the more strategic project management tasks. Some tasks, such as payroll and bookkeeping, are being done by the City of Cambridge; very specialized tasks are outsourced to professional consultants, such as design review and transportation planning; and interns have been engaged to tackle other initiatives on a part-time basis. Given the need to analyze real estate opportunities in this particular market, detailed expertise in this area is needed. Until recently, there have been no policies and procedures for personnel. The Board sub-committees meet on an ad-hoc basis. A decision about the office location needs to be addressed.

Financial Considerations

The CRA currently has a strong balance sheet and potential for new development agreements based on future development within the urban renewal area in Kendall Square. Nevertheless without steady revenue sources, the cash reserves can quickly be drawn down by the cost of operations. Many corrective measures have recently been put in place in response to the 2012 and 2013 audits. The financial strategy needs to consider investment strategy and financial stability as well as the best use of funds to further the organization's mission.

Learning and Growth

The CRA is located in a city that prides itself on being at the forefront of many innovative practices, fueled in part by Harvard, MIT and other higher education institutions. The CRA will need to stay in touch with the interests of the community in each of Cambridge's neighborhoods.

3. EXTERNAL ACTIVITIES & PROJECTS



Kendall Square has become a lively commercial center that attracts biotech, digital information and other companies, complemented by hotels, restaurants, parks, and more recently, housing.

Over the course of the last year, much of the CRA's attention has been absorbed with organizing files, taking stock of history, and ensuring that the financial house is in order. The purpose of the Strategic Plan, however, is to move beyond the past and present and chart the course for future activities.

The strategic framework asks the question: *how does our work advance our mission?* A central component of the mission is to “work in the public interest to facilitate new and revitalized infrastructure and development.” In order to address this question, the CRA cast a wide net, talking to many stakeholders to define and to identify its possible role, activities, and projects.

The selection of specific projects is an ongoing process. A preliminary evaluation of initiatives is provided below along with key objectives for external activities and projects.

STRATEGIC PRIORITIES

The Board initially reviewed over twenty suggestions for projects, weighing the relative merit of each according to its value toward serving the public interest, its alignment with the CRA mission, and its financial implications. This review helped define the CRA mission and strategic role. These actions were categorized in two ways (Figure 5):

- Geographically with activities centered in Kendall Square, in other parts of the city, and city-wide
- Role in the development process, with initiatives representing planning and policy, programs, real estate transactions, and district and property management.

The following discussion presents the current evaluation of a full range of activities. The CRA will continue to play a role in the Kendall Square Urban Renewal Plan. Several key projects have been identified as new initiatives, while another set are

REAL ESTATE TRANSACTIONS

Acquisition/Disposition
Remediation/Site Prep
Infrastructure
Project Development

STRATEGY

Policies and Planning
Team Initiatives

MANAGEMENT

Property Management
Regulatory Oversight

REAL ESTATE ROLE
Transaction
Strategy
Management

● Foundry
● Vail Court
● 3rd St Lot
● Ames St.

● O'Brien / 1st St
● Concord-Alewife
● Volpe Site
● Webster Ave area

● MXD Rezoning
● Grand Junction
● Eco-District

● Community Loan Fund

● Point Park

● KSURA Design Review

● Current projects / initiatives
● Examples of projects / initiatives

Project

District

City-wide

SCALE

Figure 5. During the strategic planning process, a number of projects have been suggested as possible initiatives for a CRA role.

projects for further consideration. Another group of activities were deemed to be in the interest of the CRA, but not necessarily appropriate for the CRA to lead in that they are inherently planning in nature. Finally, a few projects were set aside as longer range or not likely to have a CRA role at this time.

Ongoing CRA Role in the KSURP

The CRA has a long history of involvement in development review and management in the Kendall Square Urban Renewal Plan area and this role will continue. Key activities at the current time are the following:

1. **Design review:** continue to review signage, new buildings, and modifications of buildings.
2. **MXD Rezoning:** participate in discussions with the City and the multiple property owners in the Kendall Square Urban Renewal Plan area to determine the best way to carry out recommendations in the K2 Plan.
3. **Ames Street Residential:** participate in the design review process for the Ames Street project.
4. **Point Park:** Coordinate with the City and Boston Properties to reconfigure Point Park ownership and geometry to facilitate streetscape improvement in the area.
5. **Eco-District:** participate in this initiative, which is a coalition of interests led by the City.

New Project Initiatives

A number of projects have been suggested repeatedly as possible candidates in which the CRA could play a role in facilitating the implementation of City plans. Ten projects were posted on the CoUrbanize website and were the basis for the community workshop discussions on March 26, 2014. With community input as well as discussions with the City, the following projects represent significant new initiatives for 2014:

6. **Grand Junction Path:** The CRA owns 1.75 acres of open space along this proposed two-mile multi-use linear path, which will connect East Cambridge, Kendall Square, and Cambridgeport, as proposed in the 2001 East Cambridge Planning Study and a 2006 Feasibility Study. The City, MIT, and MassDOT and the community are also involved in this project.
7. **Third Street Lot:** The CRA owns this 6,000 square foot lot on the corner of 3rd Street and Binney Street. Recently the site has been used for construction staging site but could accommodate an interim retail/commercial or other use.
8. **Foundry:** This 76,000 square foot City-owned building is currently vacant and in need of renovation. The City is currently discussing the program and development process, and is in active discussion with the CRA regarding a potential role for the CRA in this project.

Community Grant/Loan Fund

One initiative that has come to the top of the Board's priority list is the Community Loan Fund, which would be a way of reinvesting some of the development proceeds from Kendall Square into the community. The CRA staff is currently developing a pilot program to provide community grant / loan fund resources for physical development projects.

In order to be successful, rules for eligible projects must be developed to identify clearly the requirements for and definition of the public purpose required as the basis for any loan or grant.



A decision about the interim use of the Third Street Lot is one of the priority actions for the CRA (google streetview).

As a part of this effort, clear evaluation criteria must be in place for a transparent process. In addition, a set of protocols and appropriate staffing is needed to evaluate projects and process these monetary funds.

The research on comparable programs in other locations suggests that possible categories include:

- **Capacity Grants:** One time funds for capital project planning, feasibility study and/or design (up to \$2,500)
- **Small Capital Grants:** Providing smaller scale grants for improvements (up to \$20,000)
- **Low Interest Loans:** Financing for larger scale projects leveraging other funding sources for capital projects (up to \$200,000).

Potential projects are community gardens, park improvements, streetscape installations in retail corridors, public art, interpretive installations, commercial façade and entry improvements.

Projects for Further Consideration

The Board will continue to evaluate the following projects according to their alignment with the CRA mission, financial implications, staff capacity, coordination with the City, and input from the community.



Fairgate Farm in Stamford, CT is a community resource in the urban neighborhood (VitaStamford.com)

- **1st and 2nd Street Corridor:** This corridor contains some disparate and underutilized properties in a key zone between the historic East Cambridge neighborhood, Cambridgeside Galleria, courthouse redevelopment, Lechmere station, and Kendall Square activities.
- **Concord/Alewife Quadrangle:** This 94-acre district between the railroad and Concord Avenue has over 1.5 million square feet of industrial, research, office, schools, and new housing developments. The focus of a 2005-2006 City planning study and rezoning, the area lacks a good roadway network and access across the tracks to the Alewife Station.
- **Fresh Pond Shopping Center:** This auto-oriented retail center was developed in 1978; the 16-acre site currently has an Activity Use Limitation from MassDEP due to former industrial uses.
- **O'Brien Corridor:** State Route 28 is a six-lane arterial highway fronted by some vacant and underutilized sites. The adjacent Green Line extension and community path and a proposed roadway redesign will bring change to this area.
- **Vail Court:** This 24-unit residential property is vacant and in poor condition with boarded up windows on the ground floor. The 0.65-acre site is close to the heart of Central Square.

- **Volpe National Transportation Systems Center:** The U.S. Department of Transportation conducts state-of-the-art research on this 14-acre site. The existing buildings (340,000 square feet) need reinvestment, and the recent K2C2 plan recommended additional residential, office, and open space development on the site.
- **Webster Avenue:** Industrial uses in this area are incompatible with adjacent housing and businesses, and some properties need remediation. This edge of Cambridge is adjacent to the future Green Line Station and proposed development in Somerville.

Other Interests and Initiatives

During the review of the Strategic Plan, several new project were raised, such as the Cherry Street lot and the North Cambridge community garden. The CRA will continue to evaluate new project ideas as they are proposed by the City and community members.

A number of critical issues are facing the city and Kendall Square in particular. Given the CRA's portfolio and commitment to social equity and a balanced economic system, the following topics will continue to be of interest to the CRA.

- Moderate income housing
- Transportation strategy
- Workforce development
- Public space and park programming
- Public art

These topics are matters of policy and long-range planning in the city, which are not the primary roles of the CRA. While the CRA will participate in conversations and integrate these elements as part of their work, it does not expect to lead in any of these initiatives.

Finally, a number of other projects and activities that were raised in the process have been set aside for the time being:

- Kendall Fund Administration
- W.R. Grace brownfields at Jerry's Pond
- Concord Alewife Triangle
- Department of Public Works facility relocation

Project Proposal

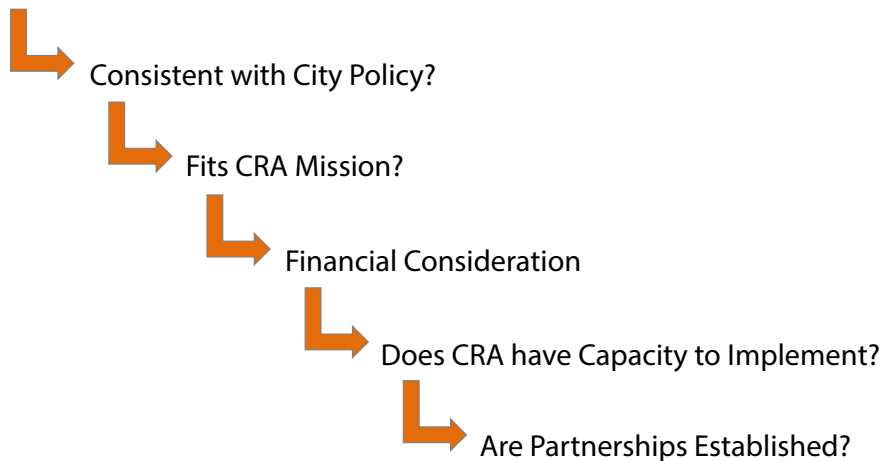


Figure 6. This diagram of a decision tree for future project selection will be expanded to include specific and measurable criteria.

This designation reflects a combination of the current status of these projects and the current capacity of the CRA staff.

STRATEGIC OBJECTIVES

Over the course of the next year, the CRA will focus on the following action steps necessary to advance its core work. These are aligned below with the CRA Operating Principles. These objectives are intended to be measurable outcomes that can be evaluated on an annual basis.

Maximize the Public Benefit

- **Evaluate projects and programs against mission:** Based on the preliminary decision tree, specific measures for evaluating projects proposals need to be established (Figure 6).
- **Establish protocols for the community loan fund:** This work will involve a set of rules and regulations governing project definition, public purpose, and evaluation criteria, as well as additional staff capacity necessary to evaluate projects and manage loan and grant funds.

Operate with Fiscal Responsibility

- **Evaluate projects and programs against resources:** A project budget should be developed for each new initiative as part of the Board approval process. This budget would estimate staff time, cost of consultants, and any other costs, and the relationship to the annual budget.
- **Identify new revenue sources through development and/or loans:** While the CRA is fortunate to have some financial resources at hand, these will quickly be expended unless consideration is given to project impacts on budget and the need for new sources. As an example, the Ames Street project will generate a new revenue stream over the next eleven years.

Act

- **Update and reevaluate priorities for long and short term projects and programs:** The process for ongoing evaluation of the CRA's priority projects is discussed further in Chapter 6, Outreach and Learning.



The City Council has identified the Foundry in East Cambridge as an opportunity for innovative programs. The City and CRA will work in partnership to develop a program and strategies for governance and adaptive reuse.

- **Participate in City policy decisions that affect CRA activities:** The CRA is an active partner of the City and will continue to participate and collaborate on a number of initiatives including the proposed MXD rezoning in Kendall Square.

Operate with Transparency

- **Assign Board members as ambassadors for different initiatives:** In the city of Cambridge, there are any number of important meetings and initiatives sponsored by private, institutional, non-profit, and public sectors. The CRA staff endeavors to keep abreast of these activities, but the Board has an important role in terms of being visible and present in these community conversations. As a volunteer Board, it's appropriate to deploy Board members strategically as their time allows to participate in key events.

- **Update the community on the status of projects and activities through multiple platforms:** The CRA will use the website, social media, and the public meetings to keep residents and other stakeholders informed.

Set an Example

- **Lead in innovative practices:** Cambridge is often on the forefront of innovative practices, emanating from the institutions, the city, the non-profit and the private sectors. In all of its work, the CRA should strive to set a positive example in demonstration projects and other endeavors that advance the approach to redevelopment.
- **Track changes in city and development trends:** The CRA staff and Board will keep abreast of trends in the city through their strong network of connections, and will continue to research advances in the field.

4. INTERNAL OPERATIONS

The internal operations of an organization are the vehicle for achieving its mission. As a public entity, the CRA operates with a Board and is subject to laws and policies of the Commonwealth, as well as its own by-laws. The role of the Board and Executive Director, staffing, office environment, policies and procedures, and methods for internal communication are key elements of the organization's operations. A set of strategic objectives for internal operations establish criteria for ongoing evaluation.

THE BOARD

The CRA has a five-member volunteer Board, as mandated by M.G.L. ch.121b, with four members appointed by the City and one member appointed by the Commonwealth. According to the current By-Laws (January 16, 2013), the officers include a Chair, Vice-Chair, Treasurer, and Assistant Treasurer. As a public entity, the CRA Board is subject to open meeting laws (M.G.L. 30A, s.18-25), including provisions for executive sessions, and posts the Board agenda, minutes, and relevant documents online so that they are publicly accessible.

The current CRA Board was appointed in May 2012, and since that time, has been responsible for conducting a Transition Study, engaging the Executive Director, and carrying out the strategic planning process. The CRA Board has been actively engaged in establishing the new direction for the CRA, which has included drafting the new mission and operating principles, and fostering relationships in the community. During this time, the Board has continued its regulatory and oversight responsibility in the Kendall Square Urban Renewal Plan. The current Board exemplifies the recommended roles and responsibilities, which are documented below.



Historically, Kendall Square is the intersection of Broadway and Main Street.

Role and Responsibilities

The role of the CRA Board is to provide oversight of the organization, exercise fiduciary responsibility, adopt and amend redevelopment plans, and set strategic priorities and policies that will carry out the organization's mission. As a redevelopment authority, the CRA Board also is responsible for design review and real estate decisions. The Board also plays an important role as ambassadors in the community, which helps strengthen relationships with the City, businesses, residents, and other partners. As their schedules allow, Board participation in community events increases the visibility of the organization and its work. An engaged Board is better able to offer insight and advice on key decisions, while still allowing the staff to make executive decisions and to carry out day-to-day operations.

Board members must be residents of the City of Cambridge, bringing a dedication to serving the interests of its various constituents. Maintaining the five-member Board is essential to the future of the CRA. As new Board members are appointed in the future, they should receive a Board briefing, including by-laws, summary of redevelopment authority role and powers, and information about past and current projects. As a relatively small Board, the professional expertise and knowledge of each member should be considered carefully to fulfill oversight responsibilities.

Agendas and Decisions

Working with the Executive Director, the Board identifies strategic priorities for the year, which helps to shape monthly Board agendas. The Executive Director is generally responsible for disseminating information to inform the Board about the organization's work and upcoming decisions. This information needs to strike the right balance of properly informing Board members without inundating them. In some cases, a Board member may be working on special projects or tasks and will report information to the full Board.

Monthly Board agendas guide the discussion around the organization's top priorities. Board agendas also must allow time for the annual rhythm of internal business ranging from budgets to audits. Public comment, approval of minutes, and Executive Director reports are monthly items. Review of budget status and investments should take place every quarter. The Board Chair and the Executive Director typically set agendas jointly. Since most materials are sent out ahead of time, presentations should be short to allow sufficient time for meaningful discussion, especially as it relates to the organization's goals. Each meeting should be designed and organized to achieve a clear purpose.

Important decisions that come before the CRA Board include the following:

- Annual budget
- Real estate transactions
- Investment decisions

- Redevelopment plans and major and minor amendments
- Development agreements and amendments
- Design review
- Internal policies and procedures
- Executive Director hiring, contract, and performance review
- Contracts and other financial transactions over \$10,000
- Nominations of Board members.

STAFFING

As a small, efficient organization, staffing decisions at the CRA must be made carefully. Staff members will need to be versatile, collaborative, and willing to assist on necessary tasks as they arise (Figure 7). The Executive Director, who reports to the Board, is responsible for supervising the administration of the CRA's business and affairs. A few key staff positions will allow the Executive Director to spend more time on strategy for programs and projects, while managing the day-to-day administrative operations. Projects, programs, public outreach, and research will be carried out in collaboration with staff, consultants, and interns.

The activities of the CRA staff fall into the following categories:

- Programs, Projects, and Property Management
- Office Management
- Financial Management
- Human Resources
- Board Administration
- Community Outreach and Research

Within these categories, the responsibilities range from Board level oversight to executive level management to staff level professional and administrative roles, including interns. Given the size of the organization, the Executive Director is involved from the executive to the administrative level depending on need, and works closely with the Board in all areas. A key aspect of the Executive Director role includes Board support, which involves managing communication and information flows and preparing for monthly Board meetings.

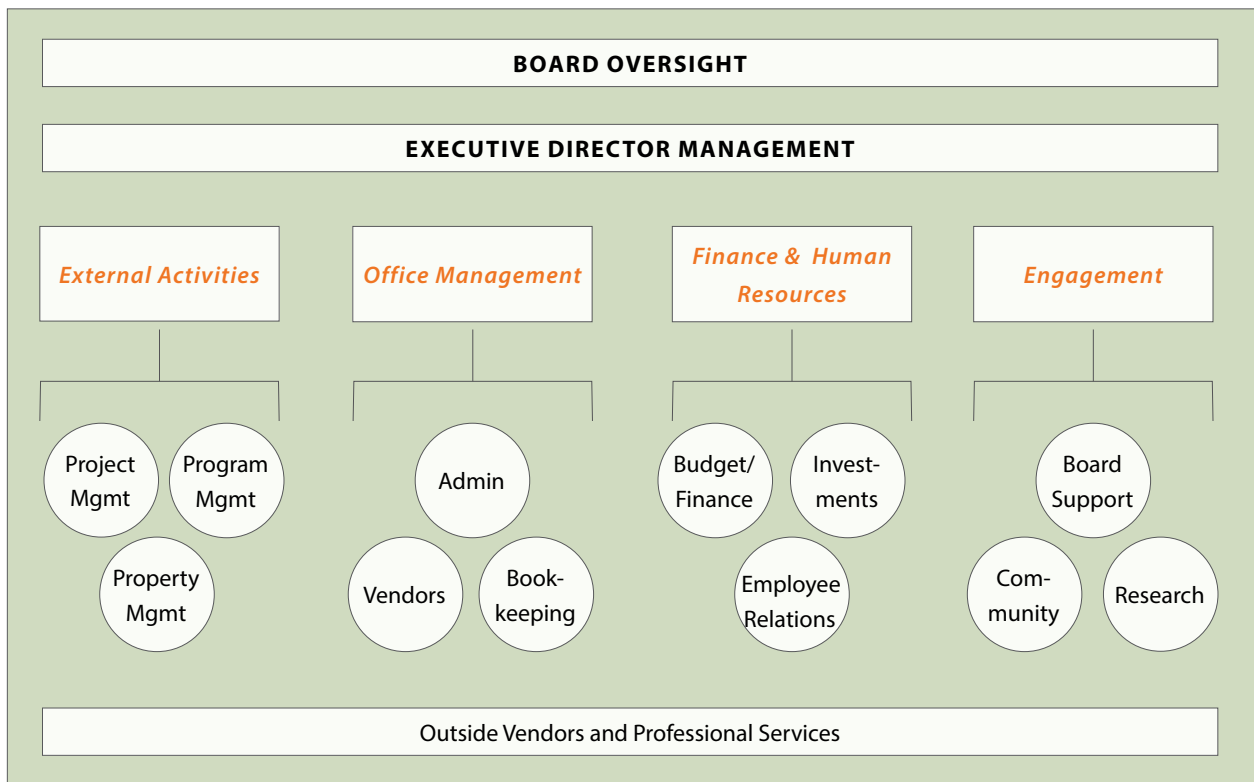


Figure 7. Although it's a small office, this simplified chart summarizes all the tasks that are required to run the CRA, underscoring the need to have a versatile, hands-on staff to address the range of activities.

The Executive Director also makes operational decisions related to financial management and human resources, and participates in the substance of the programs and projects that are the work of the organization. As a primary representative of the organization, the Executive Director is also instrumental in maintaining relationships with the City, negotiating with development partners, and engaging with the community and other stakeholders.

The CRA extends its capacity in a number of ways. The organization procures the services of professional consultants who work on a "house doctor" basis as needed to support the work of the CRA. Currently these include legal, audit, information technology, architectural, and engineering professionals. A process to engage the services of a real estate advisor is underway now. In the past year, the CRA also engaged financial management and web development services for a more limited time frame. The City of

Cambridge has been providing bookkeeping staff and administrative staff to support Board meetings. Graduate school interns have been instrumental in research and general support within the office, and a part-time temporary administrative staff has been invaluable in helping to organize the office. A part-time staff has led the Strategic Plan effort and is assisting with public outreach. The strategy for staffing CRA activities in the future is described below.

Programs, Projects, Property Management

Programs, projects, and property management are the main work of the organization. To date, this work has been carried out by a combination of the Executive Director, consultants, and interns. As more project and programs priorities get underway, however, some additional staff capacity is recommended. A mid-level professional with experience in urban planning, real estate, or a related field could fill the role of project and/

or program manager. Working closely with the Executive Director, this staff person will be able to advance the work from predevelopment activities through to implementation and project monitoring. Activities will vary depending on the specific project or program, but may include the following:

- **Project Management:** predevelopment coordination, project planning, due diligence, assessment of project viability, financing, schedule and phasing, design procurement, developer request for proposal (RFP), project monitoring.
- **Program Management:** program development, management of the application process, loan or grant reviews, and financial management of fund transfer and loan payments.
- **Property Management:** vendor management for maintenance, repair, and security systems, and if leases are involved, tenant relations and financial management.

The Executive Director and the Board would be involved in pre-development and development negotiations, real estate transactions, and lease negotiations. In order to administer loans or grants, a set of program policies and procedures must be established, staff capacity expanded, and financial management systems put in place.

Office Management

The office manager will work under the direction of the Executive Director, and primarily will focus on the following three areas:

- **Administrative:** manage social media, correspondence, meetings, Board logistics, internal record keeping, property manager interactions, supply requisitions, and insurance coverage
- **Vendors:** manage outside vendors responsible for equipment, information technology, telecommunications, document storage, and other as necessary
- **Bookkeeping:** process invoices, timesheets, expenses, and payroll; manage procurement;

maintain contracts and bank statements; and distribute monthly financial reports.

- The CRA will continue to utilize City staff as needed for program administration, but would have more internal capacity to manage bookkeeping and Board logistics.

Financial Management

The financial management will be performed through a combination of the CRA Board (notably the Treasurer and Assistant Treasurer), Executive Director, and outside professional services. The later would include the annual audit team as well as financial management and investment advisors as necessary. The Executive Director will have the primary responsibility of generating and tracking the budget; administering the accounting policies and procedures; managing cash flow, banking and insurance; and preparing for taxes and the audit, which will be conducted by outside consultants. The Treasurer and Assistant Treasurer are responsible for monitoring the investment of funds, and equity and debt financing. An outside advisor may be needed to assist in these efforts.

Human Resources

The Executive Director will take primary responsibility for human resources, working closely with the Board Chair and Vice-Chair. This work involves developing job descriptions (or consultant requests for professional services), interviewing, and training. The Executive Director will also administer performance reviews, ensure compliance with employee and contractor contracts, and in general apply the personnel policy. Legal counsel is on call to assist and advice on an ad hoc basis.

Board Coordination

Board support is a primary role of the Executive Director. This work involves preparation of documents for the monthly Board packet, helping develop the agenda, and preparing Executive Director Reports, as well as ongoing communication to the Board and the public. Working closely with the Board and its advisors, the

Executive Director helps set the strategic priorities for the organization. The office manager will assist in Board logistics, such as meeting preparation and documentation.

Public Outreach and Research

Learning and growth is an important objective for the CRA. The internal capacity of the staff and the Board must allow time for ongoing public outreach, including informal relationship building and more formal participation activities. The Executive Director will take the lead in this area, although the participation of the Board is also essential. Research into innovative approaches and programs can be assigned to graduate-level interns who will work under the supervision of the Executive Director or a staff level project manager.

OFFICE LOCATION AND ENVIRONMENT

The CRA office is currently located in One Kendall Center, with approximately 1,200 square feet on the fourth floor. The space is leased from Boston Properties, with an upcoming expiration in fall 2014. Currently the space is configured into a reception area, four private offices, and a conference room. Generous circulation space accommodates the numerous files held by the CRA as well as office equipment. Additional files, which provide documentation of over fifty years of work, are held in a basement storage area and an off-site storage facility. A building reception desk on the ground floor provides security for all the building tenants. Since September 2013, the Kendall Square Association (KSA) has subleased a portion of the office, but this arrangement will end when the KSA moves to new space in May 2014. Public meetings are held off-site, most frequently in the Cambridge Police Station on Fifth Street in East Cambridge.

The CRA is subject to procurement processes for its space, according to M.G.L. c. 30b. As the CRA considers its options, the following criteria should be evaluated:

- Cost of moving, including relocation of substantial files



The CRA office is located in the heart of Kendall Square, near to the MBTA Red Line Station.

- Advantage of a location in the Kendall Square Urban Renewal Plan area, where the CRA retains a primary interest
- Proximity to other priority projects in the Kendall Square area (Grand Junction Path, Foundry)
- Adequate privacy for conducting business including real estate transactions
- Security of files
- Ability to hold work-related meetings (from three to four or more people)
- Amount of space available
- Lease rates and terms (term, level of property management, utilities, insurance, etc.)

A goal will be to create a collaborative, flexible, welcoming work environment. The current configuration of the office is not ideal for

collaboration or flexibility, although its location in the Kendall Square Urban Renewal Plan area and its ability to accommodate file in a secure location are an advantage. With projected new staff, the amount of current space seems to be adequate for CRA operations.

POLICIES AND PROCEDURES

Over the last year, the CRA Board and Staff have established a number of policies and procedures to guide their work. The Management Letter contained in the recent Audit statements has served as the basis for many of these recommendations. In addition, the CRA is governed by the laws and policies of the Commonwealth, notably M.G.L. c. 121a and 121b.

Policies that have recently been updated or that are under review by the CRA Board include the following:

- **By-Laws, updated January 16, 2013:** regulates the governance of the Board and its staff
- **Personnel Policy, amended and restated January 15, 2014:** sets out the terms of employment for the Executive Director and staff
- **Internal Control Policy, draft:** processing of invoices, purchase orders, checks

These additional policies will also be set in place:

- **Procurement Policy:** statement of procurement procedures that the CRA will use to carry out Commonwealth laws and regulations
- **Project Evaluation Criteria:** specific criteria for evaluating projects and programs against mission and financial and staff capacity
- **Community Fund:** goals, procedures, application forms, evaluation criteria, approval processes, legal documents, program monitoring and assessment guidelines

- **Investment Policy:** balanced risk and income levels, and short and longer-term access to funds.
- **Signage Design Guidelines:** documentation of review criteria and processes to be followed by the CRA for signage review in the Kendall Square Urban Renewal Plan.

INTERNAL COMMUNICATIONS

With monthly meetings, the flow of information between the Board and staff needs to be strategic and informative, acknowledging that any deliberations (on-line, telephone, or in person) are subject to open meeting laws.

Strategies for disseminating information to the Board and the public are highlighted below, although with a small staff the ability to maintain these media is necessarily limited.

- **Email Posts:** Information can be sent out individual to Board members for review and comment as long as Board members do not reply to other Board members.
- **CRA Website:** Board agendas, minutes, and information packages are available in a public online location. The website also is a forum for news, such as upcoming meetings and special studies, current project information, and historic documentation.
- **Social Media:** Twitter provides a platform for posting updates on Kendall Square activities, announcing CRA events, outreach, and dialogue about relevant planning and development issues in Cambridge and the region. Facebook, Instagram or similar platforms could be used in the future. Third party websites, such as CoUrbanize, offer the ability to post information, gather input, and encourage dialogue.

STRATEGIC OBJECTIVES

In order to improve its internal operations, the CRA will focus on the following action steps. These are aligned with the operating principles and are intended to serve as a checklist for evaluation on an annual basis.

Maximize the Public Benefit

- **Align internal capacity with strategic priorities:** Based on the CRA priorities, strategic hires and engagement of outside consultants is recommended to supplement the office's administrative and external project capacity.
- **Establish a collaborative office environment and location:** Evaluation criteria should be developed with the Board, and sufficient information collected as necessary to make a strategic decision about whether to stay in the current location or move to a new location.

Operate with Fiscal Responsibility

- **Align budget with priority projects:** The costs of staff and expenses needs to be projected for each of the priority projects identified in Chapter 3, External Activities and Projects.

Operate with Transparency

- **Reinforce Board role in policy, oversight, and fiduciary responsibility:** Ongoing Board and staff interactions will be governed by a clear understanding of roles and responsibilities.
- **Share news and updates:** As time allows, social media and other techniques should be used to keep the Board and the public abreast of new initiatives and developments.

Set an Example

- **Involve interns in research on innovative practices:** The organization will continue to support two to three interns working summers and part-time during the school year.

- **Identify opportunities for employee learning and growth:** The Executive Director will stay abreast of development and regional trends through participation in the Urban Land Institute (ULI), American Planning Association (APA), and the Metropolitan Area Planning Council (MAPC). Training for MGL c. 30b procurement and social media are also recommended.



Kendall Square has become an important location in the region and beyond (2005).

5. FINANCIAL CONSIDERATIONS

With a new Board and the Strategic Plan, the CRA is in a position to determine its financial strategy over the next five years in alignment with its vision and mission and consistent with the other elements of the Strategic Plan (external activities, internal operations, and outreach and growth. This strategy encompasses decisions regarding sources and uses of funds, especially as it relates to delivery of services.

Like businesses, government authorities can change their financial strategy over time, moving through cycles from growth to sustaining operations to a mature phase of managing assets (Figure 8). Over the last year, the focus at the CRA has been on sustaining operations, with a concerted effort to reduce costs. Through the strategic planning process, the CRA has recommitted itself to an active role in serving the public interest, including new initiatives, some of which would reinvest current funds and anticipated revenue streams. With a focus on real estate, some of the other initiatives could lead to new revenue sources.

As of 2013, the CRA has assets totaling \$12 million, of which 7% are property assets. the organization no longer receives a regular stream of public funding from the federal government, the Commonwealth, or the City to sustain it. The current assets have been generated by adding value through the real estate process: assembling land, building infrastructure, gaining entitlements for development, and taking a patient position in terms of risk and investment returns over decades. While the CRA has not retained ownership of most of the land in the Kendall Square Urban Renewal Plan

area, the Development Agreements are structured such that any new development pays a fee based on gross floor area to the CRA.

The CRA property assets are a combination of public space (e.g. the Sixth Street walkway and Grand Junction parcels) and small parcels left over from the redevelopment process (e.g. the Third Street lot at Binney Street). The CRA expends funds to maintain these properties, but only the Third Street lot returns revenues based on license agreements for interim use of the 5,889 square foot parcel (0.14 acres).

With an annual budget of approximately \$800,000 to \$1 million, the current cash assets would be spent down in approximately 12 to 15 years. In selecting external activities and initiatives, the CRA must take into consideration the criteria of whether a project will spend down current funds or generate revenue to sustain the organization into the future. While both approaches might further its mission, the latter takes a longer term view. At the same time, simply sustaining the organization without reinvesting in the community does not fulfill the mission.

For a real estate portfolio, the CRA assets would not go far, especially in Cambridge where available land is scarce and prices start at approximately \$2 to \$3 million per acre and increase from there (Loopnet, April 2014). Limited strategic acquisitions may be possible. Thus the CRA Board has an important fiduciary responsibility to both conserve and invest its assets wisely, while seeking out and valuing new revenue sources.

| | | Financial Approaches | | |
|---------------------|-----------|----------------------|----------------------|----------------------|
| | | Revenue Growth | Cost Reduction | Asset Utilization |
| Business Life Cycle | Start-up | | | |
| | Mid-Stage | | | |
| | Mature | | | |
| | Re-Start | New Initiatives | Efficient Operations | Community Investment |

Figure 8. Through the strategic planning process, the CRA has committed itself to reinvesting in the community and taking on new initiatives, while maintaining efficient operations (adapted from Kaplan, 1996, 2001).

REVENUE SOURCES

Redevelopment authorities have a variety of ways of generating revenue. The form of the revenues within an urban renewal area or a demonstration project would be defined with the plan approved by the City Council and could be a combination of some of the sources described below.

Return on Investment

The CRA has invested its funds across multiple financial institutions in a low risk portfolio with relatively low interest rates. Outside investment advice is recommended to evaluate the appropriate levels of risk and return and the appropriate financial vehicles for investment for a public entity.

Real Estate Transactions and Management

Redevelopment authorities typically invest in land and property, which increase in value in over time, especially if improvements are made. At the present time, no properties are identified for acquisition, and current funds are not sufficient to invest in such properties for the long term or at any scale. At some point in the future, the CRA could sell some of its miscellaneous small non-open space parcels to adjacent landowners. At this point, however, holding these assets seems to be the wisest strategy.

Revenues from leases and property management are another form of revenue. At the current time, the CRA generates a modest income from interim use of its Third Street lot. Other strategies have been investigated for use of this lot, including improvements for parking or lease to other interim operations more compatible with the neighborhood. Like their private counterparts, redevelopment authorities can develop and lease property, generating a steady stream of revenues for the organization. Ground leases are a form of revenue that involves retaining ownership of land and selling the development rights to a third party for a long period, typically 99 years, in exchange for an annual payment. Other redevelopment authorities develop and operate parking facilities as a means of generating revenues. Property management is a line of business where the CRA would be paid a fee for managing or operating a facility.

Development Fees

Development fees are the largest source of revenue for the CRA at this time. Based on development agreements that have been negotiated with private developers, the CRA receives a lump sum payment for any new development within the Kendall Square Urban Renewal Plan area. For the Ames Street project, the development fee will be in the form of an annual payment over a period of 11 years.

Project Administration Fees

The CRA can be entrepreneurial in pursuing state programs or other third party funding to acquire land, invest in infrastructure, or otherwise improve properties and districts. In delivering these programs, the CRA can offset its costs with project administration fees. Potential sources that relate to redevelopment activities include District Improvement Finance/Tax Increment Finance (DIF/TIF), tax credits (New Market, Low Income, Historic), low interest loans (MassDevelopment), and infrastructure investment (I-Cubed, MassWorks, municipal bonds).

Program Administration Fees

Administering programs is another way to support the organization while delivering services that further the CRA's mission. Programs might include technical assistance, grants, and loans to small businesses and property owners as a way

of preventing blight. Currently, the Economic Development division within CDD provides these resources for façade, signage and lighting improvements, although there may be ways for the CRA to complement this program or partner with the City to expand its impact.

Funding for federal or state demonstration programs could also involve fee for service activities that could be fulfilled by the CRA. Programs related to sustainability, smart growth, energy, and brownfields would be alignment with the CRA's mission. As an entity specializing in public real estate, the CRA could also provide technical assistance to the City or non-profit organizations to advance revitalization. Some redevelopment authorities act on behalf of the municipality to deliver Community Development Block Grants (CDBG), HOME and other federal programs, although in Cambridge this role is fulfilled by CDD.

FINANCIAL MEASUREMENT AND CONTROL

A number of assessment techniques can be used to measure and control financial resources in a non-profit entity, including a government authority (Herzlinger, 1994).

- 1. Are the goals consistent with financial resources?** In non-profit entities, a basic principle is that the largest portion of the budget should be devoted to projects and programs, with overhead operations that support these efforts. An entity needs to strike the right balance between modest expenditures that reflect low levels of external activities and high expenditures that reflect an overly ambitious agenda (asset turnover). Similarly, assets can be used to earn income, but a balance needs to be achieved to retain some liquidity for use in achieving the mission and goals.
- 2. Is the organization planning for the future?** This principle addresses inter-generational equity, so that decisions are not weighted too much in serving present needs (starving future beneficiaries) or future needs (starving present beneficiaries). Capital needs to be seen as a resource that should benefit both current and future constituencies.
- 3. Are the sources and uses of funds matched?** Fixed expenses, such as retirement benefits, should be covered by revenue sources that are reliable and steady. Variable sources of income, such as third party grants, should be matched to discretionary uses, such as special programs.
- 4. Is the organization sustainable?** New programs should be justified with a discussion of financial consequences to the organization. A financially sound organization will diversify its revenues (multiple sources), its expenses (not overly reliant on any one line item), its assets (not invested in a single property), and its liabilities (balancing risk).

In the past, the CRA provided consulting services to other redevelopment authorities. While there is no capacity for this now, it could be an option in the future.

USES OF FUNDS

After focusing considerable attention to reducing overhead in the last year, the CRA expenses are fairly well distributed. With a 2013 budget of \$800,000, the CRA used 50% of its funds on outside professional services, including legal, audit, and architectural and engineering advice. Personnel costs represented approximately one third of the budget (32%). Included in the personnel category are relatively high fixed costs for retirement benefits for former employees, which will continue to affect the budget over the next five to ten years. The CRA spent approximately 13% on office and administrative costs, and a small amount on property management (4%) and community outreach and professional development (1%).

In the future, as the CRA turns its attention to projects and programs, a greater proportion of professional services and personnel time will be focused on mission related activities rather than office administration. With better tracking of time and expenses, it will be possible to determine more accurately the ratio between overhead costs and project and program services in all categories.

STRATEGIC OBJECTIVES

As the CRA considers future projects, the strategic objectives for financial considerations should guide their decisions. These are aligned with the operating principles and are intended to serve as a checklist for evaluation on an annual basis.

Maximize the Public Benefit

- **Align program and administrative costs with priorities:** Strike a balance with the asset turnover to insure that funds are being used to deliver services without depleting all the assets.
- **Reinvest revenues to serve the public interest:** Identify programs and projects that carry out the mission of the CRA, while balance the consideration of the needs of current as well as future constituencies.

Operate with Fiscal Responsibility

- **Ensure administrative costs are in service to programs:** Budget projects so that overhead costs are in proportion to the implementation costs of projects and programs, which are at the heart of the CRA mission.
- **Balance risk with a higher return on investment:** Invest funds wisely to earn a favorable return while maintaining accountability as a public entity.

Operate with Transparency

- **Utilize financial procedures and protocols:** Operate the business functions based on a set of policies for internal controls. Provide frequent reports to the Board and the public on the budget and assets of the CRA.

6. OUTREACH AND LEARNING

This draft document is a work in progress as the CRA is currently in the process of gathering input and feedback on the elements of the proposed Strategic Plan. As described in Chapter 2, the strategic planning process has been shaped by engagement with many members of the community, including initial meetings with City staff, City Councilors, partner organizations, and other stakeholders, as well as input generated at a community workshop held on March 26 and the CoUrbanize website. The monthly CRA meetings have provided an opportunity to hear from community members and to discuss preliminary findings with the Board members. Meetings with neighborhood associations, business associations, and other community groups are ongoing. With a focus on the draft document, comments from the Board, the City, and community members will be addressed and incorporated into the final plan.

With leadership from the Board, the CRA is committed to staying in touch, learning from others, and leading the way using innovative approaches. Looking outward, the CRA will continue to build strong relationships with others in the Cambridge community, as well as the agencies, institutions, and others in the region that share a similar mission. The balanced scorecard and strategic objectives found in each chapter provide a set of benchmarks to monitor progress on an annual basis. The Strategic Objectives related to Outreach and Learning are found below.

STRATEGIC OBJECTIVES

Maximize the Public Benefit

- **Measure progress with data and benchmarks:** As office systems are set up, data related to project budgets, loans, development, public benefits, and community meetings should be tracked.
- **Identify targets for community loans:** The program definition and criteria should respond to input from community dialogue and analysis of need.

Operate with Fiscal Responsibility

- **Monitor time and expenses by projects:** Assigning time to specific projects will demonstrate the CRA's delivery of services.

Act

- **Develop an understanding of community issues on specific projects:** The CRA's actions should respond to input garnered from the community and other stakeholders.
- **Maintain relationships with city, state, and federal officials:** An important part of the outreach process involves partnerships with other government agencies to identify opportunities, keep abreast of current issues, and collaborate on shared initiatives.

Operate with Transparency

- **Engage in ongoing dialogue with the community:** The community outreach process is an ongoing one, involving formal and informal meetings.

Set an Example

- **Engage higher education representatives:** With so many institutions of higher education in the region, the CRA should cultivate relationships with faculty and student groups who are studying new approaches in urban planning, design, real estate, and community development.
- **Participate in regional special interest groups:** Cambridge holds an important position in the region and must look beyond its borders to track initiatives in Somerville, Boston, and the region. In particular, issues related to urban and natural systems call for collaboration, especially climate change, energy use, hydrology, and transportation.

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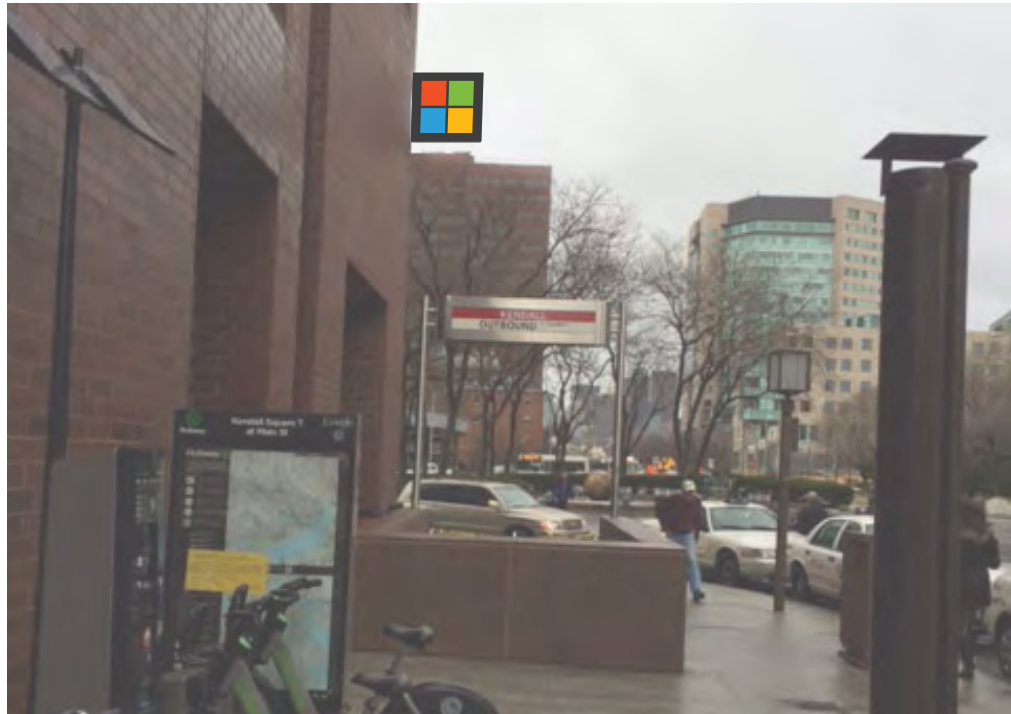
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Microsoft Entry Signage - Context Renderings



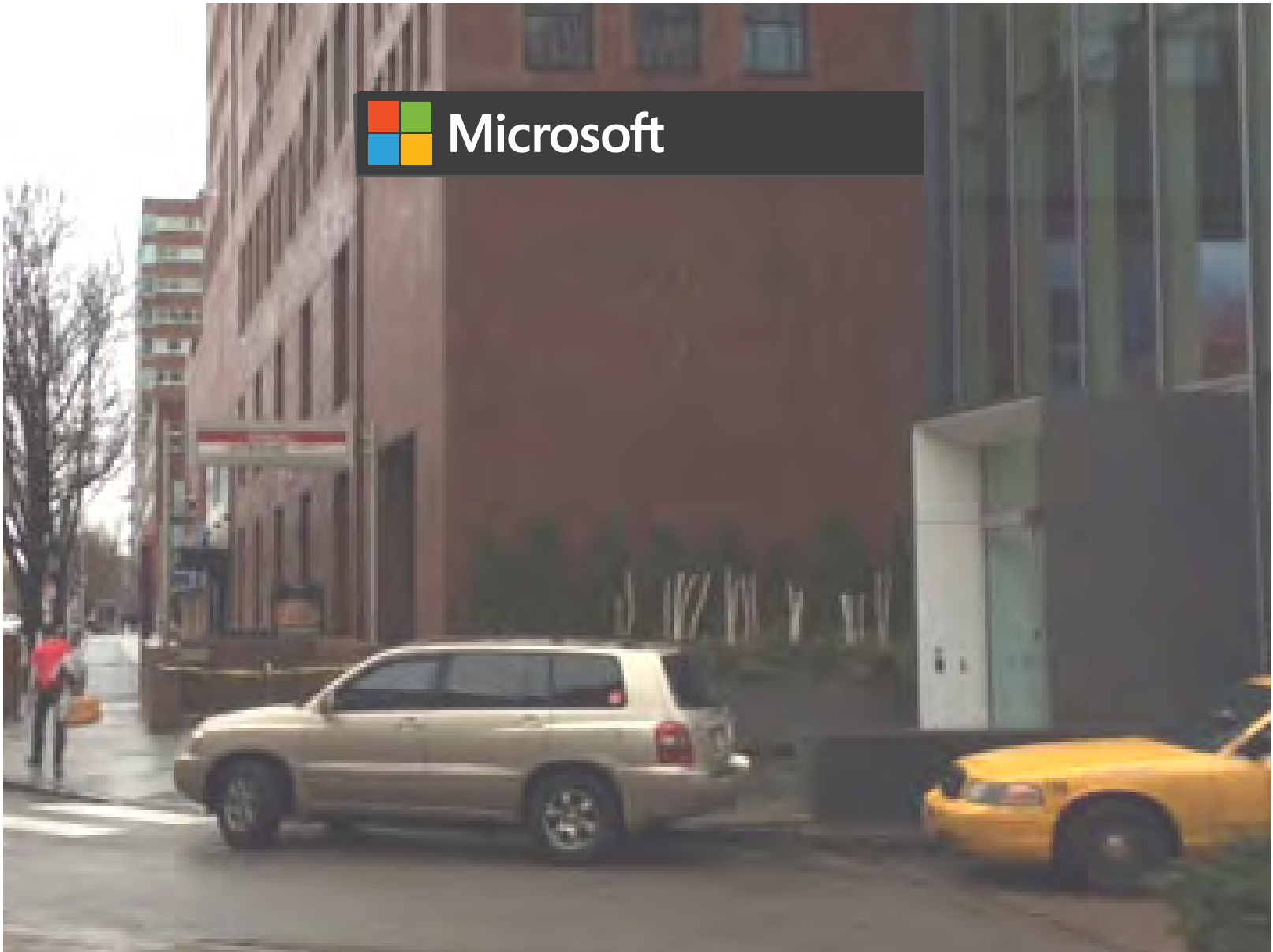
Proposed Logo Sign Applied to Entry Doors



Wall-mounted 3'-8" x 28"-0" painted aluminum blade sign cabinet to replace existing blade sign in same location, with push-thru internally illuminated symbol (two sides) and lettering (one side)



Existing Blade Sign



Proposed Blade Sign Replacement

Microsoft Cambridge - Kendall Center Sign Studies

BAILEY & SAGE

5 CAMBRIDGE CENTER
CAMBRIDGE, MA 02142

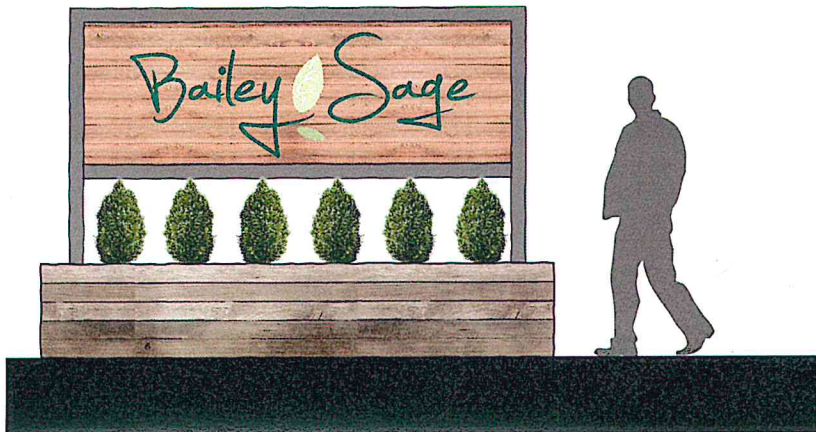


SOUSA design
A r c h i t e c t s

319 A Street, Suite 4B
Boston, Ma. 02210
617 . 426 . 4142



1 ATRIUM ENTRANCE ELEVATION
Scale: 1/2" = 1'-0"



2 SIGN DETAIL
Scale: 1" = 1'-0"

Cambridge Redevelopment Authority



Executive Director Report to the Board

July 23, 2014

Contracting, Personnel, and General Administration

I have posted a job description for an Associate Planner / Project Manager on our website at <http://www.cambridgeredevelopment.org/jobs-contracting/>. Applications are due on July 28th and I hope to fill the position in September to help manage the various projects underway.

Ellen has transferred the check writing and other bookkeeping functions from Kevin Gookin at CDD to the CRA office. This has streamlined our payment process and will allow us to track the bank accounts more closely. Kevin will continue to maintain the payroll functions with Harpers Payroll service for the time being. Ellen has instituted new timesheets and budget line items within Quickbooks to better track our expenditures by project.

Roselli Clark and Associates conducted their field work for the 2013 fiscal year audit during the last week of June. They have been reviewing our various operating policies and advising us on additional bookkeeping matters for Ellen and I to attend to. The audit document should be completed early this fall.

Rosabella Alvarez Carderon completed her inventory and digital catalogue of our photo collection and building plans. She coordinated the transfer of all nearly all the non-Kendall imagery to the Library for archive within the Cambridge Room. We still have extensive paperwork in storage for the earlier redevelopment areas and all of the Kendall Square documents.

Draft Forward Calendar

| September | October / November |
|-------------------------------|------------------------------------|
| Design Review Procedures | KSURP Amendment #10 |
| Community Fund Program | 2013 Audit |
| Procurement Policy | Amendment to Parcel 3&4 DDA |
| Foundry Demonstration Project | Investment Policy |
| Ames Street Schematic Design | Four Kendall Center Office Signage |
| 75 Ames Street Signage | |
| | |

Point Park and Main Street

The reconstruction of Main Street has begun with the removal of the median and the initiation of construction of a new intersection at Third and Broadway. Buses are to be detoured in the area during the intersection work. The City, BP and I have been coordinating a number of issues related to this project and Point Park. Pedestrian circulation through the park will be maintained throughout the Main St project therefore the repaving of the park may be delayed. In addition new furnishings, landscaping and irrigation plumbing will be installed in Point Park.

Ames Street

The Traffic Report for the Ames Street Residential Project has been accepted by the City and the Article 19 Application is expected to be filed by the Board meeting date. The results of the traffic and wind studies as well as updated design information will also be posted on the Ames Street Project coUrbanize site. The Planning Board hearing for the project has not been scheduled.

Foundry

On June 24th, the CRA and City staff co-hosted an interactive community workshop on the program and mission of the Foundry Building. Upon suggestion of workshop attendees, staff plan to repeat the exercise with various youth organizations over the next few months in addition to follow up community meetings. HR&A is working on development scenarios based on the programmatic discussions that have taken place thus far. We have begun drafting a Demonstration Project Plan that will outline the proposed redevelopment process for the building.

Grand Junction

Fay Spofford & Thorndike have completed the 95% design drawings for the first phase of the path's construction. The plans are currently under review by city staff. I am drafting a Memorandum of Agreement with the Department of Public Works so that their staff may provide project construction management during the construction. Although the project's funding is coming from MIT and is to be constructed primarily outside the public way, the CRA will follow the public works sealed bid process for this contract in accordance with our draft Procurement Policy. I have coordinated with MIT regarding their commitment to fund the project up to \$500,000.

Parcel 6

We distributed a broad scope of services widely to bring on a market manager for the pilot Parcel 6 marketplace and will be considering a contract for this work at the Board meeting. We have also been meeting with various contractors to get a handle on the scope and cost for improving the site for the interim containers. Additionally, we have collected some recycled granite curb materials from the Main Street project to be utilized for landscaping installations.



CAMBRIDGE REDEVELOPMENT AUTHORITY

GRAND JUNCTION PATH & PEDESTRIAN IMPROVEMENTS ALONG GALILEO GALILEI WAY

PROJECT NO. R-XXX

APPROVED
CITY MANAGER

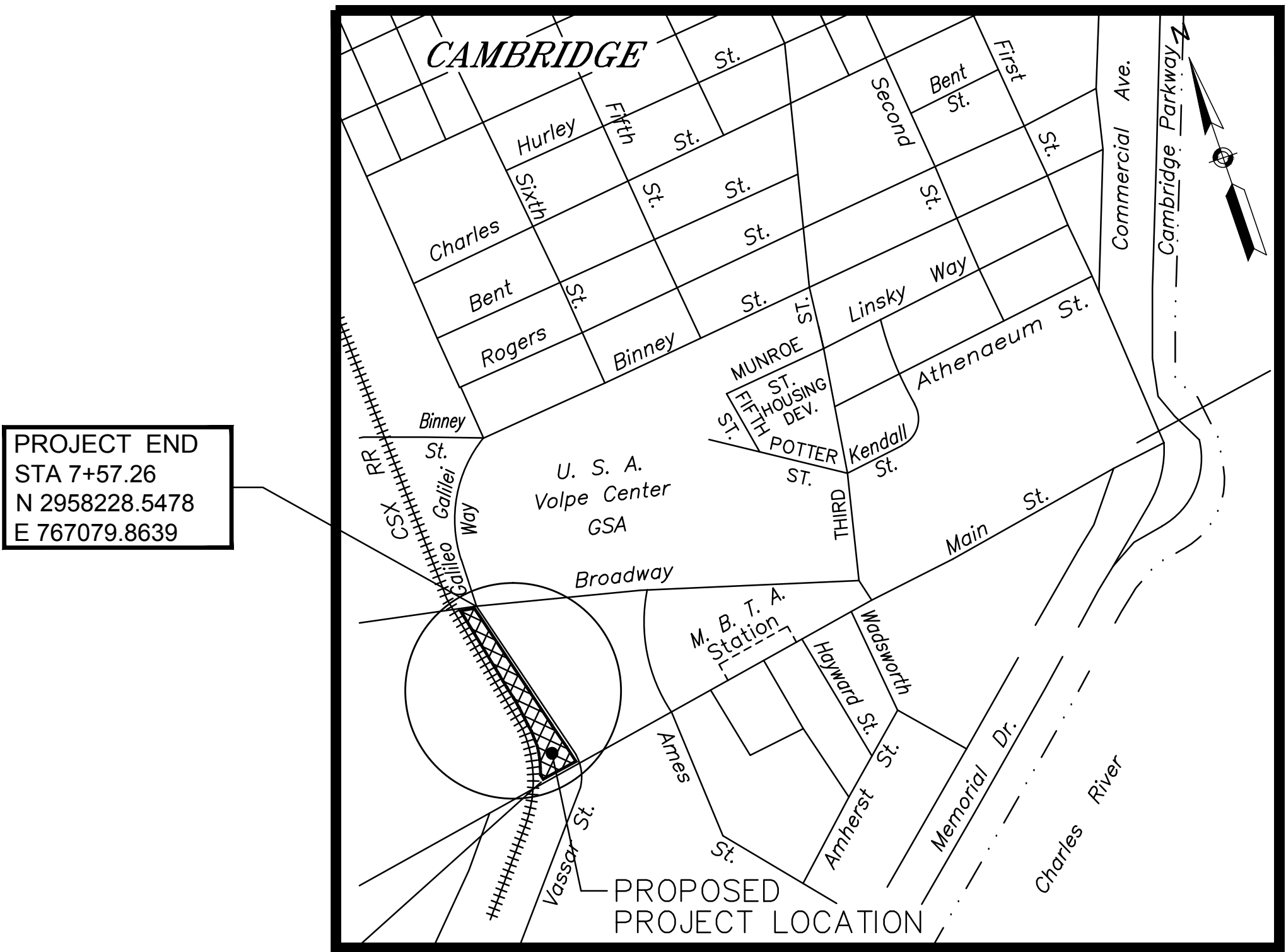
APPROVED
COMMISSIONER OF PUBLIC WORKS

APPROVED
DIRECTOR OF TRAFFIC AND PARKING

APPROVED
CITY ENGINEER

APPROVED
SUPERINTENDENT OF WATER

APPROVED
CITY ELECTRICIAN



PROJECT END
STA 7+57.26
N 2958228.5478
E 767079.8639

PROJECT BEGIN
STA. STA 11+79.55
N 2957501.9292
E 766763.5463



SCALE 1" = 500'

LENGTH OF PROJECT = 741.32 FEET = 0.140 MILES



FAY, SPOFFORD & THORNDIKE
ENGINEERS • PLANNERS • SCIENTISTS
5 BURLINGTON WOODS, BURLINGTON, MA 01803

INDEX

| SHEET NO. | DESCRIPTION |
|-----------|--|
| 1 | TITLE SHEET AND INDEX |
| 2 | LEGEND, ABBREVIATIONS AND GENERAL NOTES |
| 3 | EXISTING CONDITIONS PLANS - PART 1 |
| 4 | EXISTING CONDITIONS PLANS - PART 2 |
| 5 | SITE PREPARATION AND DEMOLITION - PART 1 |
| 6 | SITE PREPARATION AND DEMOLITION - PART 2 |
| 7 | TYPICAL SECTIONS |
| 8 | CONSTRUCTION PLANS - PART 1 |
| 9 | CONSTRUCTION PLANS - PART 2 |
| 10 | ALIGNMENT AND GRADING PLANS - PART 1 |
| 11 | ALIGNMENT AND GRADING PLANS - PART 2 |
| 12 | GRADING PART PLAN |
| 13 | PEDESTRIAN RAMP DETAILS |
| 14 | CONSTRUCTION DETAILS - PART 1 |
| 15 | CONSTRUCTION DETAILS - PART 2 |
| 16 | CONSTRUCTION DETAILS - PART 3 |
| 17 | LANDSCAPING PLANS - PART 1 |
| 18 | LANDSCAPING PLANS - PART 2 |
| 19 | LANDSCAPING PART PLAN |
| 20 | LANDSCAPING DETAILS - PART 1 |
| 21 | LANDSCAPING DETAILS - PART 2 |

JUNE 2014

95% SUBMISSION

NOTES:

1) BENCH MARK INFORMATION:

BENCH MARK USED:

TEMPORARY BENCH MARKS SET:

TBM-A: X-MARK SET ON THE SOUTH WEST BOLT OF LIGHT POLE 13 AT THE NORTHWEST CORNER OF FULKERSON STREET AND BINNEY STREET, AS SHOWN ON PLAN.
ELEVATION = 9.66

TBM-B: X-MARK SET ON THE SOUTH EAST BOLT OF LIGHT POLE 14 ON THE EAST SIDE OF GALILEO GALILEI WAY APPROXIMATELY 380' NORTH OF THE INTERSECTION OF GALILEO GALILEI WAY AND BROADWAY, AS SHOWN ON PLAN.
ELEVATION = 10.18

TBM-C: X-MARK SET ON CAP NUT OF A HYDRANT AT THE SOUTHEAST CORNER OF GALILEO GALILEI WAY AND BROADWAY, AS SHOWN ON PLAN.
ELEVATION = 10.72

TBM-E: X-MARK SET ON CAP NUT OF A HYDRANT ON THE EAST SIDE OF GALILEO GALILEI
 WAY APPROXIMATELY 220' NORTH OF THE INTERSECTION OF GALILEO GALILEI WAY AND MAIN
 STREET, AS SHOWN ON PLAN.
 ELEVATION = 11.42 (VOID HYDRANT REPLACED)

TBM-F: X-MARK SET ON CAP NUT OF HYDRANT ON THE SOUTH SIDE OF MAIN STREET
APPROXIMATELY 290' WEST OF THE INTERSECTION OF MAIN STREET AND GALILEO GALILEI WAY.
ELEVATION = 10.02

2) ELEVATIONS REFER TO NAVD1988

3) CONTOUR INTERVAL EQUALS ONE (1) FOOT.







































































4) UTILITY INFORMATION SHOWN IS BASED ON BOTH A FIELD SURVEY AND THE LATEST PLANS OF RECORD. THE LOCATIONS OF UNDERGROUND PIPES AND CONDUITS HAVE BEEN DETERMINED FROM THE AFOREMENTIONED RECORD PLANS AND ARE APPROXIMATE ONLY. WE CANNOT ASSUME RESPONSIBILITY FOR DAMAGES INCURRED AS A RESULT OF UTILITIES THAT ARE OMITTED OR INACCURATELY SHOWN. SAID RECORD PLAN, SINCE SUB-SURFACE UTILITIES CANNOT BE VISIBLY VIEWED, BEFORE ANY MINING, TUNNELING OR OTHER CONNECTIONS THE PROPOSED MINING DEPARTMENT SHOULD BE CONSULTED AND THE ACTUAL LOCATION OF SUB-SURFACE STRUCTURES SHOULD BE DETERMINED IN THE FIELD. CALL, TOLL FREE, THE DIG SAFE CALL CENTER AT 1-888-344-7233 SEVENTY TWO HOURS PRIOR TO EXCAVATION.



5) THIS DOCUMENT IS AN INSTRUMENT OF SERVICE OF HARRY R. FELDMAN, INC. ISSUED TO OUR CLIENT FOR PURPOSES RELATED DIRECTLY AND SOLELY TO HARRY R. FELDMAN INC.'S SCOPE OF SERVICES UNDER CONTRACT TO OUR CLIENT FOR THIS PROJECT. ANY USE OR REUSE OF THIS DOCUMENT FOR ANY REASON BY ANY PARTY FOR PURPOSES UNRELATED DIRECTLY AND SOLELY TO SAID CONTRACT SHALL BE AT THE USER'S SOLE AND EXCLUSIVE RISK AND LIABILITY, INCLUDING LIABILITY FOR VIOLATION OF COPYRIGHT LAWS, UNLESS WRITTEN CONSENT IS PROVIDED BY HARRY R. FELDMAN, INC.

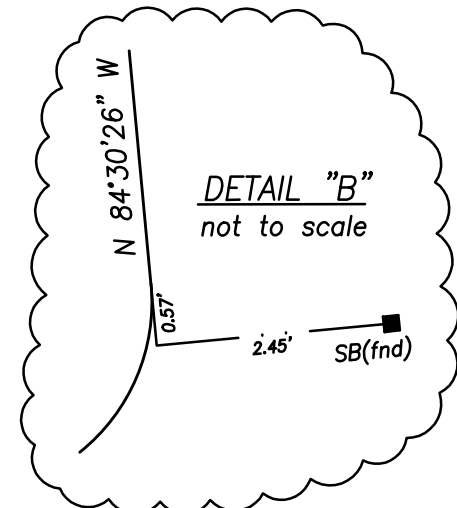
6) RECIPROCAL EASEMENT AGREEMENT BOOK 31324, PAGE 262, DOC. NO. 1137080, BOOK 38441, PAGE 415, DOC. NO. 1261130, BOOK 42362, PAGE 126 AND DOC. NO. 1315537 (AS SHOWN HEREON)

7) PROPERTY LINE TAKEN FROM A PLAN ENTITLED "LAND MAP, BOSTON AND ALBANY RAILROAD, GRAND JUNCTION BRANCH, STA. 79+20 TO STA. 105+60" SCALE 1"=50' DATED JUNE 30, 1915 AND KNOWN AS VALUATION MAP NUMBER V.1A.2B.

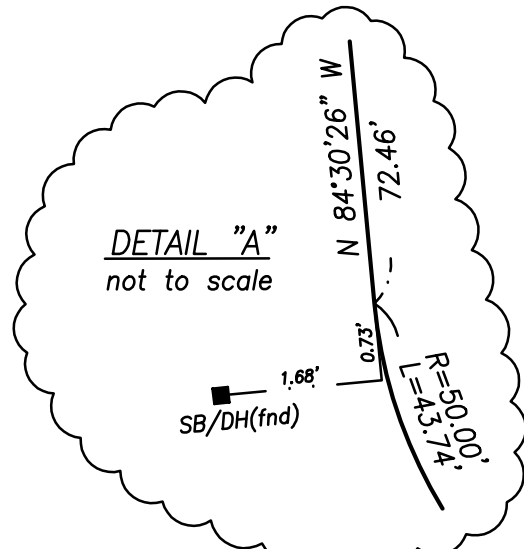
LEGEND:

| | | | |
|---|----------------------------|---|----------------------------|
|  | CABLE TV MANHOLE |  | TRAFFIC CONTROL BOX |
|  | DRAIN MANHOLE |  | RIM ELEVATION |
|  | ELECTRIC MANHOLE |  | TOP TRAP ELEVATION |
|  | SEWER MANHOLE |  | WOOD RETAINING WALL |
|  | TELEPHONE MANHOLE |  | TOP OF RAIL ELEVATION |
|  | TELECOMMUNICATIONS MANHOLE |  | TOP OF CURB ELEVATION |
|  | WATER MANHOLE |  | BOTTOM OF CURB ELEVATION |
|  | STEAM MANHOLE |  | TOP OF WALL |
|  | MANHOLE |  | BOTTOM OF WALL |
|  | CATCH BASIN |  | BITUMINOUS |
|  | CATCH BASIN-ROUND |  | CONC. |
|  | GAS SHUT OFF |  | CLF CHAIN LINK FENCE |
|  | WATER SHUT OFF |  | INACCESS. |
|  | HYDRANT |  | MC METAL COVER |
|  | OBSERVATION WELL |  | TYP. TYPICAL |
|  | UTILITY POLE |  | VGC VERTICAL GRANITE CURB |
|  | LIGHT POLE |  | WIF WROUGHT IRON FENCE |
|  | ELECTRIC HANDHOLE |  | FND. FOUND |
|  | TRAFFIC SIGNAL |  | REC. RECORD |
|  | SIGN |  | RAILROAD TRACKS |
|  | BOLLARD |  | CHAIN LINK FENCE |
|  | FIRE ALARM |  | WOOD FENCE |
|  | VENT PIPE |  | WROUGHT IRON FENCE |
|  | TRAFFIC HAND HOLE |  | GUARD RAIL |
|  | IRRIGATION CONTROL VALVE |  | S SEWER |
|  | TRASH CONTAINER |  | CS DRAIN |
|  | MONUMENT |  | CS COMBINED SEWER |
|  | DECIDUOUS TREE |  | W WATER |
|  | CONIFEROUS TREE |  | G GAS |
|  | HANDICAP RAMP |  | G- ABANDONED GAS |
|  | BOT.= BOTTOM ELEVATION |  | E ELECTRIC |
|  | I= INVERT ELEVATION |  | T TELEPHONE |
|  | N.V.P. NO VISIBLE PIPES |  | ST STEAM |
|  | COBB. COBBLESTONE |  | E/PS ELECTRIC PAINT STRIPE |
| | |  | W/PS WATER PAINT STRIPE |
| | |  | G/PS GAS PAINT STRIPE |

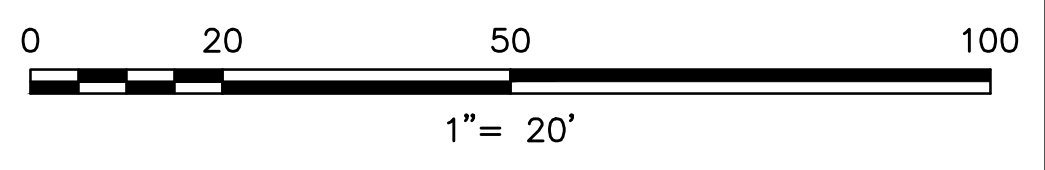
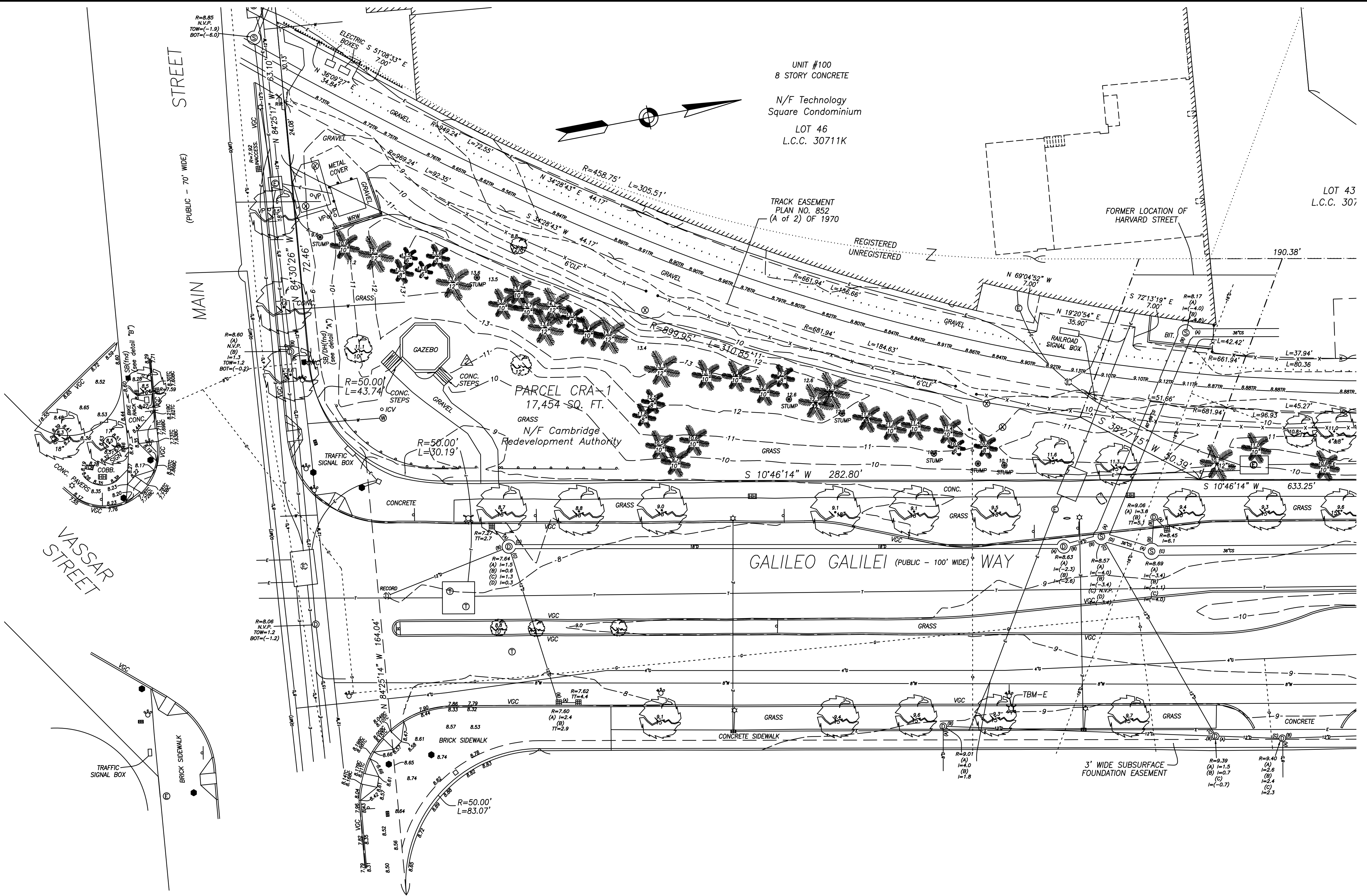
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|  FAY, SPOFFORD & THORNDIKE ENGINEERS • PLANNERS • SCIENTISTS 5 BURLINGTON WOODS, BURLINGTON, MA 01803 | Scale | AS NOTED | | | |  | Client | CITY OF CAMBRIDGE, MASSACHUSETTS | Sheet | G-2 |
| | Date | JUNE 30, 2014 | | | | | Project | GRAND JUNCTION PATH & PEDESTRIAN IMPROVEMENTS | File No. | |
| | Job No. | ---- | | | | | Drawing | LEGEND, ABBREVIATIONS AND GENERAL NOTES | | |
| | Designed by | SEA | | | | | | | | |
| | Drawn by | FLC | | | | | | | | |
| | Checked by | JMM | No. | Description | Date | | | | | |
| | Approved by | RAA | REVISIONS | | | | | | | |





DETAIL "A"

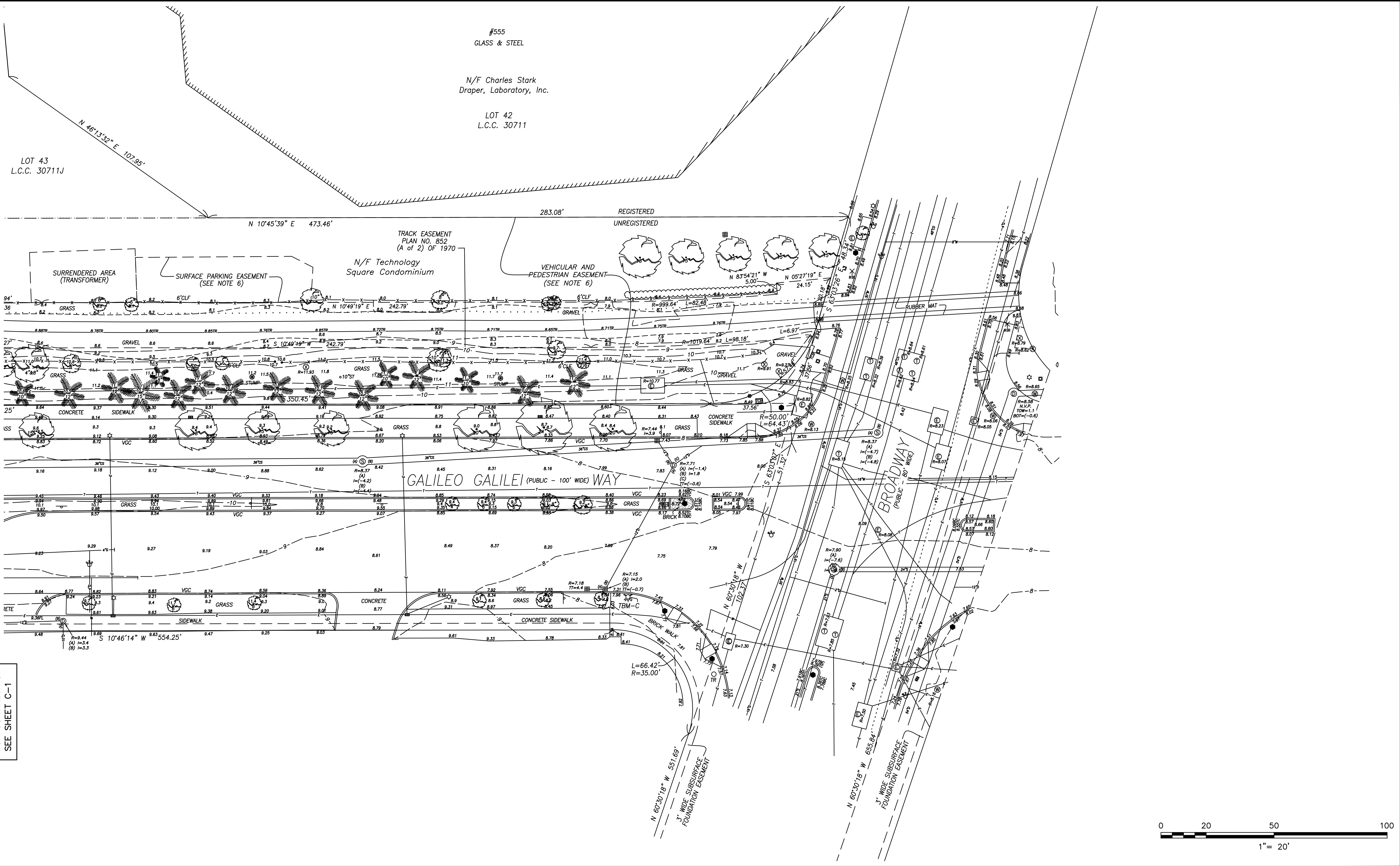


DETAIL "B"

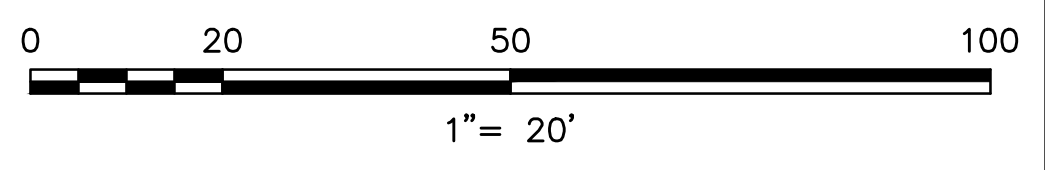




FOR CONTINUATION
SEE SHEET C-2

| | | | | | | | | |
|---|---|-------------|---------------|-----------|-------------|------|--|---------------------|
|  FAY, SPOFFORD & THORNDIKE ENGINEERS • PLANNERS • SCIENTISTS 5 BURLINGTON WOODS, BURLINGTON, MA 01803 |  | Scale | AS NOTED | | | | Client CITY OF CAMBRIDGE, MASSACHUSETTS | Sheet C-1 |
| | | Date | JUNE 30, 2014 | | | | | |
| | | Job No. | ---- | | | | | |
| | | Designed by | SEA | | | | | |
| | | Drawn by | FLC | | | | | |
| | | Checked by | SEA | No. | Description | Date | | |
| | | Approved by | RAA | REVISIONS | | | | |
| Drawing EXISTING CONDITIONS PLANS - PART 1 | | | | | | | File No. | |



FOR CONTINUATION
SEE SHEET C-1









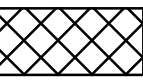
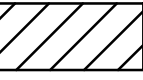
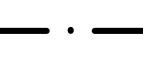

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|---|-------------|---------------|-----------|-------------|------|---|---------|---|----------|-----|
|  <div>FAY, SPOFFORD & THORNDIKE</div> <div>ENGINEERS • PLANNERS • SCIENTISTS</div> <div>5 BURLINGTON WOODS, BURLINGTON, MA 01803</div> | Scale | AS NOTED | | | |  | Client | CITY OF CAMBRIDGE, MASSACHUSETTS | Sheet | C-2 |
| | Date | JUNE 30, 2014 | | | | | Project | GRAND JUNCTION PATH & PEDESTRIAN IMPROVEMENTS | File No. | |
| | Job No. | ---- | | | | | Drawing | EXISTING CONDITIONS PLANS - PART 2 | | |
| | Designed by | SEA | | | | | | | | |
| | Drawn by | FLC | | | | | | | | |
| | Checked by | SEA | No. | Description | Date | | | | | |
| | Approved by | RAA | REVISIONS | | | | | | | |

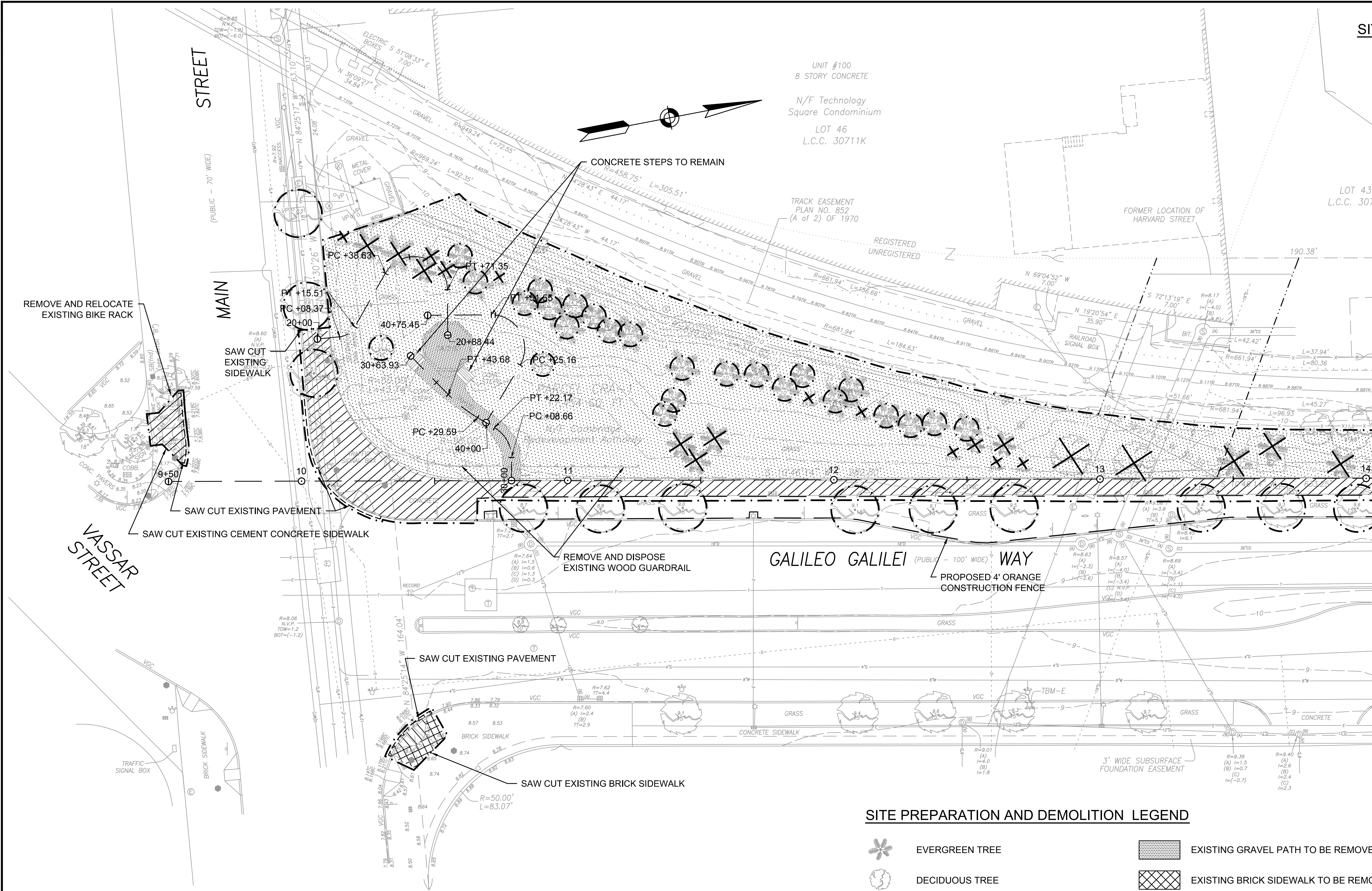
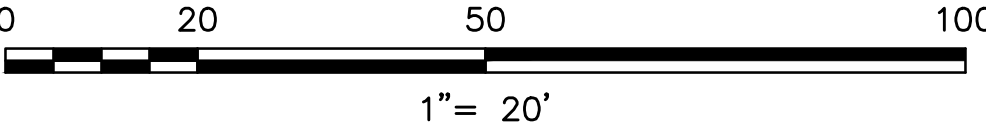
SITE PREPARATION AND DEMOLITION NOTES

1. PRIOR TO COMMENCING ANY EXCAVATION WORK, THE GENERAL CONTRACTOR SHALL NOTIFY ALL UTILITY COMPANIES IN ACCORDANCE WITH "DIG SAFE MA" TEL: 1-888-DIG-SAFE NOTIFICATION PROCEDURES PROMOTED BY RESPECTIVE UTILITY COMPANIES.
2. THE LOCATIONS OF ALL UNDERGROUND UTILITIES SHOWN ON THIS PLAN ARE DIAGRAMMATIC ONLY. THE GENERAL CONTRACTOR SHALL CONTACT THE PROPER LOCAL AUTHORITIES OR RESPECTIVE UTILITY COMPANY TO CONFIRM THE LOCATION OF ALL EXISTING UTILITIES BEFORE COMMENCING WORK. ANY DAMAGE DUE TO FAILURE OF THE GENERAL CONTRACTOR TO CONTACT THE PROPER AUTHORITIES SHALL BE BOURNE BY THE GENERAL CONTRACTOR.
3. ALL REFUSE, DEBRIS, AND MISCELLANEOUS ITEMS TO BE REMOVED, THAT ARE NOT TO BE STOCKPILED FOR ALTER USE ON THE PROJECT SHALL IMMEDIATELY BE LEGALLY DISPOSED OF OFF-SITE BY THE GENERAL CONTRACTOR.
4. ALL ITEMS REQUIRING REMOVAL SHALL BE REMOVED TO FULL DEPTH INCLUDING BASE MATERIAL AND FOOTINGS OR FOUNDATIONS AS APPLICABLE AND REUSED AS DIRECTED BY THE ENGINEER OF LEGALLY DISPOSED OF OFF-SITE BY CONTRACTOR. CONTRACTOR SHALL NOT BE ALLOWED TO ACCUMULATE DEBRIS ON-SITE WITHIN THE LIMIT OF WORK AREA.
5. AT ALL LOCATIONS WHERE EXISTING CURB, CONCRETE PAVEMENT OR BITUMINOUS CONCRETE PAVEMENT ABUT NEW CONSTRUCTION, THE EDGE OF THE EXISTING CURB OR PAVEMENT SHALL BE SAWCUT TO A CLEAN, STRAIGHT SMOOTH EDGE.
6. THE CONTRACTOR SHALL COORDINATE WITH THE ENGINEER ON ALL ITEMS DESIGNATED FOR SALVAGE OR STOCKPILING.
7. SITE PREPARATION AND DEMOLITION NOTES AND SITE PREPARATION AND DEMO LEGEND TO APPLY TO SHEET NUMBERS C-3 AND C-4.

FOR CONTINUATION
SEE SHEET C-4

SITE PREPARATION AND DEMOLITION LEGEND

-  EVERGREEN TREE
-  DECIDUOUS TREE
-  TREE TO BE REMOVED
-  TREE TO BE SAVED AND PROTECTED
-  STUMP TO BE REMOVED
-  EXISTING GRAVEL PATH TO BE REMOVED AND RE-USED IF SUITABLE
-  EXISTING BRICK SIDEWALK TO BE REMOVED AND RESET
-  EXISTING CONCRETE PAVEMENT TO BE REMOVED AND DISPOSED
-  LIMIT OF WORK
-  STRIP AND STOCK PILE LOAM



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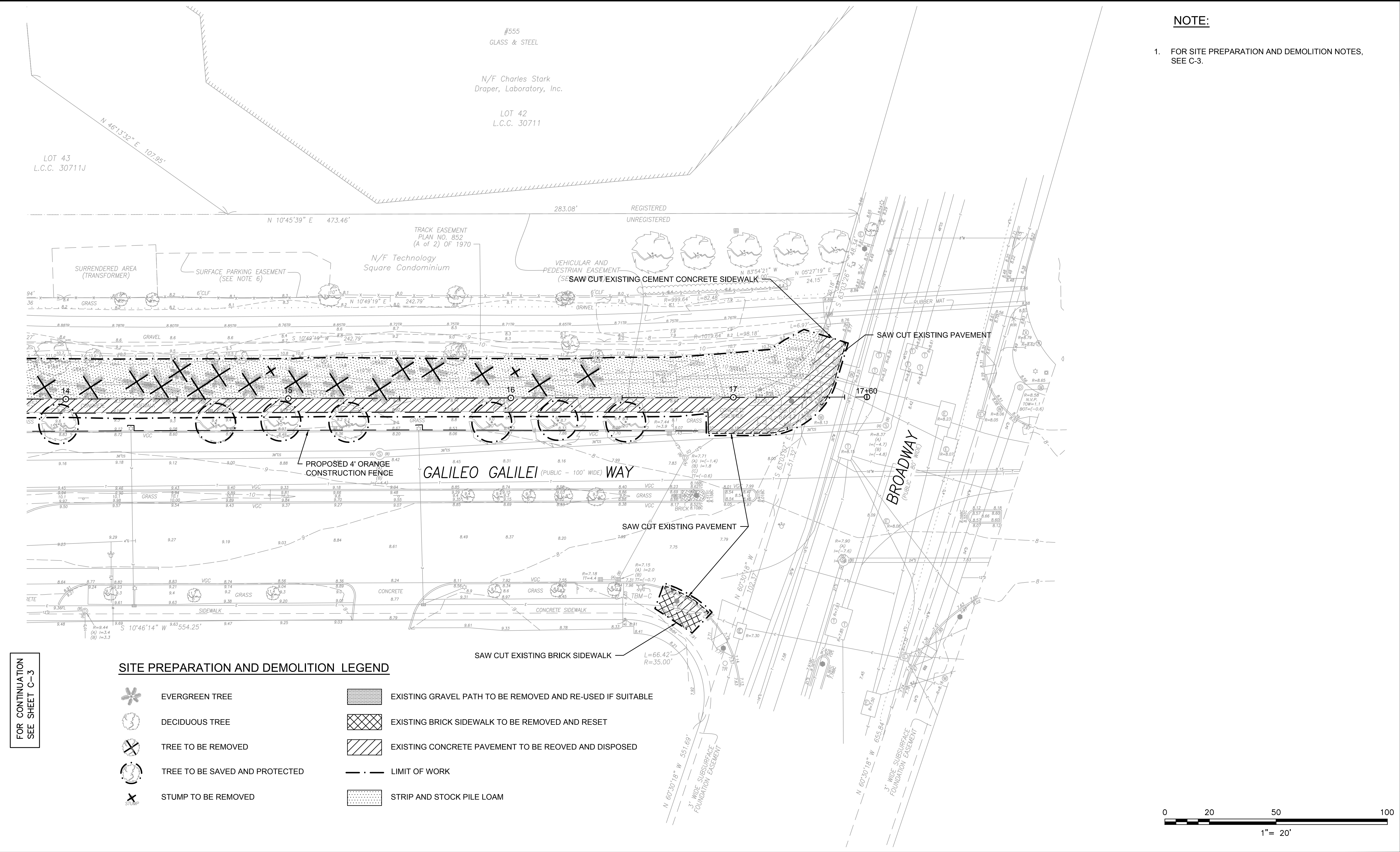
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|-------------|---------------|-----|-------------|------|
| Scale | AS NOTED | | | |
| Date | JUNE 30, 2014 | | | |
| Job No. | ---- | | | |
| Designed by | SEA | | | |
| Drawn by | FLC | | | |
| Checked by | JMM | No. | Description | Date |
| Approved by | RAA | | REVISIONS | |



| | | |
|---------|---|---------------------------------|
| Client | CITY OF CAMBRIDGE, MASSACHUSETTS | Sheet C-3 File No. |
| Project | GRAND JUNCTION PATH & PEDESTRIAN IMPROVEMENTS | |
| Drawing | SITE PREPARATION AND DEMOLITION - PART 1 | |

NOTE:

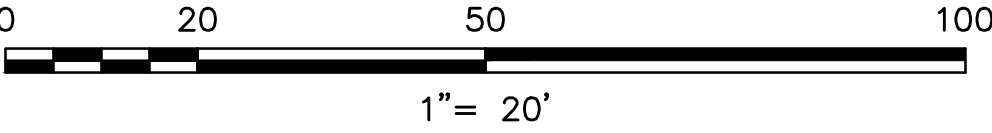
1. FOR SITE PREPARATION AND DEMOLITION NOTES, SEE C-3.



FOR CONTINUATION
SEE SHEET C-3

SITE PREPARATION AND DEMOLITION LEGEND

- | | | | |
|--|--------------------------------|--|--|
| | EVERGREEN TREE | | EXISTING GRAVEL PATH TO BE REMOVED AND RE-USED IF SUITABLE |
| | DECIDUOUS TREE | | EXISTING BRICK SIDEWALK TO BE REMOVED AND RESET |
| | TREE TO BE REMOVED | | EXISTING CONCRETE PAVEMENT TO BE REMOVED AND DISPOSED |
| | TREE TO BE SAVED AND PROTECTED | | LIMIT OF WORK |
| | STUMP TO BE REMOVED | | STRIP AND STOCK PILE LOAM |

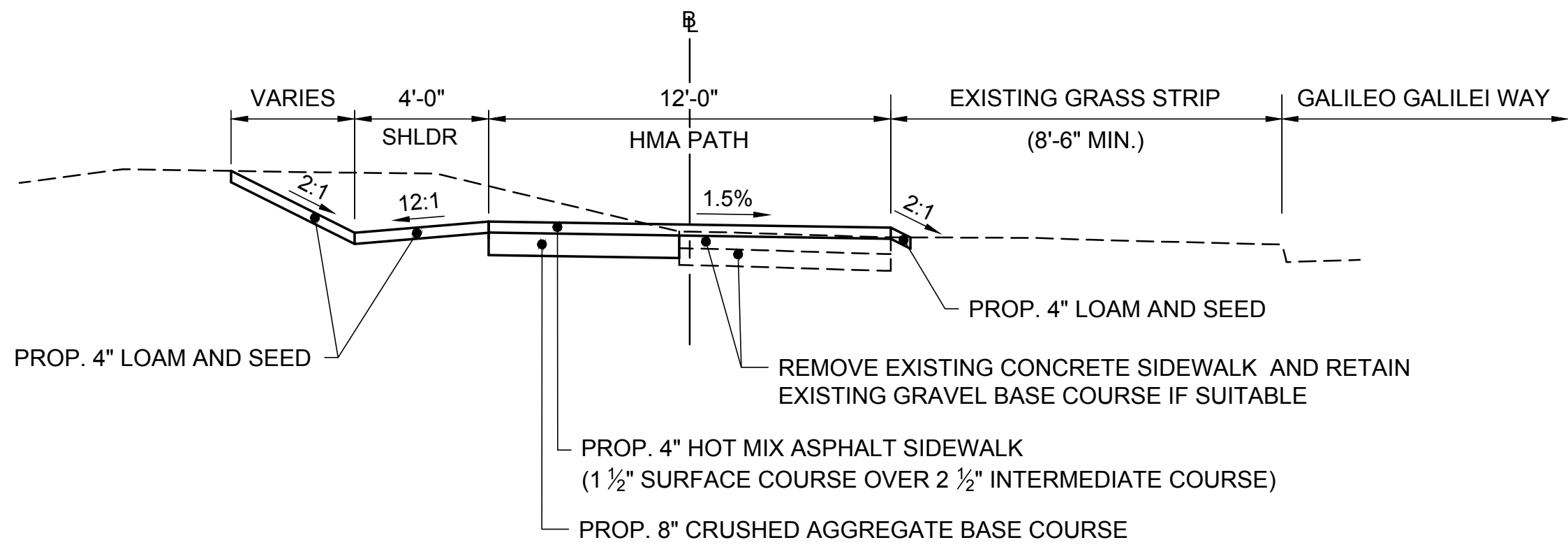


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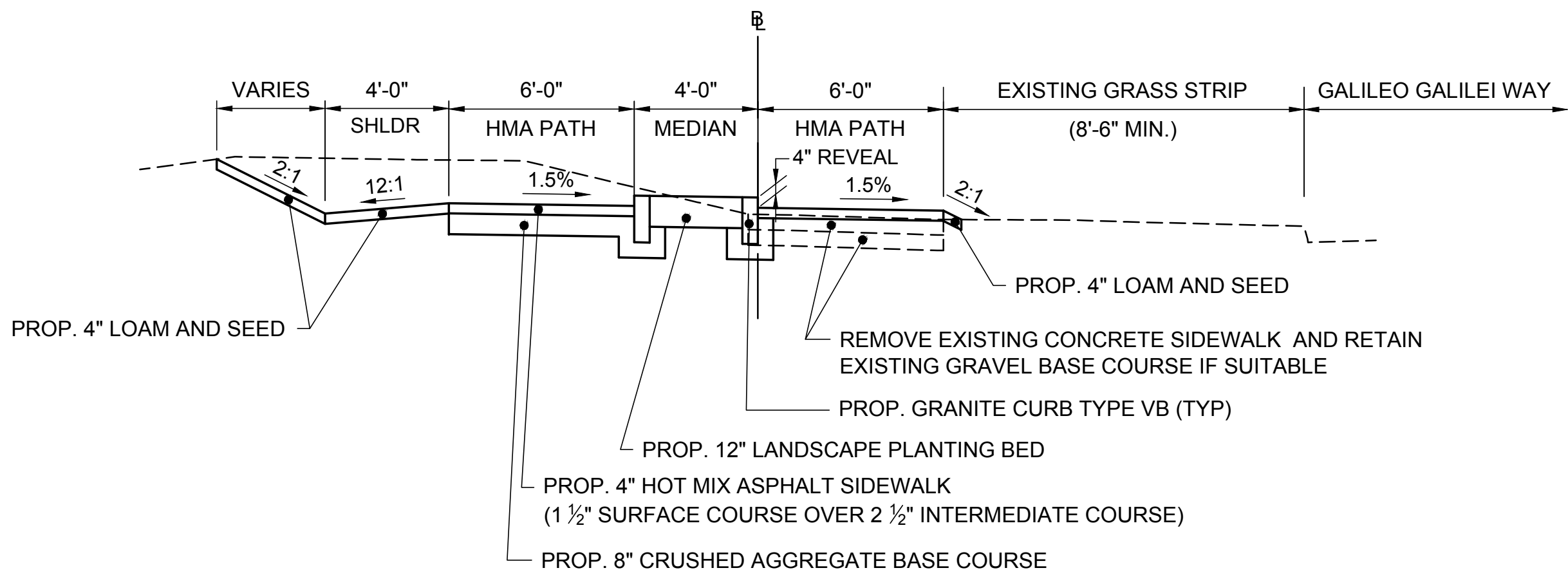
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|-------------|---------------|-----|-------------|------|
| Scale | AS NOTED | | | |
| Date | JUNE 30, 2014 | | | |
| Job No. | ---- | | | |
| Designed by | SEA | | | |
| Drawn by | FLC | | | |
| Checked by | JMM | No. | Description | Date |
| Approved by | RAA | | REVISIONS | |



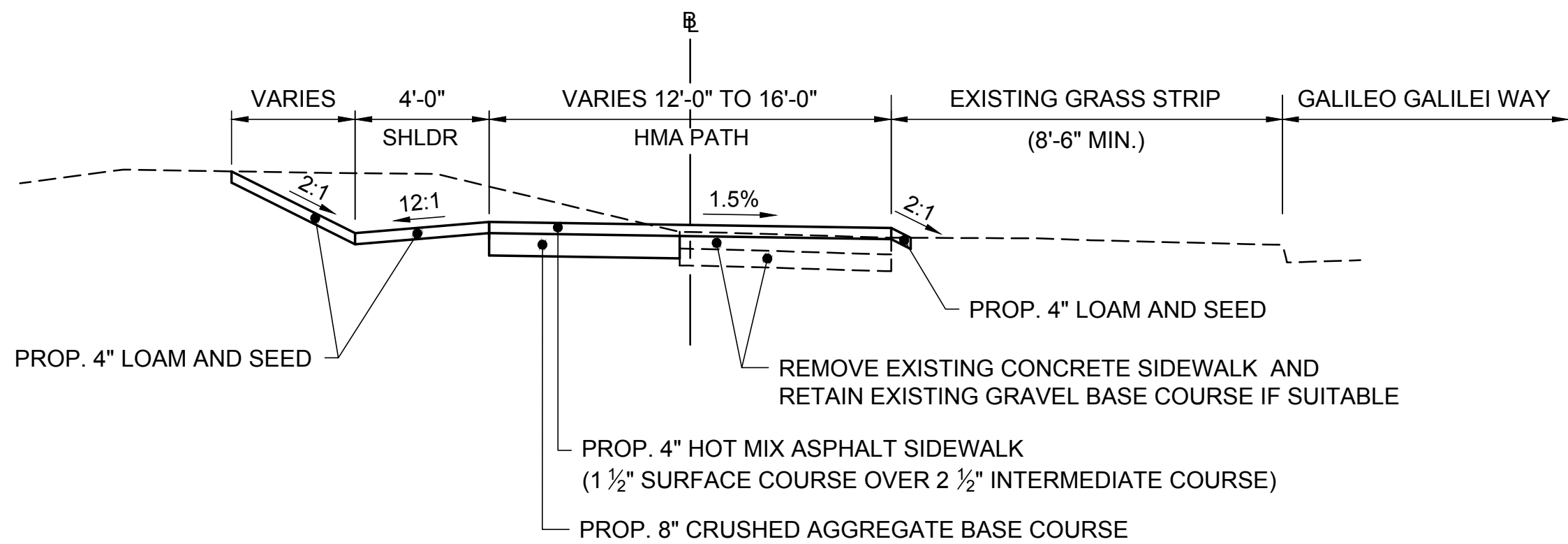
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| Client | CITY OF CAMBRIDGE, MASSACHUSETTS | Sheet | C-4 |
| Project | GRAND JUNCTION PATH & PEDESTRIAN IMPROVEMENTS | File No. | |
| Drawing | SITE PREPARATION AND DEMOLITION - PART 2 | | |



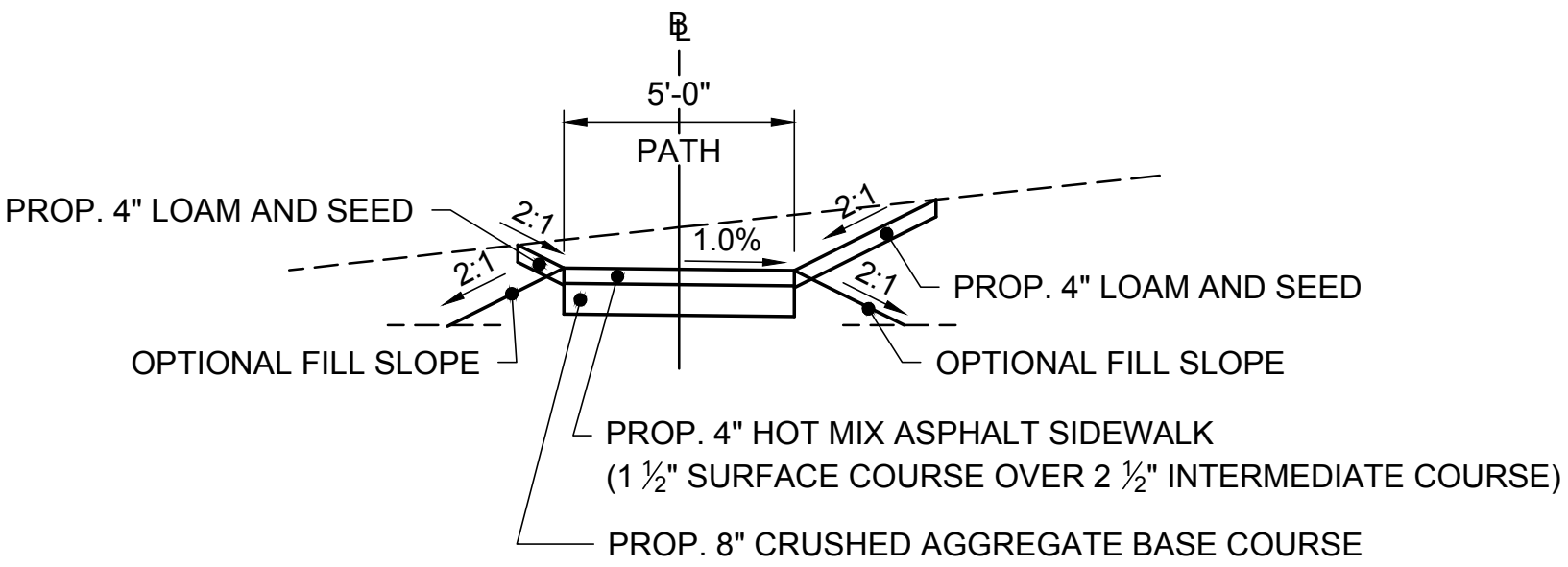
TYPICAL SECTION – 12’ WIDE HMA PATH
 STA. 10+74± TO STA. 10+84±
 STA. 11+29± TO STA. 16+45±
 SCALE: 1" = 4'



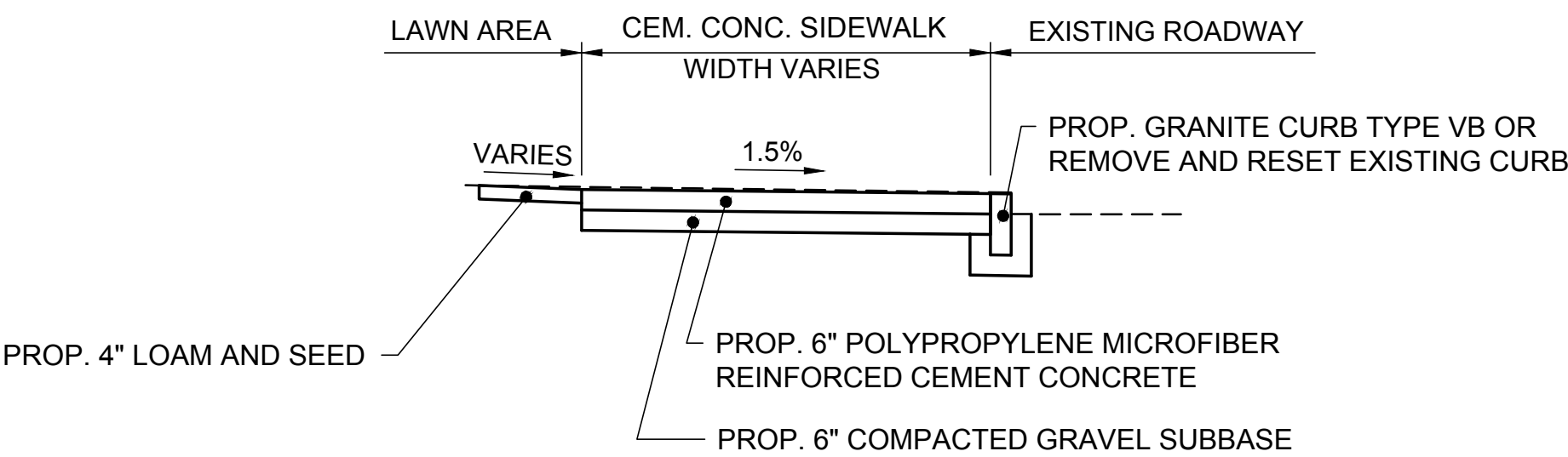
TYPICAL SECTION – HMA PATH WITH 4’ WIDE MEDIAN
 STA. 10+84± TO STA. 11+09±
 STA. 16+65± TO STA. 16+90±
 SCALE: 1" = 4'



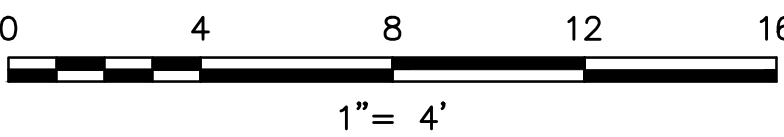
TYPICAL SECTION – 12’ TO 16’ WIDE HMA PATH TRANSITION
 STA. 10+52± TO STA. 10+84±
 STA. 11+09± TO STA. 11+29±
 STA. 16+45± TO STA. 16+65±
 SCALE: 1" = 4'





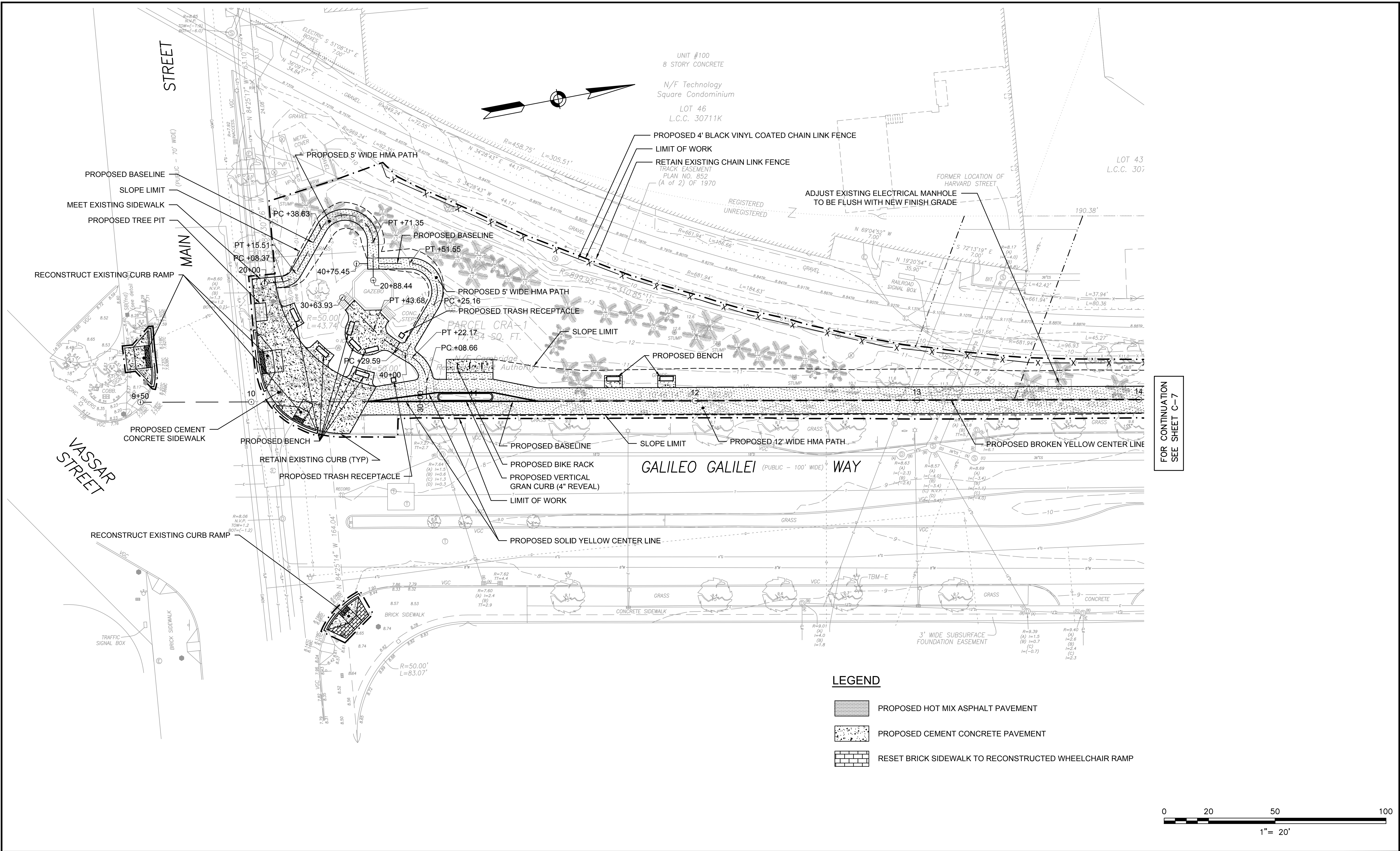
TYPICAL SECTION – 5’ WIDE HMA PATH
 STA. 20+05± TO STA. 20+78±
 STA. 30+08± TO STA. 30+30±
 STA. 40+05± TO STA. 40+65±
 SCALE: 1" = 4'





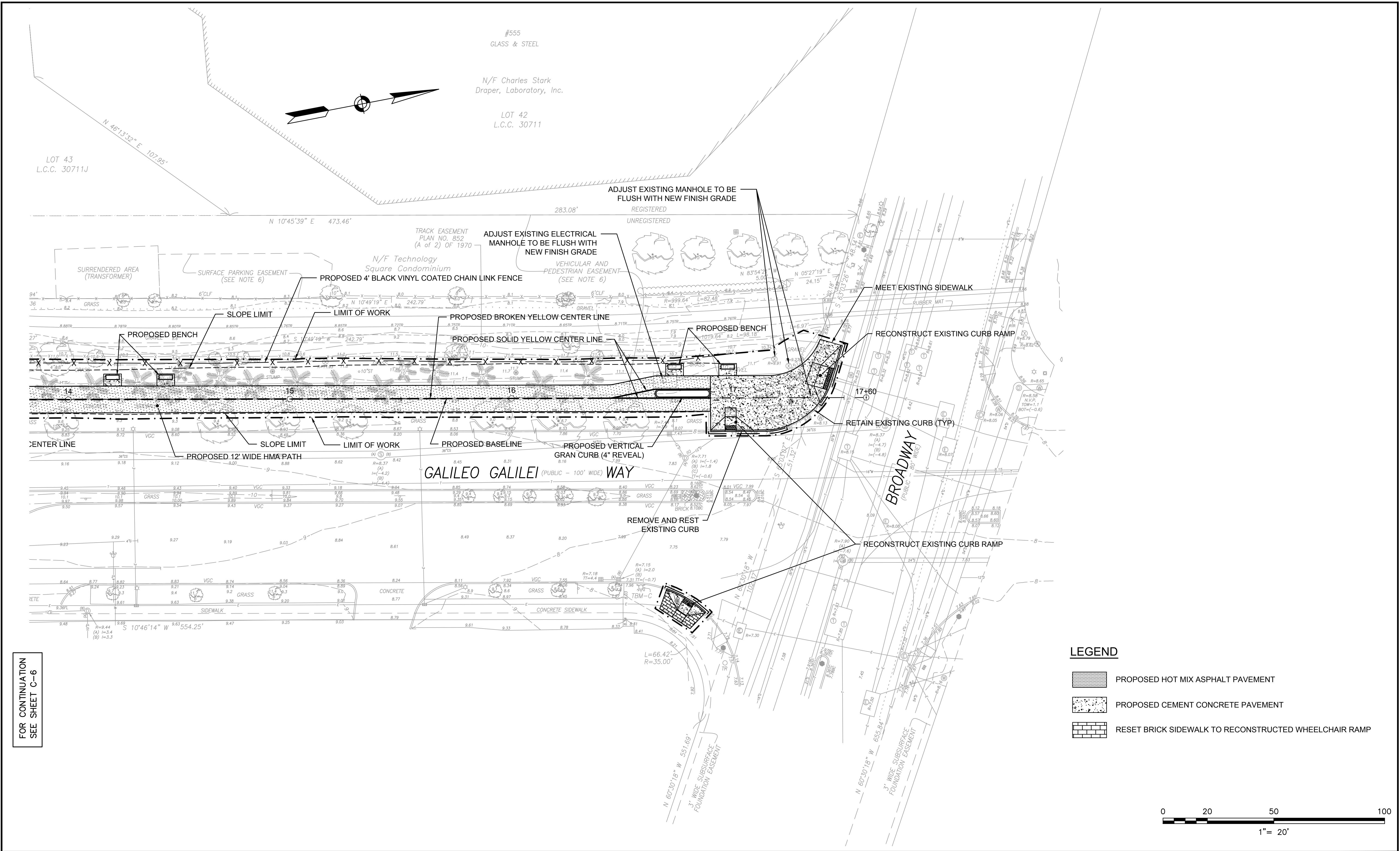
TYPICAL SECTION – CEMENT CONCRETE SIDEWALK
 STA. 10+00± TO STA. 10+74±
 STA. 16+90± TO STA. 17+52±
 SCALE: 1" = 4'



| | | | | | | | | | | | |
|---|--|-------------|---------------|-----------|-------------|------|---|---------|---|----------|-----|
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| | | Date | JUNE 30, 2014 | | | | | Project | GRAND JUNCTION PATH & PEDESTRIAN IMPROVEMENTS | File No. | |
| | | Job No. | ---- | | | | | Drawing | TYPICAL SECTIONS | | |
| | | Designed by | SEA | | | | | | | | |
| | | Drawn by | FLC | | | | | | | | |
| | | Checked by | JMM | No. | Description | Date | | | | | |
| | | Approved by | RAA | REVISIONS | | | | | | | |



| | | | | | | | | |
|---|---|-------------|---------------|-----------|-------------|------|--|---------------------|
|  FAY, SPOFFORD & THORNDIKE ENGINEERS • PLANNERS • SCIENTISTS 5 BURLINGTON WOODS, BURLINGTON, MA 01803 |  | Scale | AS NOTED | | | | Client CITY OF CAMBRIDGE, MASSACHUSETTS | Sheet C-6 |
| | | Date | JUNE 30, 2014 | | | | | |
| | | Job No. | ---- | | | | | |
| | | Designed by | SEA | | | | | |
| | | Drawn by | FLC | | | | | |
| | | Checked by | JMM | No. | Description | Date | | |
| | | Approved by | RAA | REVISIONS | | | | |
| Drawing CONSTRUCTION PLANS - PART 1 | | | | | | | File No. | |



FOR CONTINUATION
SEE SHEET C-6

LEGEND

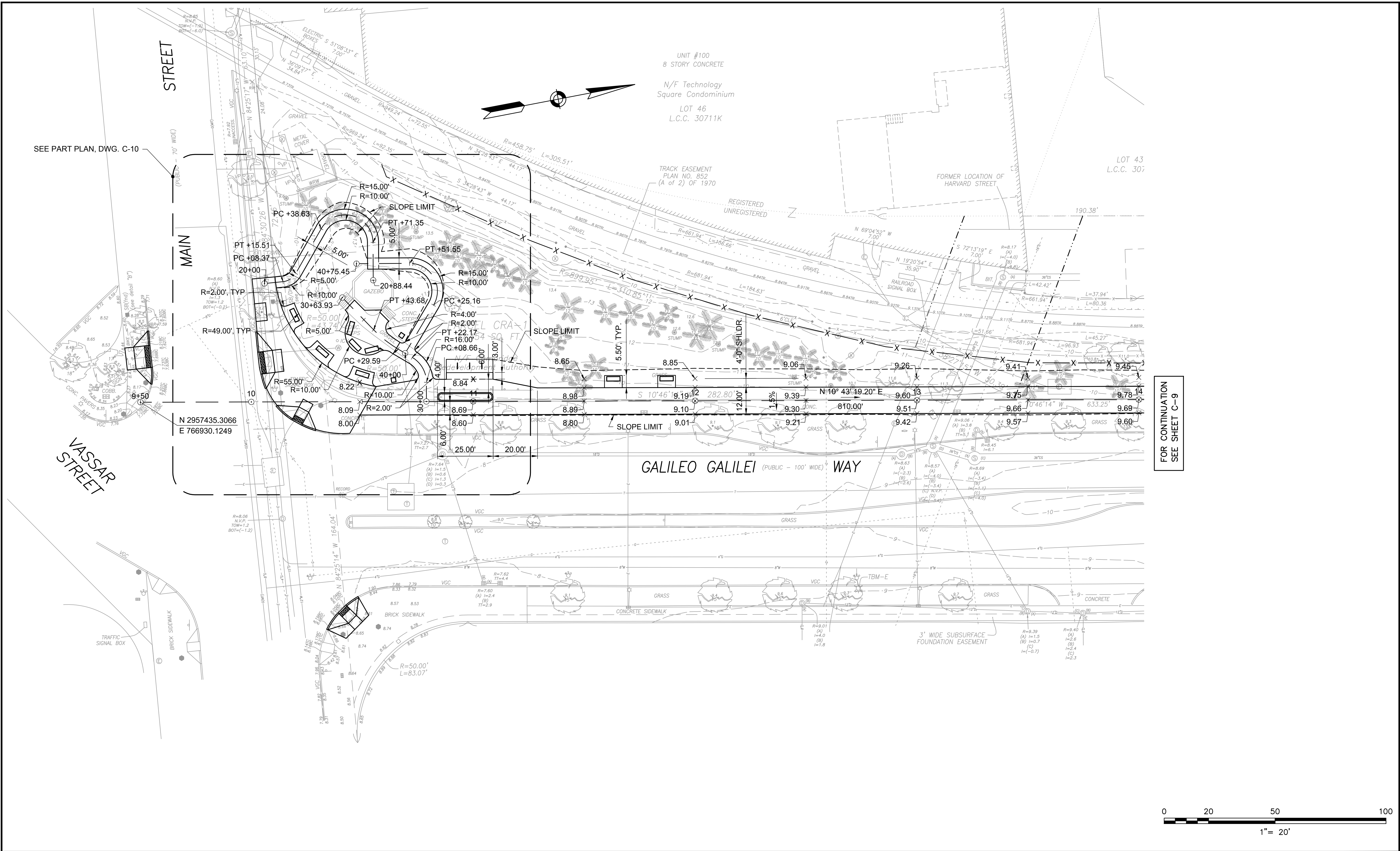
PROPOSED HOT MIX ASPHALT PAVEMENT



PROPOSED CEMENT CONCRETE PAVEMENT

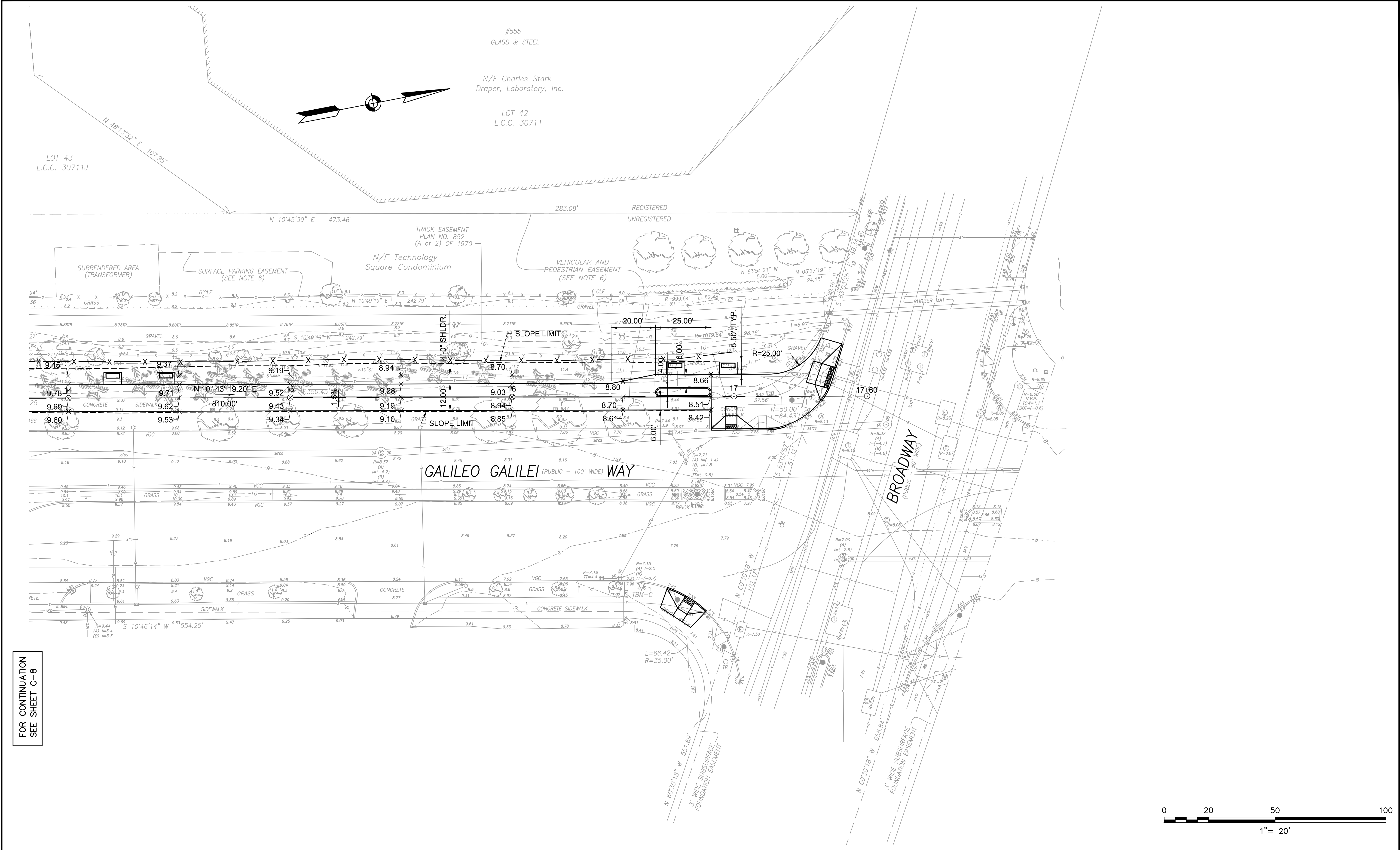
RESET BRICK SIDEWALK TO RECONSTRUCTED WHEELCHAIR RAMP

1"= 20'

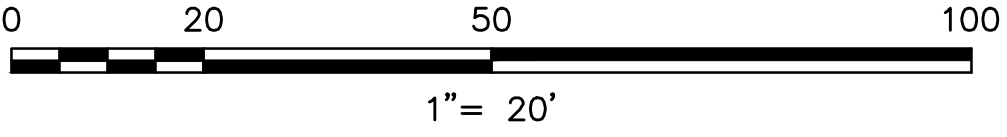
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|---|--|--|--|---|---------------------------------|--|--|---------------------|
| <div><div>FST</div><div>100 YEARS</div></div> <div>FAY, SPOFFORD & THORNDIKE</div> <div>ENGINEERS • PLANNERS • SCIENTISTS</div> <div>5 BURLINGTON WOODS, BURLINGTON, MA 01803</div> | <div><div>Scale</div><div>AS NOTED</div></div> <div><div>Date</div><div>JUNE 30, 2014</div></div> <div><div>Job No.</div><div>----</div></div> <div><div>Designed by</div><div>SEA</div></div> <div><div>Drawn by</div><div>FLC</div></div> <div><div>Checked by</div><div>JMM</div></div> <div><div>Approved by</div><div>RAA</div></div> | <div><div>No.</div><div></div></div> <div><div>Description</div><div></div></div> <div><div>REVISIONS</div><div></div></div> | <div><div>THE WORKS</div><div>CAMBRIDGE DEPARTMENT OF PUBLIC WORKS</div></div> | <div>Client</div> <div>CITY OF CAMBRIDGE, MASSACHUSETTS</div> | <div>Sheet</div> <div>C-7</div> | | | |
| | | | | <div>Project</div> <div>GRAND JUNCTION PATH & PEDESTRIAN IMPROVEMENTS</div> | | | | |
| | | | | <div>Drawing</div> <div>CONSTRUCTION PLANS - PART 2</div> | | | | |
| | | | | | | | | <div>File No.</div> |



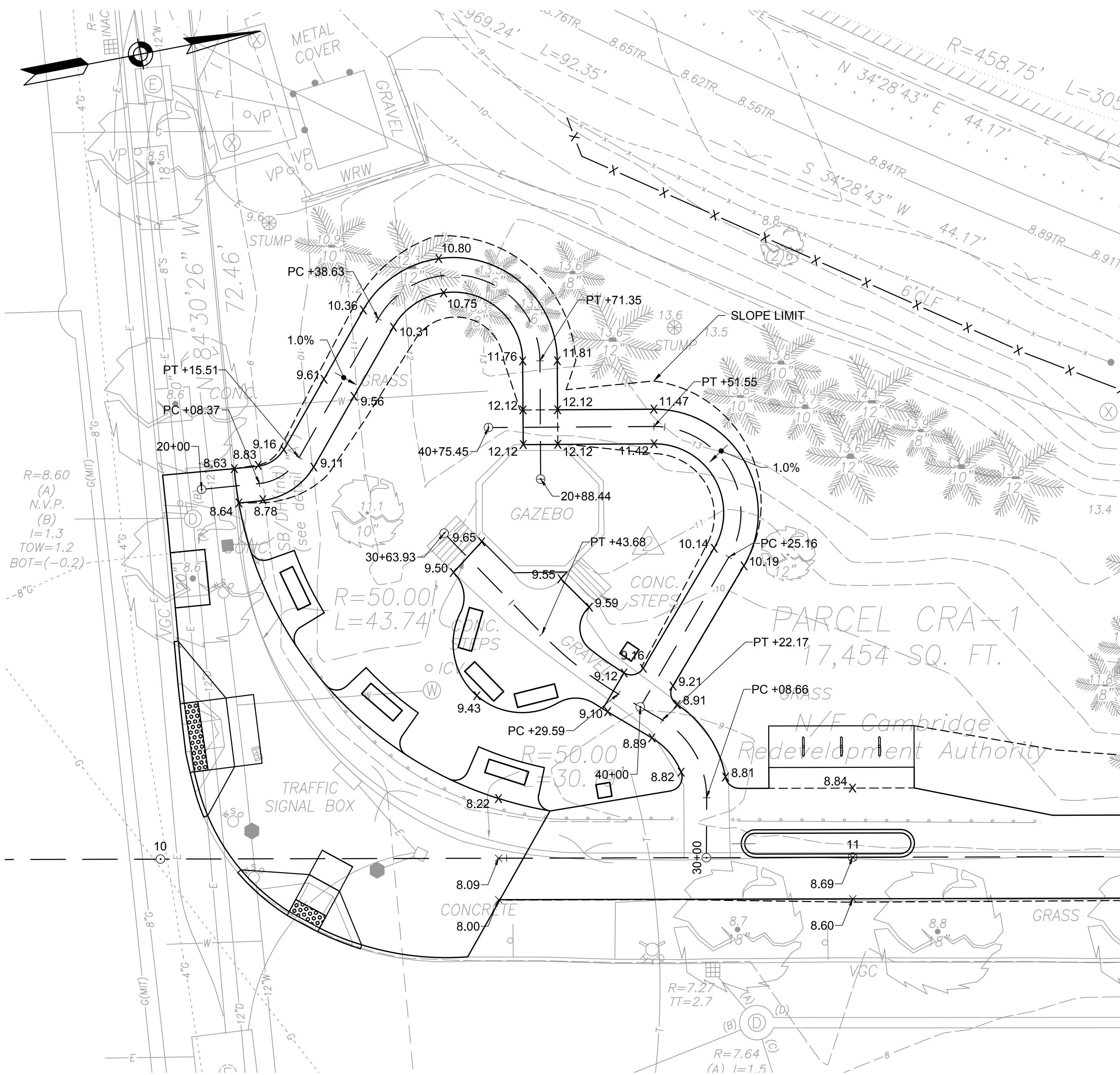
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|---|---|-------------|---------------|-----|-------------|------|--|---------------------|
|  FAY, SPOFFORD & THORNDIKE ENGINEERS · PLANNERS · SCIENTISTS 5 BURLINGTON WOODS, BURLINGTON, MA 01803 |  | Scale | AS NOTED | | | | Client CITY OF CAMBRIDGE, MASSACHUSETTS | Sheet C-8 |
| | | Date | JUNE 30, 2014 | | | | | |
| | | Job No. | ---- | | | | Project GRAND JUNCTION PATH & PEDESTRIAN IMPROVEMENTS | File No. |
| | | Designed by | SEA | | | | | |
| | | Drawn by | FLC | | | | Drawing ALIGNMENT AND GRADING PLANS - PART 1 | |
| | | Checked by | JMM | No. | Description | Date | | |
| | | Approved by | RAA | | REVISIONS | | | |



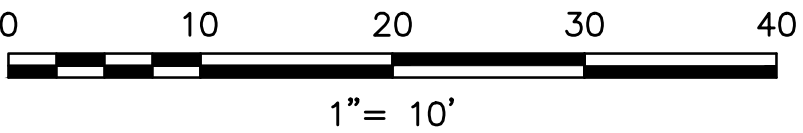
FOR CONTINUATION
SEE SHEET C-8



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| <div><div>FST100 YEARS</div><div>FAY, SPOFFORD & THORNDIKE</div><div>ENGINEERS · PLANNERS · SCIENTISTS</div><div>5 BURLINGTON WOODS, BURLINGTON, MA 01803</div></div> | <div><div>Scale</div><div>AS NOTED</div></div> <div><div>Date</div><div>JUNE 30, 2014</div></div> <div><div>Job No.</div><div>----</div></div> <div><div>Designed by</div><div>SEA</div></div> <div><div>Drawn by</div><div>FLC</div></div> <div><div>Checked by</div><div>JMM</div></div> <div><div>Approved by</div><div>RAA</div></div> | <div><div>THE WORKS</div><div>CAMBRIDGE DEPARTMENT OF PUBLIC WORKS</div></div> | <div><div>Client</div><div>CITY OF CAMBRIDGE, MASSACHUSETTS</div></div> <div><div>Project</div><div>GRAND JUNCTION PATH & PEDESTRIAN IMPROVEMENTS</div></div> <div><div>Drawing</div><div>ALIGNMENT AND GRADING PLANS - PART 2</div></div> | <div><div>Sheet</div><div>C-9</div></div> <div><div>File No.</div><div></div></div> |
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PART PLAN
SCALE: 1" = 10'



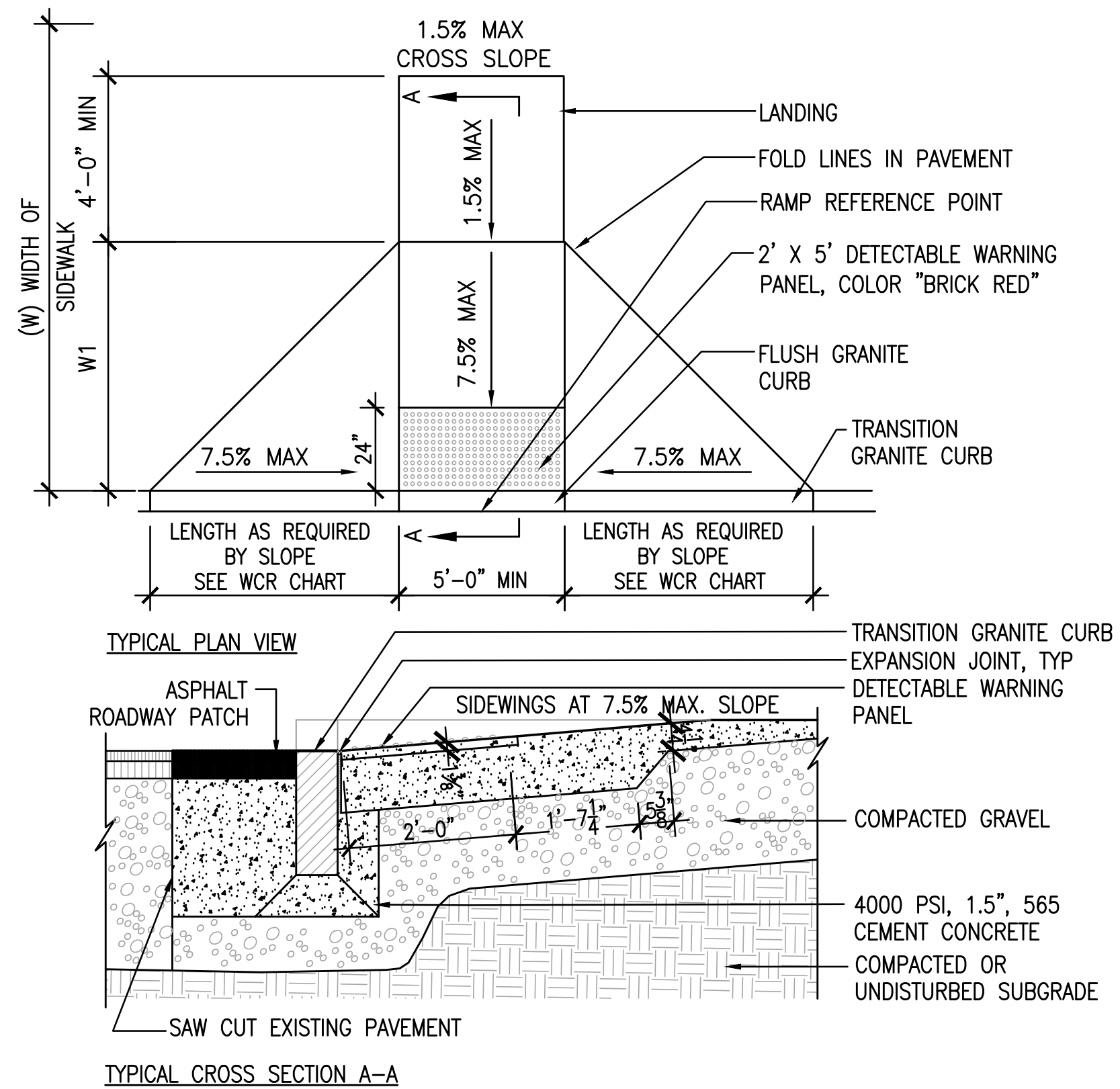
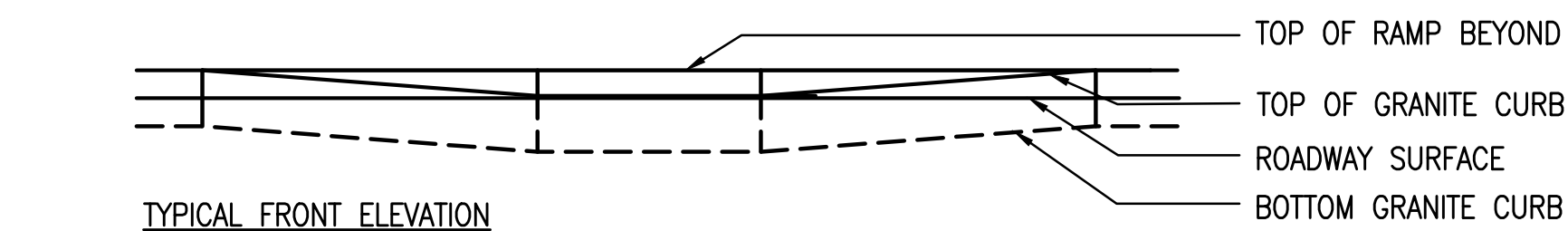
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| Job No. | ---- | | | |
| Designed by | SEA | | | |
| Drawn by | FLC | | | |
| Checked by | JMM | No. | Description | Date |
| Approved by | RAA | | REVISIONS | |



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| Client | CITY OF CAMBRIDGE, MASSACHUSETTS |
| Project | GRAND JUNCTION PATH & PEDESTRIAN IMPROVEMENTS |
| Drawing | GRADING PART PLAN |

| | |
|----------|------|
| Sheet | C-10 |
| File No. | |



WHEELCHAIR RAMP DETAIL
NOT TO SCALE

WHEELCHAIR RAMPS

| WCR # | RAMP REFERENCE POINT | | LENGTH OF PRIMARY RAMP (W1) | WIDTH OF SIDEWALK (W) | WIDTH OF RAMP ENTRANCE 5.0' (MIN) | DEPTH OF LEVEL LANDING 4.0' (MIN) | ROADWAY GUTTER SLOPE | TRANSITION LENGTH | |
|-------|----------------------|-----------|-----------------------------|-----------------------|-----------------------------------|-----------------------------------|----------------------|-------------------|---------|
| | STATION | OFFSET | | | | | | HIGHSIDE | LOWSIDE |
| WCR-1 | 9+54.82 | 20.70 LT | 6.67' | > 14.00' | 10.00' | 4.00' | 0.3% | 7.67' | 6.50' |
| WCR-2 | 10+03.43 | 17.45 LT | 6.67' | > 14.00' | 10.00' | 4.00' | 0.9% | 9.00' | 6.50' |
| WCR-3 | 10+20.46 | 9.38' RT | 6.67' | > 14.00' | 5.00' | 4.00' | 0.7% | 9.00' | 6.50' |
| WCR-4 | 16+98.77 | 15.17' RT | 6.67' | > 14.00' | 5.00' | 4.00' | 0.1% | 7.67' | 6.50' |
| WCR-5 | 17+44.50 | 7.79' LT. | 6.67' | > 14.00' | 10.00' | 4.00' | 2.3% | 11.00' | 6.50' |
| WCR-6 | 10+40.52 | 93.44' RT | 6.67' | > 14.00' | 5.00' | 4.00' | 1.9% | 9.00' | 6.50' |
| WCR-7 | 16+80.17 | 91.08' RT | 6.67' | > 14.00' | 5.00' | 4.00' | 0.7% | 9.00' | 6.50' |

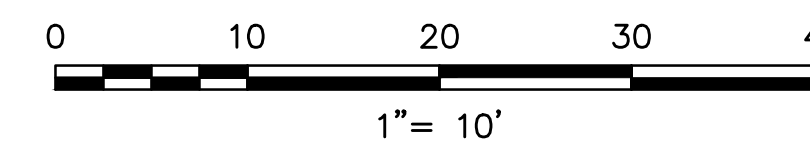
SOUTHWEST CORNER
GALILEO GALILEI WAY AND MAIN STREET
SCALE: 1" = 10'

NORTHWEST CORNER
GALILEO GALILEI WAY AND MAIN STREET
SCALE: 1" = 10'

SOUTHWEST CORNER
GALILEO GALILEI WAY AND BROADWAY
SCALE: 1" = 10'

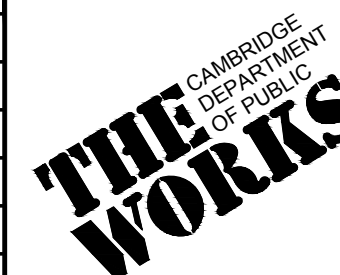
NORTHEAST CORNER
GALILEO GALILEI WAY AND MAIN STREET
SCALE: 1" = 10'

SOUTHEAST CORNER
GALILEO GALILEI WAY AND BROADWAY
SCALE: 1" = 10'



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| Designed by | SEA | | | |
| Drawn by | FLC | | | |
| Checked by | JMM | No. | Description | Date |
| Approved by | RAA | | REVISIONS | |



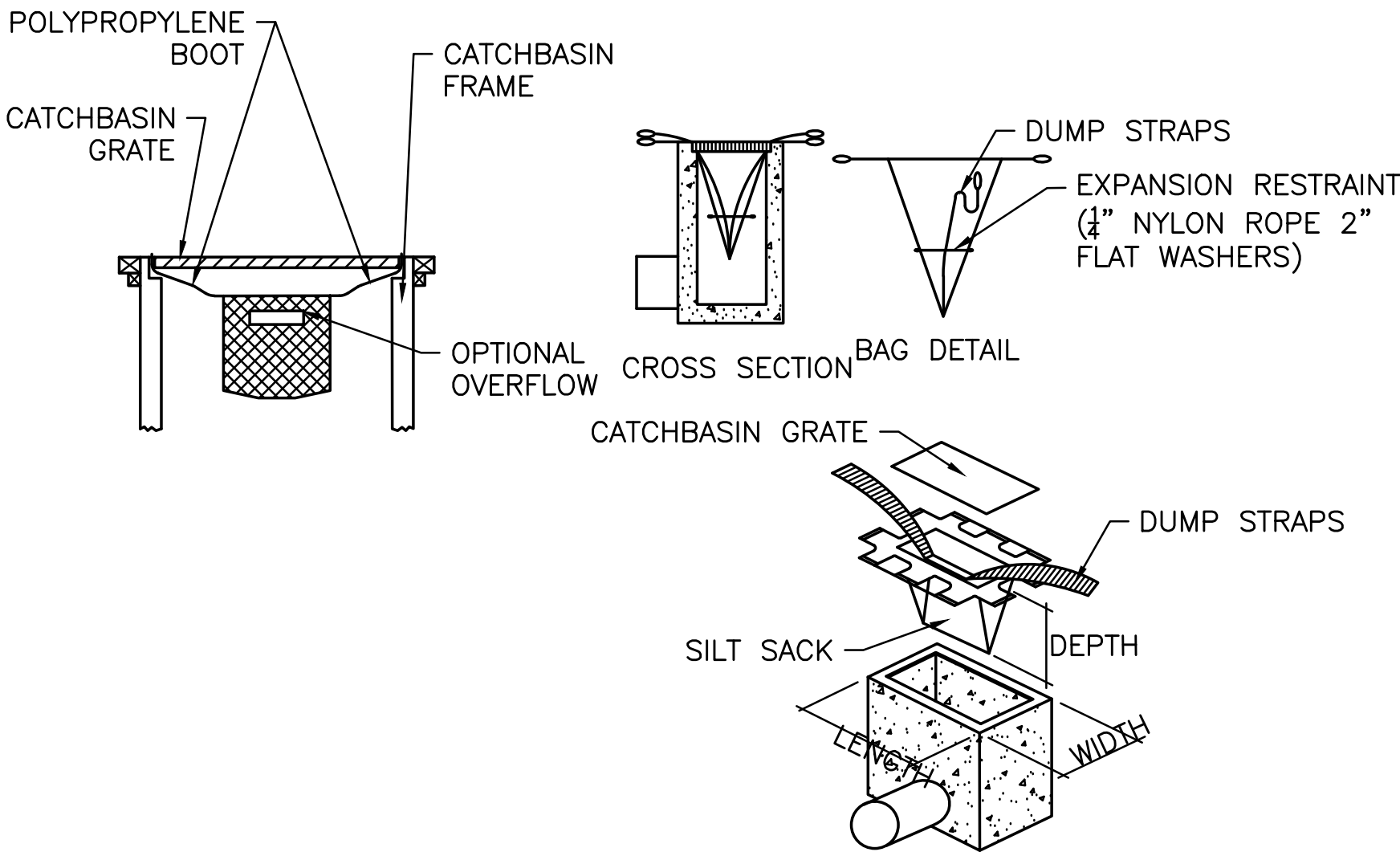
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|---------|---|
| Client | CITY OF CAMBRIDGE, MASSACHUSETTS |
| Project | GRAND JUNCTION PATH & PEDESTRIAN IMPROVEMENTS |
| Drawing | PEDESTRIAN RAMP DETAILS |

Sheet
C-11
File No.

EROSION AND SEDIMENT CONTROL NOTES

1. PRIOR TO ANY LAND DISTURBANCE ACTIVITIES COMMENCING ON THE SITE, THE DEVELOPER SHALL PHYSICALLY MARK LIMITS OF NO LAND DISTURBANCE ON THE SITE WITH TAPE, SIGNS, OR ORANGE CONSTRUCTION FENCE, SO THAT WORKERS CAN SEE THE AREAS TO BE PROTECTED. THE PHYSICAL MARKERS SHALL REMAIN IN PLACE UNTIL A CERTIFICATE OF COMPLETION HAS BEEN ISSUED.
2. APPROPRIATE EROSION AND SEDIMENT CONTROL MEASURES SHALL BE INSTALLED PRIOR TO SOIL DISTURBANCE. MEASURES SHALL BE TAKEN TO CONTROL EROSION WITHIN THE PROJECT AREA. SEDIMENT IN RUNOFF WATER SHALL BE TRAPPED AND RETAINED WITHIN THE PROJECT AREA. WETLAND AREAS AND SURFACE WATERS SHALL BE PROTECTED FROM SEDIMENT.
3. MINIMIZE TOTAL AREA OF DISTURBANCE AND PROTECT NATURAL FEATURES AND SOIL.
4. THE CONTRACTOR SHALL SEQUENCE ALL ACTIVITIES TO MINIMIZE SIMULTANEOUS AREAS OF DISTURBANCE. MASS CLEARINGS AND GRADING OF THE ENTIRE SITE SHALL BE AVOIDED.
5. MINIMIZE SOIL EROSION AND CONTROL SEDIMENTATION DURING CONSTRUCTION,
6. DIVERT UNCONTAMINATED WATER AROUND DISTURBED AREAS.
7. INSTALL AND MAINTAIN ALL EROSION AND SEDIMENT CONTROL MEASURES IN ACCORDANCE WITH THE MANUFACTURER'S SPECIFICATIONS AND GOOD ENGINEERING PRACTICES OR THE 2008 EPA'S CONSTRUCTION GENERAL PERMIT.
8. PROTECT AND MANAGE ON AND OFF--SITE MATERIAL STORAGE AREAS (OVERBURDEN AND STOCKPILES OF DIRT, BORROW AREAS, OR OTHER AREAS USED SOLELY BY THE PERMITTED PROJECT ARE CONSIDERED A PART OF THE PROJECT).
9. COMPLY WITH APPLICABLE FEDERAL, STATE AND LOCAL LAWS AND REGULATIONS INCLUDING WASTE DISPOSAL, SANITARY SEWER OR SEPTIC SYSTEM REGULATIONS, AND AIR QUALITY REQUIREMENTS, INCLUDING DUST CONTROL.
10. SEDIMENT SHALL BE REMOVED ONCE THE VOLUME REACHES ¼ TO ½ THE HEIGHT OF THE EROSION CONTROL DEVICE. SEDIMENT SHALL BE REMOVED FROM SILT FENCE PRIOR TO REACHING THE LOAD-BEARING CAPACITY OF THE SILT FENCE WHICH MAY BE LOWER THAN ¼ TO ½ THE HEIGHT.
11. SEDIMENT FROM SEDIMENT TRAPS OR SEDIMENTATION PONDS SHALL BE REMOVED WHEN DESIGN CAPACITY HAS BEEN REDUCED BY 50 PERCENT.
12. BMPS TO BE USED FOR INFILTRATION AFTER CONSTRUCTION SHALL NOT BE USED AS BMPS DURING CONSTRUCTION UNLESS OTHERWISE APPROVED BY THE BOARD. MANY INFILTRATION TECHNOLOGIES ARE NOT DESIGNED TO HANDLE THE HIGH CONCENTRATIONS OF SEDIMENTS TYPICALLY FOUND IN CONSTRUCTION RUNOFF, AND THUS MUST BE PROTECTED FROM CONSTRUCTION RELATED SEDIMENT LOADINGS.

13. SOIL STOCKPILES MUST BE STABILIZED OR COVERED AT THE END OF EACH WORKDAY. STOCKPILE SIDE SLOPES SHALL NOT BE GREATER THAN 2:1. ALL STOCKPILES SHALL BE SURROUNDED BY SEDIMENT CONTROLS.
14. FOR ACTIVE CONSTRUCTION AREAS SUCH AS BORROW OR STOCKPILE AREAS, ROADWAY IMPROVEMENTS AND AREAS WITHIN 50 FEET OF A BUILDING UNDER CONSTRUCTION, A PERIMETER SEDIMENT CONTROL SYSTEM SHALL BE INSTALLED AND MAINTAINED TO CONTAIN SOIL.
15. A TRACKING PAD OR OTHER APPROVED STABILIZATION METHOD SHALL BE CONSTRUCTED AT ALL ENTRANCE/EXIST POINTS OF THE SITE TO REDUCE THE AMOUNT OF SOIL CARRIED ONTO ROADWAYS AND OFF THE SITE.
16. ON THE CUT SIDE OF ROADS, DITCHES SHALL BE STABILIZED IMMEDIATELY WITH ROCK RIP-RAP OR OTHER NON-ERODIBLE LINERS, OR WHERE APPROPRIATE, VEGETATIVE MEASURES SUCH AS HYDROSEEDING OR JUTE MATTING.
17. PERMANENT SEEDING SHALL BE UNDERTAKEN IN THE SPRING FROM MARCH THROUGH MAY, AND IN LATE SUMMER AND EARLY FALL FROM AUGUST TO OCTOBER 15. DURING THE PEAK SUMMER MONTHS AND IN THE FALL AFTER OCTOBER 15, WHEN SEEDING IS FOUND TO BE IMPRACTICAL, APPROPRIATE TEMPORARY STABILIZATION SHALL BE APPLIED. PERMANENT SEEDING MAY BE UNDERTAKEN DURING THE SUMMER IF PLANS PROVIDE FOR ADEQUATE MULCHING AND WATERING.
18. ALL SLOPES STEEPER THAN 3:1 (H:V, 33.3%), AS WELL AS PERIMETER DIKES, SEDIMENT BASINS OR TRAPS, AND EMBANKMENTS MUST, UPON COMPLETION, BE IMMEDIATELY STABILIZED WITH SOD, SEED AND ANCHORED STRAW MULCH, OR OTHER APPROVED STABILIZATION MEASURES. AREAS OUTSIDE OF THE PERIMETER SEDIMENT CONTROL SYSTEM MUST NOT BE DISTURBED.
19. TEMPORARY SEDIMENT TRAPPING DEVICES MUST NOT BE REMOVED UNTIL PERMANENT STABILIZATION IS ESTABLISHED IN ALL CONTRIBUTORY DRAINAGE AREAS.
20. ALL TEMPORARY EROSION AND SEDIMENT CONTROL MEASURES SHALL BE REMOVED AFTER FINAL SITE STABILIZATION. DISTURBED SOIL AREAS RESULTING FROM THE REMOVAL OF TEMPORARY MEASURES SHALL BE PERMANENTLY STABILIZED WITHIN 30 DAYS OF REMOVAL.
21. PROPERLY MANAGE ON-SITE CONSTRUCTION AND WASTE MATERIALS.
22. PREVENT OFF-SITE VEHICLE TRACKING OF SEDIMENTS.
23. DUST SHALL BE CONTROLLED AT THE SITE.
24. ALL PREVIOUSLY DISTURBED LAND SHALL BE STABILIZED BY APPROVED METHODS AFTER 14 DAYS IF LEFT UNDISTURBED. THIS INCLUDES STOCKPILES, CONSTRUCTION ENTRANCES, GRADED AREAS AND OTHER CONSTRUCTION ACTIVITY RELATED CLEARING.
25. IF WORK IS HALTED OVER WINTER MONTHS THE CONTRACTOR SHALL BE RESPONSIBLE FOR STABILIZING THE AREA THROUGH GROUND COVER PRACTICES..



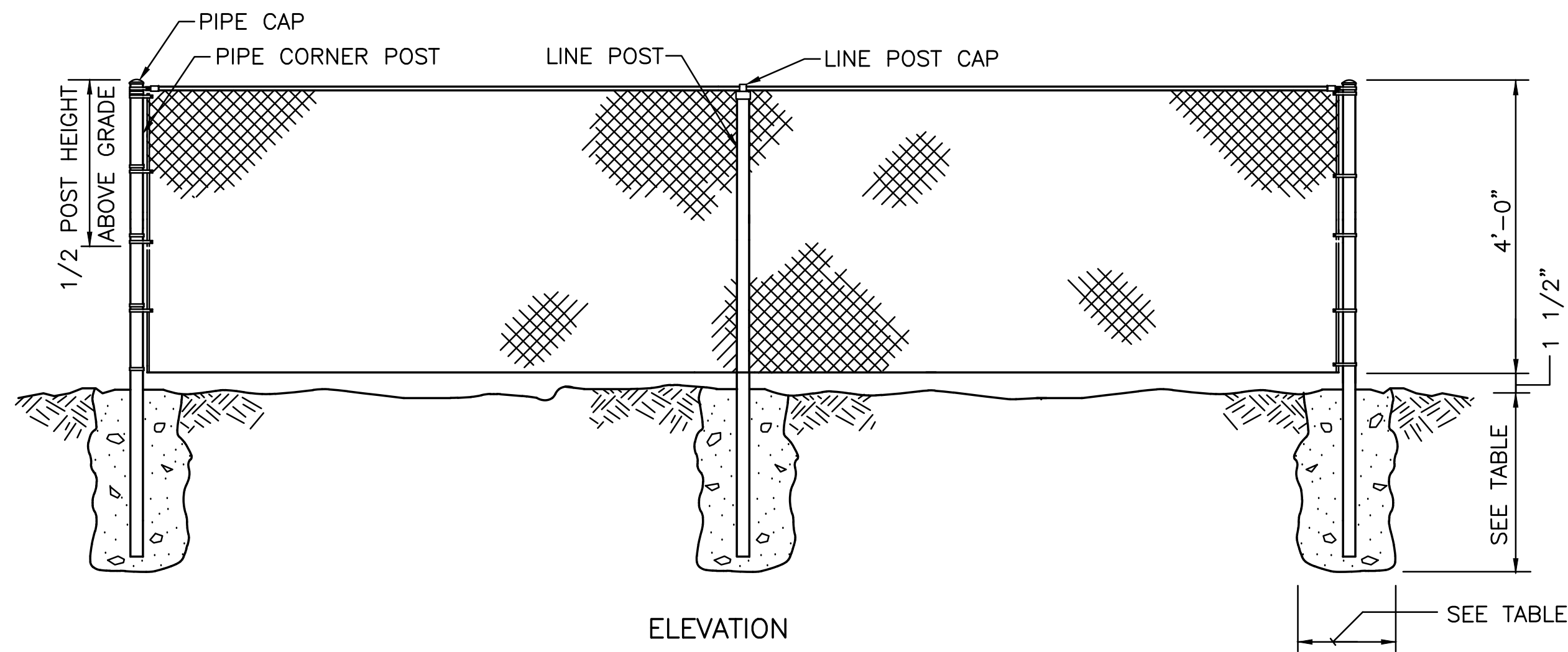
THIS METHOD OF INLET PROTECTION IS APPLICABLE WHERE THE INLET DRAINS SHEET, OVERLAND AND CONCENTRATED FLOWS (NOT GREATER THAN 1 CFS). THE METHOD CAN DRAIN FLAT AREA TO STEEP SLOPES. INLET CAPACITY WILL DECREASE WITH THIS METHOD AND CONTRACTOR SHALL EXPECT FLOODING TO OCCUR DURING HIGH FLOW EVENTS.

INSPECTION SCHEDULE SHALL COMPLY WITH THE 2008 EPA CONSTRUCTION GENERAL PERMIT

MAINTENANCE SHALL OCCUR WHEN NECESSARY. SILT SACKS SHALL BE CLEANED ONCE THE BAG IS FILLED HALF WAY WITH DEBRIS. CONTRACTOR SHALL REMOVE SILT SACK AND PLACE NEW UNIT. DO NOT EMPTY SILT SACK CONTENTS INTO THE CATCHBASIN.

CATCH BASIN W/ SILT SACK
INLET PROTECTION

| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|--|-------------|---------------|-----|-------------|------|------|---------------|--|--|--|---------|------|--|--|--|-------------|-----|--|--|--|----------|-----|--|--|--|------------|-----|-----|-------------|------|-------------|-----|-----------|--|--|--|--|--------|----------------------------------|-------|------|
| <div><div>FST</div><div>100 YEARS</div></div> <div>FAY, SPOFFORD & THORNDIKE</div> <div>ENGINEERS • PLANNERS • SCIENTISTS</div> <div>5 BURLINGTON WOODS, BURLINGTON, MA 01803</div> | <table><tr><td>Scale</td><td>AS NOTED</td><td></td><td></td><td></td></tr><tr><td>Date</td><td>JUNE 30, 2014</td><td></td><td></td><td></td></tr><tr><td>Job No.</td><td>----</td><td></td><td></td><td></td></tr><tr><td>Designed by</td><td>SEA</td><td></td><td></td><td></td></tr><tr><td>Drawn by</td><td>FLC</td><td></td><td></td><td></td></tr><tr><td>Checked by</td><td>JMM</td><td>No.</td><td>Description</td><td>Date</td></tr><tr><td>Approved by</td><td>RAA</td><td colspan="3">REVISIONS</td><td></td></tr></table> | Scale | AS NOTED | | | | Date | JUNE 30, 2014 | | | | Job No. | ---- | | | | Designed by | SEA | | | | Drawn by | FLC | | | | Checked by | JMM | No. | Description | Date | Approved by | RAA | REVISIONS | | | | <div><div>CAMBRIDGE</div><div>DEPARTMENT</div><div>OF PUBLIC</div><div>WORKS</div></div> | Client | CITY OF CAMBRIDGE, MASSACHUSETTS | Sheet | C-12 |
| | | Scale | AS NOTED | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | Date | JUNE 30, 2014 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | Job No. | ---- | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | Designed by | SEA | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | Drawn by | FLC | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | Checked by | JMM | No. | Description | Date | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Approved by | RAA | REVISIONS | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Project | GRAND JUNCTION PATH & PEDESTRIAN IMPROVEMENTS | File No. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Drawing | CONSTRUCTION DETAILS - PART 1 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |



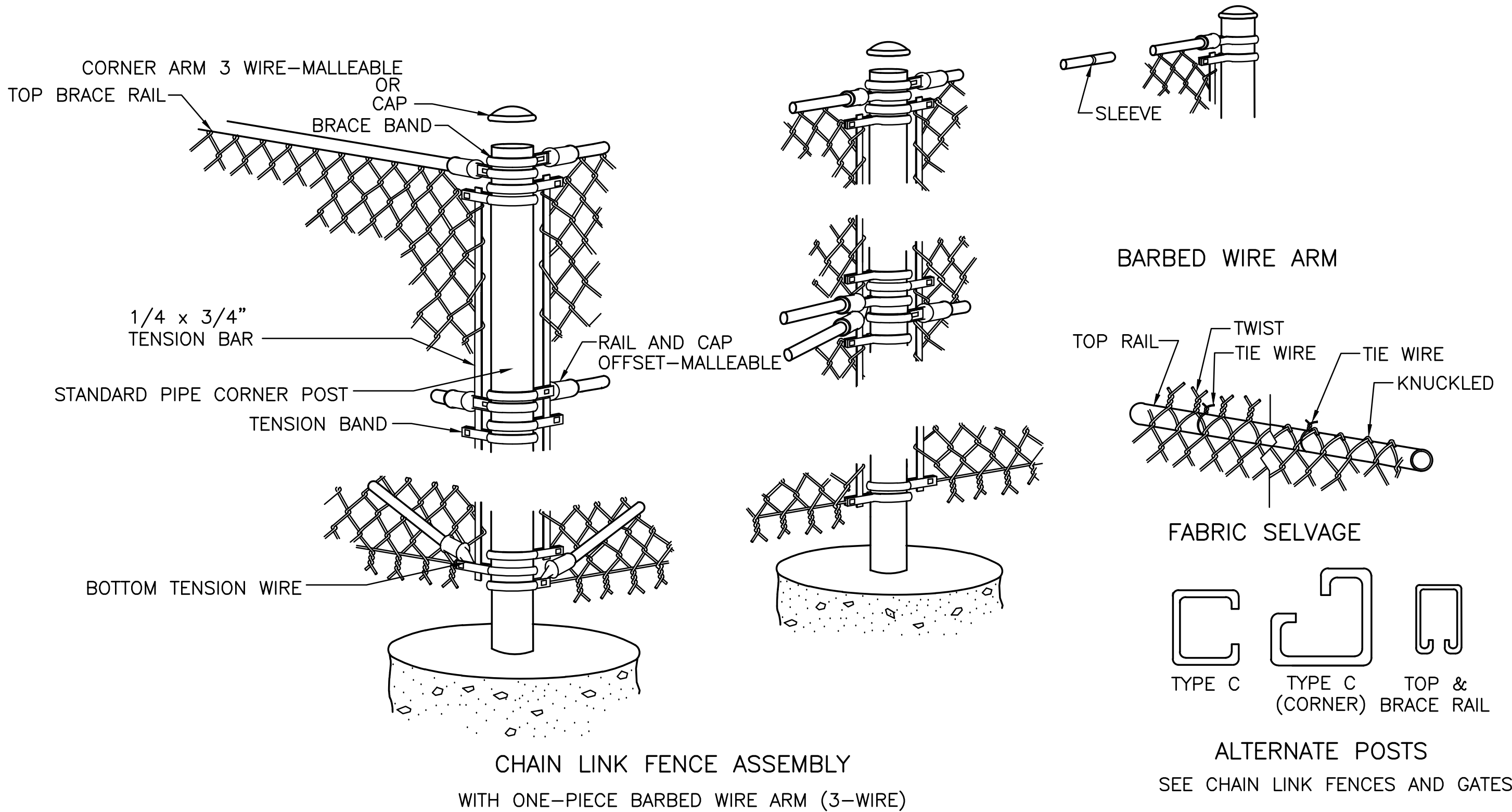
ELEVATION

| POST SETTING REQUIREMENT | | | |
|--------------------------|-------------------|------------|----------------|
| TYPE OF POST | HOLE DIA. AT TOP* | HOLE DEPTH | POST EMBEDMENT |
| LINE | 9" | 38" | 36" |
| TERMINAL | 12" | 38" | 36" |

*MIN. HOLE DIAMETER IN SOFT OR LOOSE SOIL SHALL BE 18"

- NOTES:
1. POST SPACING: LINE POSTS SHALL BE EVENLY SPACED, CENTER TO CENTER.
 2. POST FOOTING SHALL HAVE A 1" CROWN FINISH
 3. SEE CHAIN LINK FENCE DETAIL 2 FOR CHAIN LINK FENCE ASSEMBLY, ALTERNATE POSTS, AND FABRIC SELVAGE DETAILS.

CHAIN LINK FENCE DETAIL
NOT TO SCALE



CHAIN LINK FENCE DETAIL
NOT TO SCALE



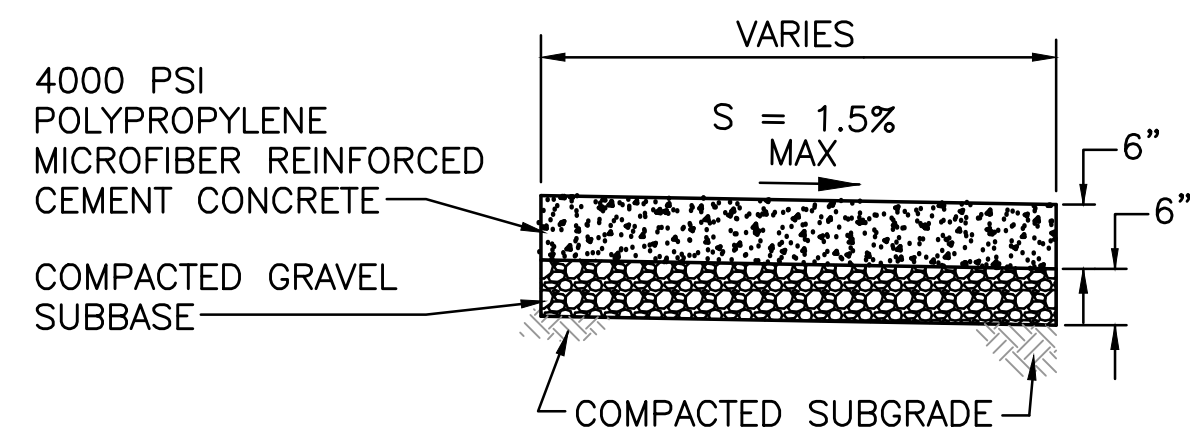
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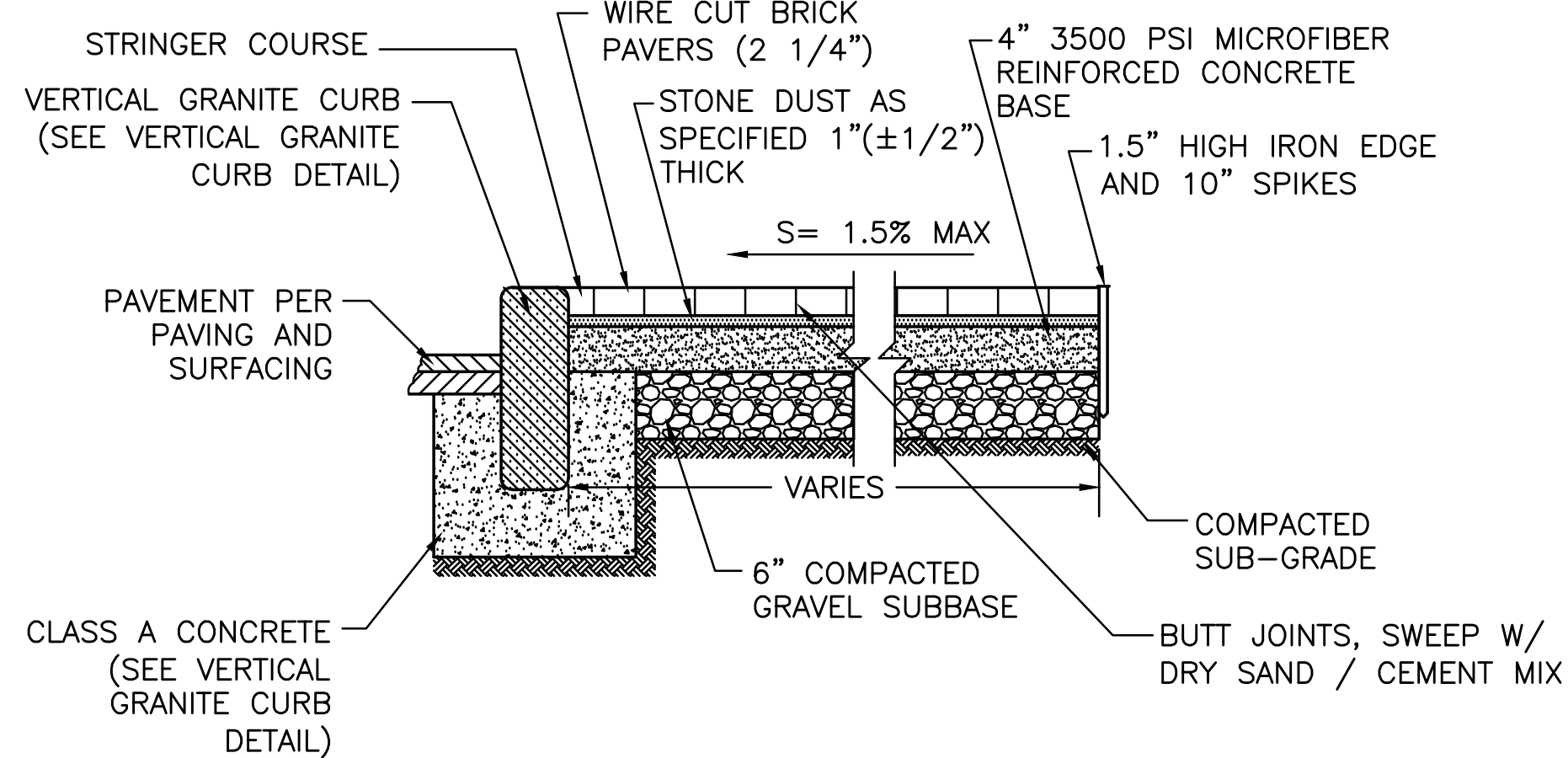


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| Project | GRAND JUNCTION PATH & PEDESTRIAN IMPROVEMENTS | |
| Drawing | CONSTRUCTION DETAILS - PART 2 | |

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| Sheet | C-13 |
| File No. | |



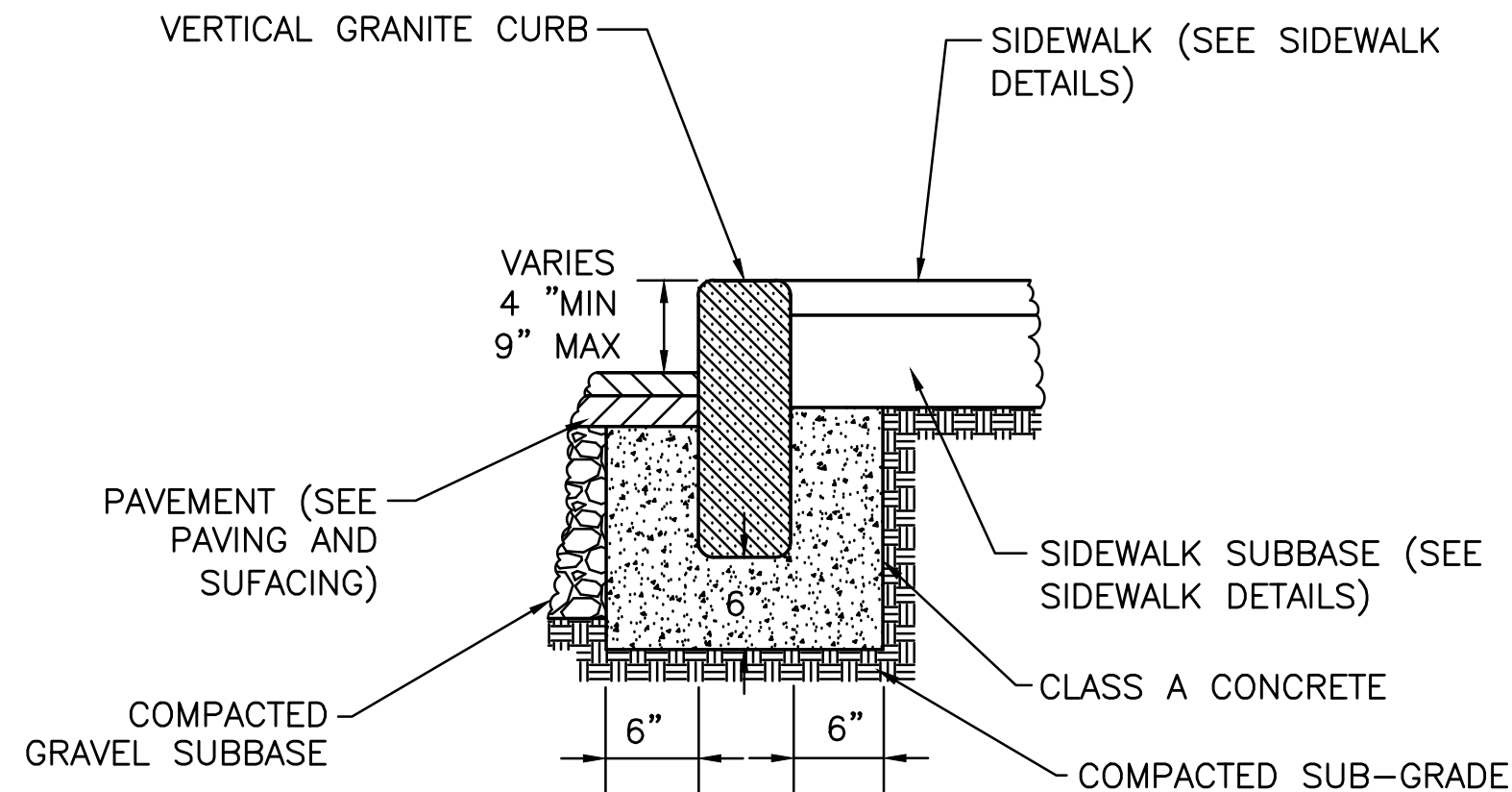
CEMENT CONCRETE SIDEWALK DETAIL
NOT TO SCALE



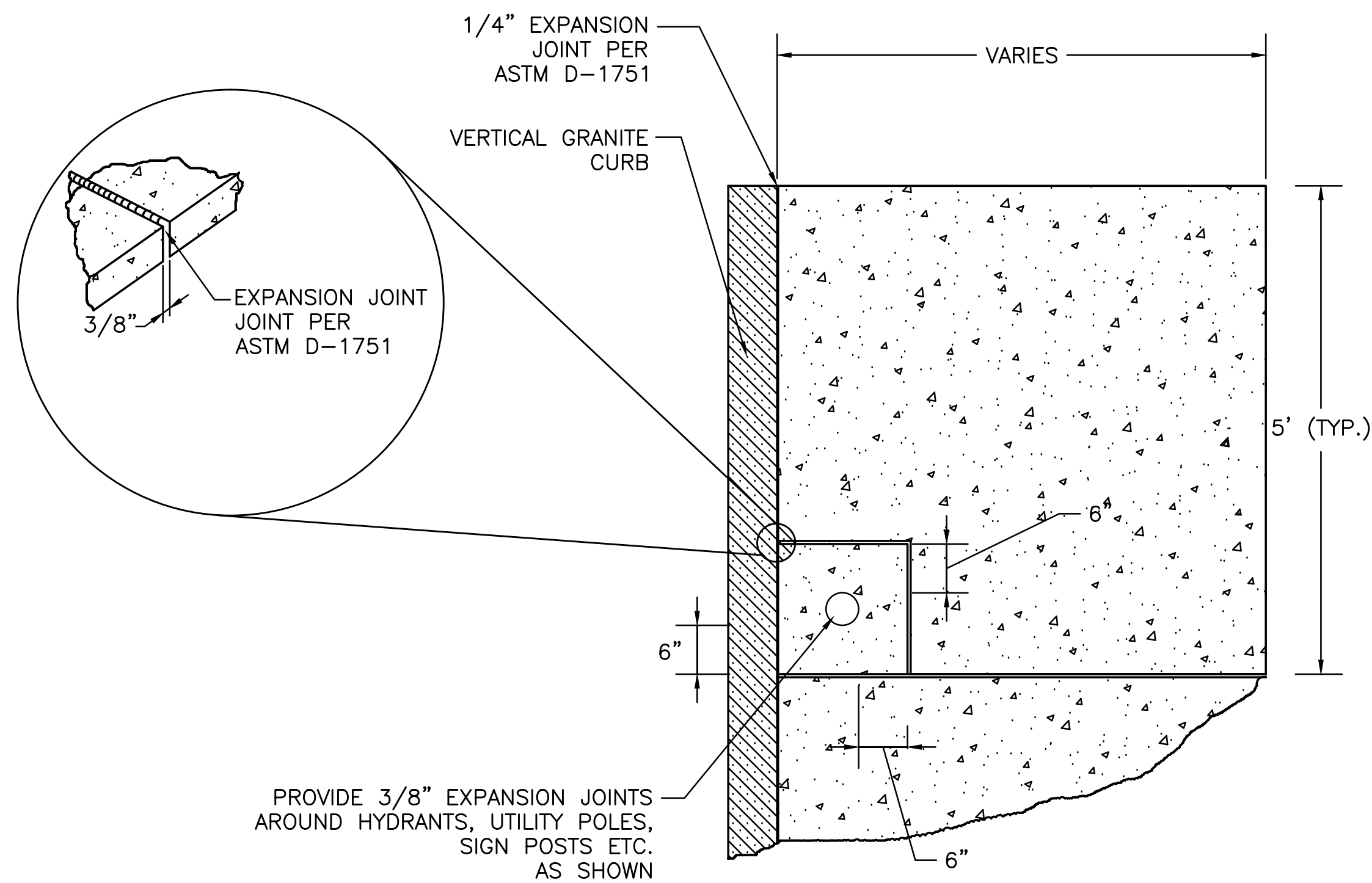
SECTION A-A

- NOTES:
1. SIDEWALKS SHALL MATCH WIDTH AND SLOPE OF EXISTING SIDEWALKS UNLESS OTHERWISE NOTED.
 2. FOR BRICK LAYOUT PATTERN SEE PLAN VIEW DETAIL 2524.8

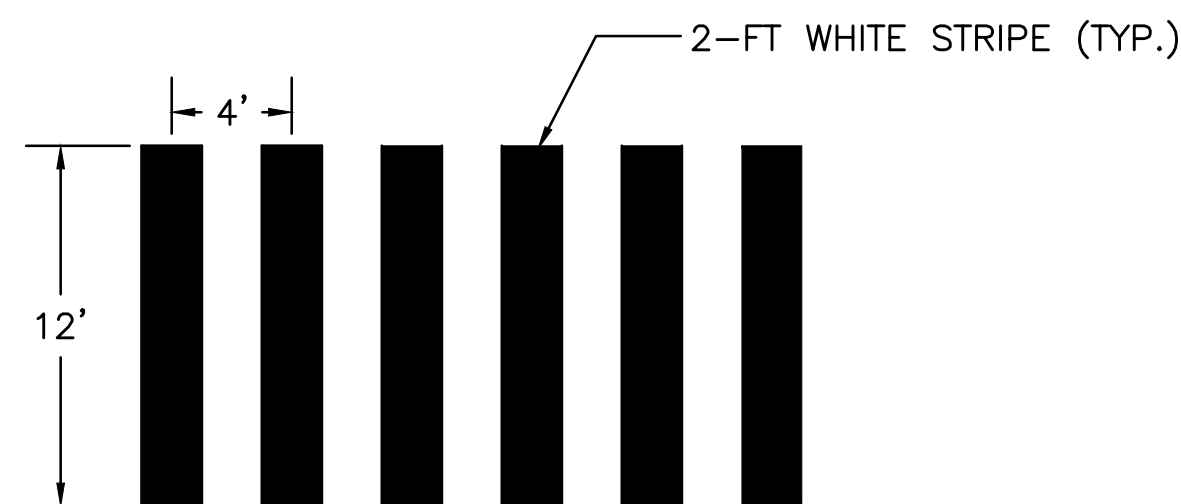
CONCRETE BASE BRICK SIDEWALK DETAIL – SECTION
NOT TO SCALE



VERTICAL GRANITE CURB DETAIL
NOT TO SCALE



SIDEWALK EXPANSION JOINT DETAIL
NOT TO SCALE



CAMBRIDGE STANDARD CROSSWALK
NOT TO SCALE



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| Client | CITY OF CAMBRIDGE, MASSACHUSETTS |
| Project | GRAND JUNCTION PATH & PEDESTRIAN IMPROVEMENTS |
| Drawing | CONSTRUCTION DETAILS - PART 3 |

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| Sheet | C-14 |
| File No. | |

LANDSCAPE NOTES:

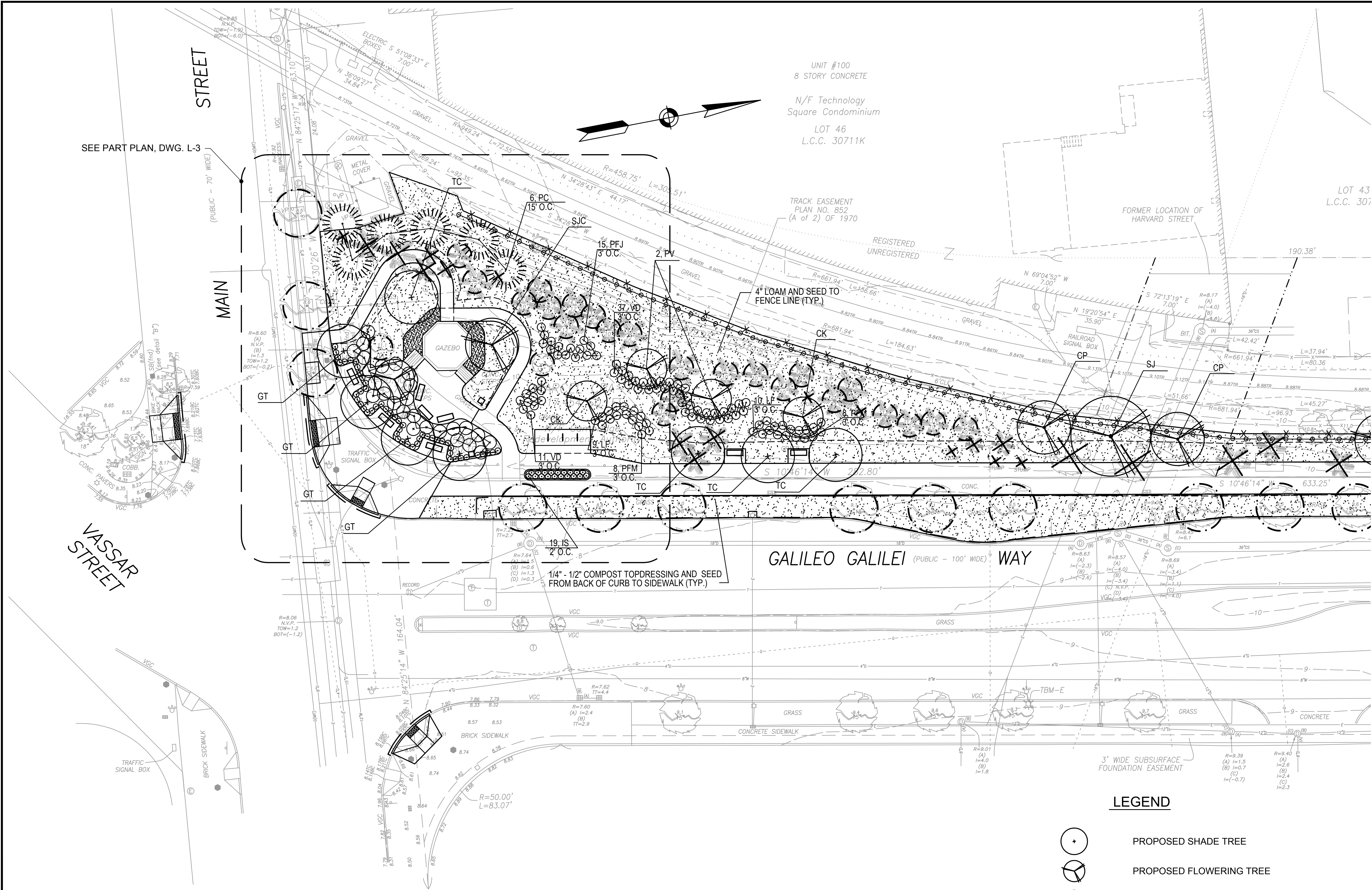
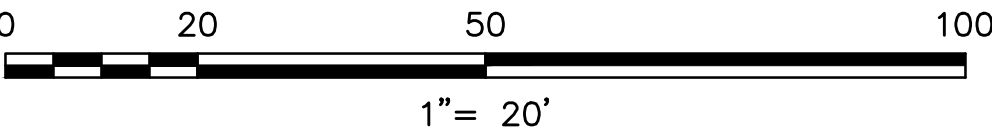
1. NO PLANT MATERIALS SHALL BE INSTALLED UNTIL ALL GRADING AND CONSTRUCTION HAS BEEN COMPLETED IN THE IMMEDIATE AREA.
2. ALL TREES SHALL BE BALLED AND BURLAPPED, UNLESS OTHERWISE NOTED, OR APPROVED BY THE ENGINEER. IF SYNTHETIC WRAP IS USED FOR ANY PLANT MATERIALS, IT SHALL BE COMPLETELY REMOVED PRIOR TO INSTALLATION.
3. 3" DEEP PINE BARK MULCH SHALL BE INSTALLED UNDER ALL NEW TREES, SHRUBS, AND VINES, AS SHOWN ON THE PLANS, OR AS REQUIRED BY ENGINEER.
4. FINAL QUANTITY FOR EACH PLANT TYPE SHALL BE AS SHOWN ON THE PLAN. THIS NUMBER SHALL TAKE PRECEDENCE IN CASE OF ANY DISCREPANCY BETWEEN QUANTITIES SHOWN ON THE PLANT LIST AND ON THE PLAN.
5. ANY PROPOSED PLANT SUBSTITUTIONS SHALL BE APPROVED IN WRITING BY THE ENGINEER PRIOR TO THE START OF WORK.
6. ALL PLANT MATERIALS SHALL BE GUARANTEED FOR ONE YEAR FOLLOWING DATE OF FINAL ACCEPTANCE.
7. EXISTING TREES TO REMAIN SHALL BE PROTECTED WITH ORANGE CONSTRUCTION FENCE AS REQUIRED BY THE ENGINEER. ERECT CONSTRUCTION FENCE AT THE DRIP LINE OF THE TREE. CONTRACTOR SHALL NOT STORE VEHICLES OR MATERIALS WITHIN THE LANDSCAPE AREAS. ANY DAMAGE TO EXISTING TREES, SHRUBS, OR LAWNS SHALL BE REPAIRED BY THE CONTRACTOR AT NO ADDITIONAL COST TO THE DEPARTMENT. SEE ADDITIONAL REQUIREMENTS ON THE LANDSCAPE SITE PREPARATION AND REMOVALS PLANS.
8. SANDY LOAM SHALL BE PER ITEM 751.5 - SANDY LOAM BORROW.
9. COMPOST SHALL BE PER ITEM 751.7 - COMPOST TOPSOIL.
10. SEEDING SHALL COMFORM TO THE STANDARD SPECIFICATIONS AS AMENDED BY THE 2010 STANDARD SPECIAL PROVISIONS, SUBSECTION M6, ROADSIDE DEVELOPMENT MATERIALS. SEED TYPES SHALL CONFORM TO THE FOLLOWING:

A. MOWABLE SEED MIX SHALL BE PER M6.03.0 LAWN GRASS AREAS.

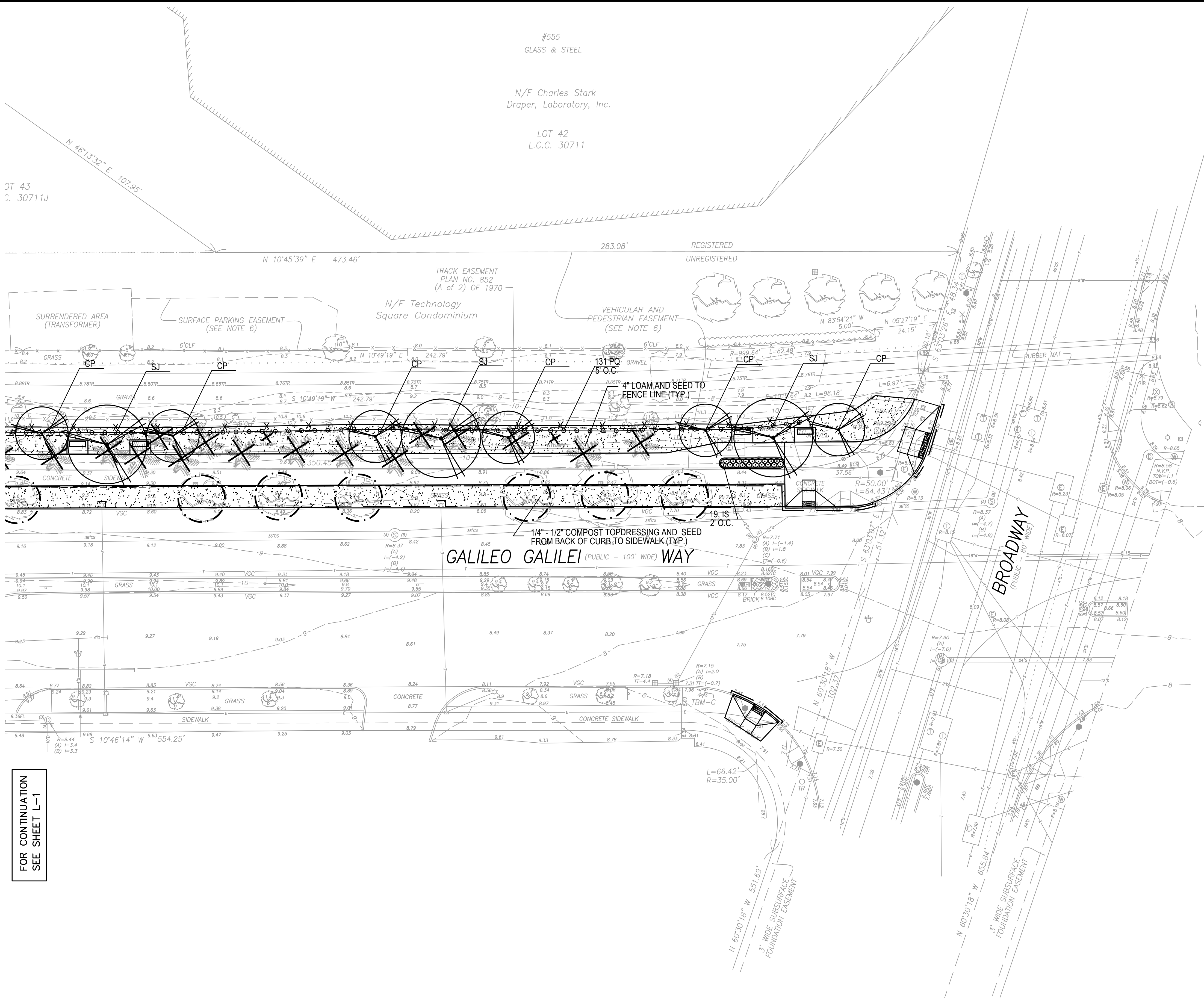
FOR CONTINUATION
SEE SHEET L-2

LEGEND

- PROPOSED SHADE TREE
- PROPOSED FLOWERING TREE
- PROPOSED SHRUB/VINE
- PROPOSED EVERGREEN TREE
- PROPOSED SEEDING

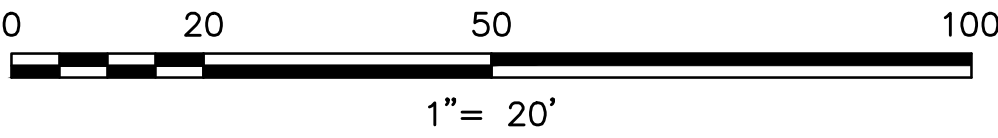


| | | | | | | | | | | |
|--|--|--|-------------|---------------|-----|-------------|------|--|--|--------------|
| | FAY, SPOFFORD & THORNDIKE ENGINEERS · PLANNERS · SCIENTISTS 5 BURLINGTON WOODS, BURLINGTON, MA 01803 | | Scale | AS NOTED | | | | | Client CITY OF CAMBRIDGE, MASSACHUSETTS | Sheet L-1 |
| | | | Date | JUNE 30, 2014 | | | | | | |
| | | | Job No. | ---- | | | | | | |
| | | | Designed by | GBW | | | | | | |
| | | | Drawn by | FLC | | | | Project GRAND JUNCTION PATH & PEDESTRIAN IMPROVEMENTS | Drawing LANDSCAPING PLANS - PART 1 | File No. |
| | | | Checked by | JMM | No. | Description | Date | | | |
| | | | Approved by | RAA | | REVISIONS | | | | |
| | | | | | | | | | | |



PLANT MAINTENANCE NOTES:

1. CONTRACTOR SHALL PROVIDE COMPLETE MAINTENANCE OF THE NEWLY INSTALLED SEEDED AREAS AND PLANTINGS.
2. NO IRRIGATION IS PROPOSED FOR THIS SITE. THE CONTRACTOR SHALL SUPPLY SUPPLEMENTAL WATERING/ IRRIGATION BAGS FOR NEW SEEDED AREAS AND PLANTINGS DURING THE ONE YEAR PLANT GUARANTEE PERIOD.
3. CONTRACTOR SHALL PROVIDE A WATERING SCHEDULE AND BI-WEEKLY WATERING REPORTS TO THE ENGINEER.
4. CONTRACTOR MAY USE WATERING BAGS BUT IS RESPONSIBLE FOR MAINTAINING, HANDLING, MONTHLY INSPECTIONS OF TREE TRUNK DAMAGE, AND REMOVAL AT THE END OF THE GUARANTEE PERIOD.
5. CONTRACTOR SHALL PROVIDE ALL MATERIALS, LABOR, AND EQUIPMENT FOR THE COMPLETE LANDSCAPE MAINTENANCE WORK.
6. WATERING SHALL OCCUR ON A WEEKLY BASIS DURING THE GROWING SEASON TO ENSURE THAT ALL PLANTS RECEIVE THE EQUIVALENT OF 1 INCH OF RAINFALL PER WEEK.
7. WATER SHALL BE APPLIED IN SUFFICIENT QUANTITY TO THOROUGHLY SATURATE THE SOIL IN THE ROOT ZONE OF EACH PLANT.
8. CONTRACTOR SHALL REPLACE DEAD OR DYING PLANTS AT THE END OF THE ONE YEAR GUARANTEE PERIOD. CONTRACTOR SHALL TURN OVER MAINTENANCE TO THE FACILITY MAINTENANCE STAFF AT THAT TIME.
9. ALL PLANTS SHALL BE WATERED WITHIN 24 HOURS OF INSTALLATION.
10. CONTRACTOR SHALL PROVIDE WATERING PLAN FOR WEEKLY WATER FOR ALL PLANTINGS ALONG CORRIDOR INCLUDING SOURCE OF WATER, METHOD OF APPLICATION AND ANTICIPATED WATERING DAYS.
11. AS REQUIRED BY THE ENGINEER THE CONTRACTOR SHALL WATER SEEDED AREAS.

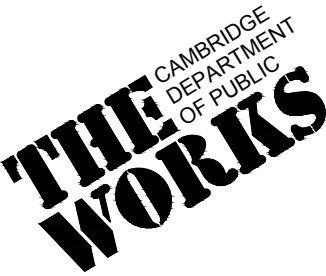


FOR CONTINUATION
SEE SHEET L-1

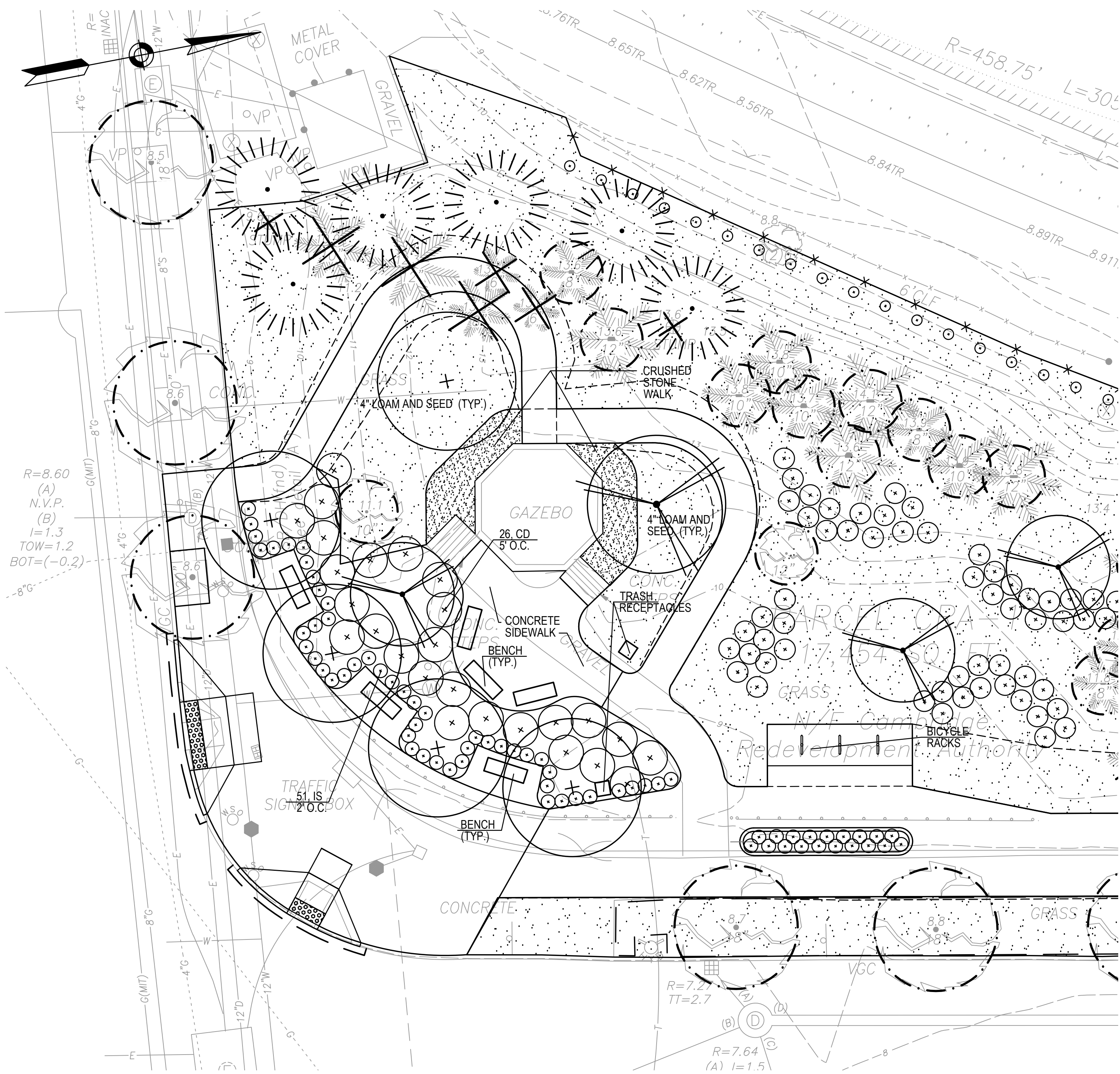


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5 BURLINGTON WOODS, BURLINGTON, MA 01803

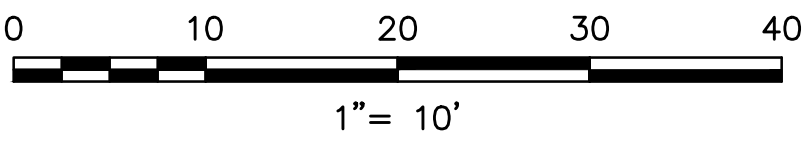
| | | | | |
|-------------|---------------|-----|-------------|------|
| Scale | AS NOTED | | | |
| Date | JUNE 30, 2014 | | | |
| Job No. | ---- | | | |
| Designed by | GBW | | | |
| Drawn by | FLC | | | |
| Checked by | JMM | No. | Description | Date |
| Approved by | RAA | | REVISIONS | |



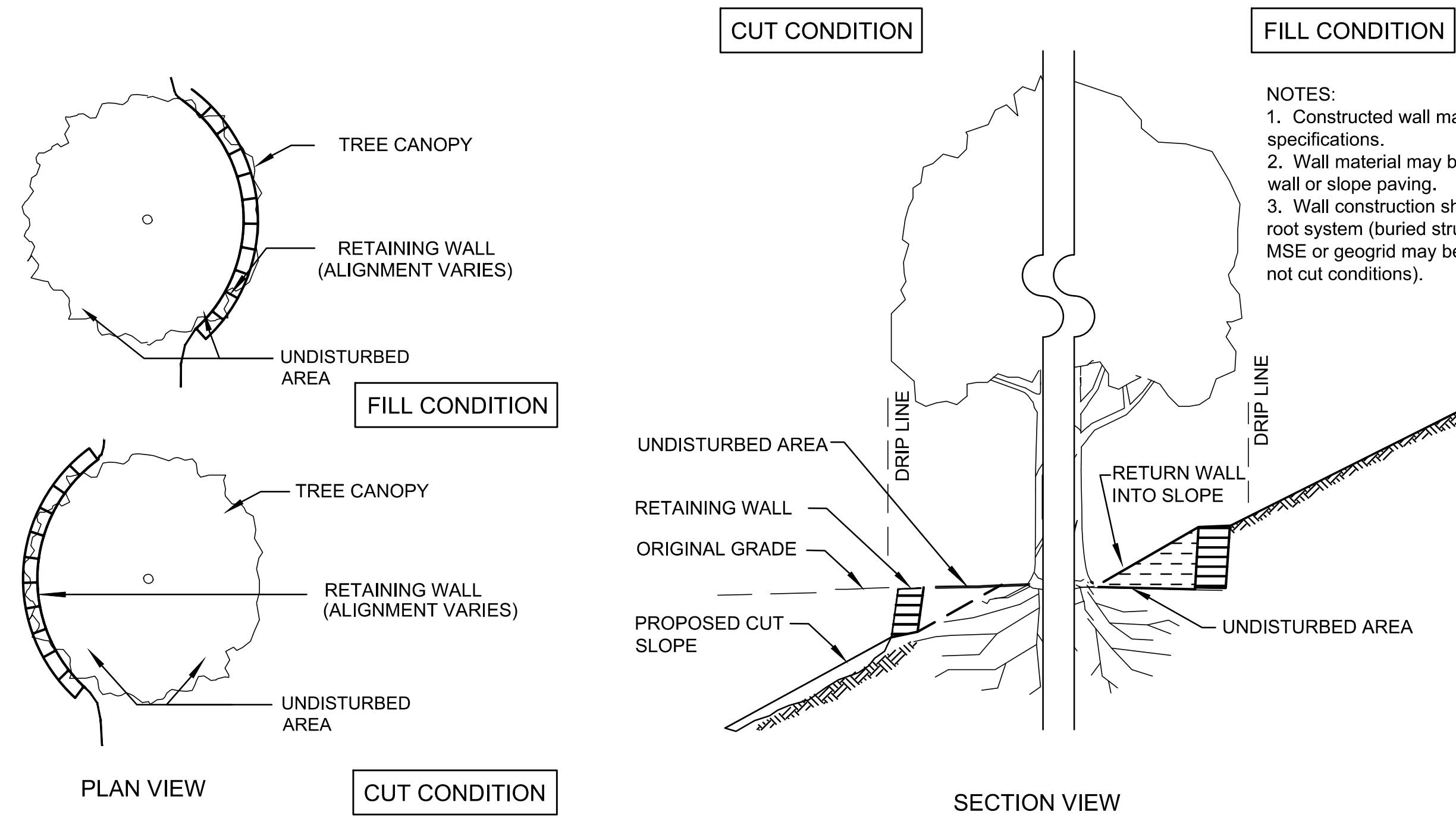
| | | |
|---------|---|---------------------------------|
| Client | CITY OF CAMBRIDGE, MASSACHUSETTS | Sheet L-2 File No. |
| Project | GRAND JUNCTION PATH & PEDESTRIAN IMPROVEMENTS | |
| Drawing | LANDSCAPING PLANS - PART 2 | |



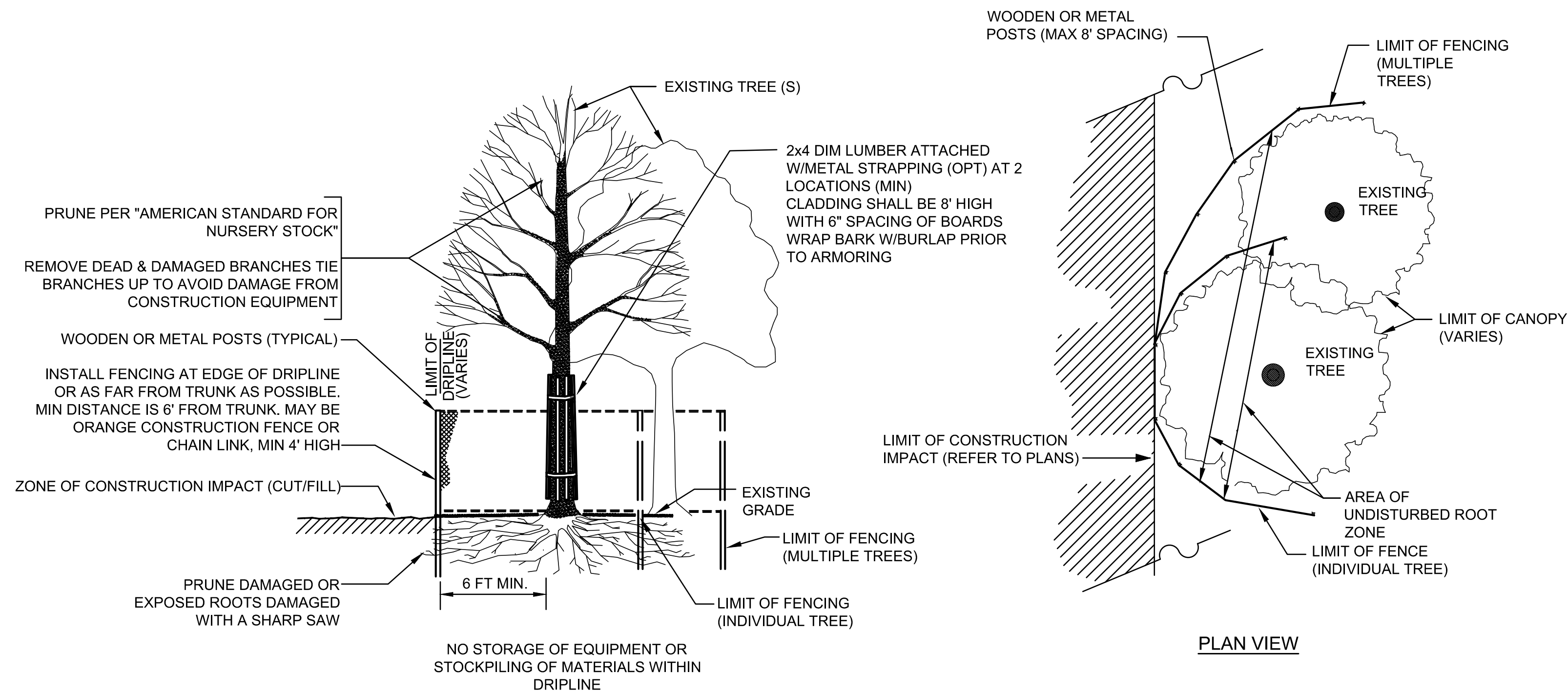
PART PLAN
SCALE: 1" = 10'





| MASTER PLANT LIST | | | | | | |
|-----------------------|-----|--------|---|--------------------------------|------------|----------|
| ITEM NO. | KEY | QTY. 1 | BOTANICAL NAME | COMMON NAME | SIZE | COMMENTS |
| EVERGREEN TREES | | | | | | |
| 773.408 | PC | 6 | PINUS CEMBRA | SWISS STONE PINE | 5-6' HGT | B&B |
| DECIDUOUS TREES | | | | | | |
| 780.240 | CK | 2 | CORNUS KOUSA 'MILKY WAY' | MILKY WAY KOUSA DOGWOOD | 2-2.5" CAL | B&B |
| 781.290 | CP | 8 | CRATAEGUS PHAENOPYRUM 'PRINCETON SENTRY' | FASTIGIATE WASHINGTON HAWTHORN | 2-2.5" CAL | B&B |
| 775.437 | GT | 4 | GLEDITSIA TRIACANTHOS 'SKYLINE' | SKYLINE HONEYLOCUST | 2-2.5" CAL | B&B |
| 782.500 | PV | 2 | PHOTINIA VILLOSA | ORIENTAL PHOTINIA | 2-2.5" CAL | B&B |
| 782.373 | SJ | 4 | SOPHORA JAPONICA 'REGENT' | PAGODA TREE | 2-2.5" CAL | B&B |
| 782.374 | SJ | 1 | SOPHORA JAPONICA 'PRINCETON UPRIGHT' | COLUMNAR PAGODA TREE | 2-2.5" CAL | B&B |
| 775.148 | TC | 4 | TILIA CORDATA 'GREENSPIRE' | GREENSPIRE LITTLE LEAF LINDEN | 2-2.5" CAL | B&B |
| SHRUBS & GROUNDCOVERS | | | | | | |
| 796.012 | CD | 26 | COTONEASTER DAMMERI 'CORAL BEAUTY' | BEARBERRY COTONEASTER | 2 GAL. | B&B |
| 785.190 | IS | 51 | IBERIS SEMPERVIRENS 'PURITY' | PURITY CANDYTUFT | 1 GAL. | - |
| 786.638 | LF | 19 | LEUCOTHOE FONTANESIANA 'GIRARD'S RAINBOW' | DROOPING LEUCOTHOE | 18-24" HT. | B&B |
| 789.824 | PFK | 15 | POTENTILLA FRUTICOSA 'JACKMANNII' | JACKMAN'S CINQUEFOIL | 18-24" HT. | B&B |
| 785.174 | PFM | 16 | PIERIS FLORIBUNDA 'MILLSTREAM' | MILLSTREAM MOUNTAIN PIERIS | 18-24" HT. | B&B |
| 795.010 | VD | 48 | VIBURNUM DENATUM 'CHRISTOM' | CHRISTOM ARROWWOOD VIBURNUM | 2-3' HT. | B&B |
| VINES | | | | | | |
| 796.072 | AC | 131 | PARTHENOCISSUS QUINQUEFOLIA 'MONHAM' | VARIEGATED VIRGINIA CREEPER | 1 GAL. | - |



2 TREE WELL
NOT TO SCALE



1 TREE PROTECTION-EXISTING TREE(S)
NOT TO SCALE

| | | | | | | | | | | | | | | | | |
|---|---|--|-------------|---------------|--|-------------|-----|---|---------|---|----------|-----|-----------|-------------|------|--|
|  | FAY, SPOFFORD & THORNDIKE ENGINEERS · PLANNERS · SCIENTISTS 5 BURLINGTON WOODS, BURLINGTON, MA 01803 | | Scale | AS NOTED | | | |  | Client | CITY OF CAMBRIDGE, MASSACHUSETTS | Sheet | L-4 | | | | |
| | | | Date | JUNE 30, 2014 | | | | | Project | GRAND JUNCTION PATH & PEDESTRIAN IMPROVEMENTS | | | | | | |
| | | | Job No. | ---- | | | | | Drawing | LANDSCAPING DETAILS - PART 1 | File No. | | | | | |
| | | | Designed by | GBW | | | | | | | | | | | | |
| | | | | | | Drawn by | FLC | | | | | | | | | |
| | | | | | | Checked by | JMM | | | | | | No. | Description | Date | |
| | | | | | | Approved by | RAA | | | | | | REVISIONS | | | |



| SUMMARY | | |
|--|---------------------|---------------------|
| January - June, 2014 | 2014 | 2014 |
| | | |
| | Budget | Actuals |
| Operating Revenue: | | |
| Discounts Given | \$0 | \$100 |
| Proceeds from sale of development rights | \$405,000 | \$0 |
| Rental income | \$7,900 | \$10,012 |
| Equity Participation Income | | |
| Project Income (land and building sales) | | |
| Reimbursed Expenses | \$17,000 | \$0 |
| Grants | \$500,000 | \$0 |
| Total Operating Revenue | \$929,900 | \$10,112 |
| Non-Operating Revenue | | |
| Interest Income | \$60,000 | \$387 |
| Dividend Income | \$0 | \$121 |
| Asset Write-Downs | \$0 | \$0 |
| Total Non Operating Revenue | \$60,000 | \$508 |
| TOTAL ALL SOURCES OF REVENUE | \$989,900 | \$10,620 |
| | | |
| Cash Reserves | \$11,108,171 | |
| | | |
| Operating Expenses: | | |
| Personnel | \$375,180 | \$146,088 |
| Office/Administrative | \$216,830 | \$130,506 |
| Community Outreach/Professional Dev. | \$5,100 | \$1,939 |
| Property Management | \$52,500 | \$15,351 |
| Total Operating Expenses | \$649,610 | \$293,884 |
| Project/Program Expenses | | |
| Unassigned Professional Services | \$275,000 | \$29,171 |
| Ames Street | \$0 | \$0 |
| KSURA | \$0 | \$0 |
| Volpe | \$0 | \$0 |
| Foundry | \$0 | \$0 |
| Parcel 6 | \$0 | \$0 |
| Strategic Planning | \$0 | \$0 |
| Grand Junction | \$0 | \$0 |
| Community Loan Fund | \$0 | \$0 |
| Redevelopment Investments | | |
| 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 | \$29,171 |
| TOTAL ALL EXPENSES | \$1,624,610 | \$323,055 |
| | | |
| ALL REVENUES LESS ALL EXPENSES | (\$634,710) | (\$312,435) |
| Year End Cash Reserve | \$10,473,461 | \$10,795,736 |
| | | |

| | | |
|--------------------------------------|-----------------------|---------------------|
| PERSONNEL | | |
| | 2014 | 2014 |
| | Budget | Actuals |
| | | |
| Salaries | 195,800 | 104,954 |
| | | |
| Payroll Taxes | | |
| Unemployment | 0 | 222 |
| Medicare | 2,000 | 3,275 |
| Payroll Taxes - Other | 2,000 | 34 |
| Total Payroll Taxes | \$4,000 | \$3,531 |
| | | |
| Personnel and Fringe Benefits | | |
| T Subsidy | 1,680 | 0 |
| Pension Contribution | 27,500 | 19,065 |
| Pension System Assessment | 24,000 | 0 |
| Insurance - Medical (Employee) | 28,800 | 0 |
| Insurance - Dental | 2,400 | 0 |
| Workers Comp & Disability Insurance | 2,000 | 165 |
| Total Employee Benefits | \$86,380 | \$19,230 |
| | | |
| Retiree Benefits | | |
| Insurance - Medical (Retiree) | 89,000 | 18,234 |
| | | |
| Payroll Expenses - Other | 0.00 | 137.89 |
| | | |
| Total Personnel | \$375,180 | \$146,087.59 |
| | | |
| | | |
| Personnel Costs by Project | <i>to be assigned</i> | |
| Administration | | |
| Unassigned (all thru 1st half year) | 195,800 | 104,954 |
| Ames Street | \$0 | \$0 |
| KSURA | \$0 | \$0 |
| Volpe | \$0 | \$0 |
| Foundry | \$0 | \$0 |
| Parcel 6 | \$0 | \$0 |
| Strategic Planning | \$0 | \$0 |
| Grand Junction | \$0 | \$0 |
| Community Loan Fund | \$0 | \$0 |
| Total Personnel | \$195,800 | \$104,954 |
| | | |
| | | |

| OFFICE AND ADMINISTRATIVE | | |
|---|------------------|------------------|
| | 2014 | 2014 |
| | Budget | Actuals |
| Office Space | | |
| Office Rent | \$54,000 | \$33,060 |
| Parking | \$500 | \$0 |
| Furniture | \$400 | \$0 |
| Repairs and Maintenance | \$0 | \$224 |
| Archives | \$6,000 | \$2,507 |
| Other Rental Space | \$0 | \$289 |
| | | |
| Office Equipment | | |
| Equipment Purchase (computers, etc.) | \$2,000 | \$0 |
| Equipment Lease | \$6,400 | \$3,615 |
| | | |
| Printing and Supplies | \$0 | \$388 |
| Postage and Delivery | \$50 | \$102 |
| Printing and Reproduction | \$400 | \$123 |
| Software | \$2,000 | \$0 |
| Office Supplies | \$400 | \$126 |
| Board Meeting Expenses-misc | \$600 | \$48 |
| Office Expenses | \$500 | \$444 |
| | | |
| Utilities | | |
| Gas and Electric | \$4,500 | \$1,313 |
| Water | \$0 | \$0 |
| Utilities - Other | \$0 | \$0 |
| | | |
| Telecommunications | | |
| Telephone | \$1,680 | \$2,365 |
| Internet | \$960 | \$0 |
| Mobile | \$1,440 | \$245 |
| Website Hosting | \$100 | \$0 |
| | | |
| Insurance | | |
| Commercial Liability | \$5,400 | \$4,878 |
| Special Risk | \$1,500 | \$2,445 |
| Art and Equipment | \$4,800 | \$0 |
| | | |
| Administrative Professional Services | | |
| Financial Service Charges | \$200 | \$0 |
| Payroll Services | \$2,000 | \$453 |
| Accounting | \$20,000 | \$20,973 |
| Marketing | \$0 | \$0 |
| Legal | \$100,000 | \$56,271 |
| Temp and Contract Labor | \$0 | \$0 |
| Web Design | \$1,000 | \$638 |
| | | |
| | | |
| Total Administrative | \$216,830 | \$130,506 |
| | | |
| | | |

| 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 | \$925 |
| Subscriptions | \$100 | \$0 |
| Advertising | \$400 | \$974 |
| Conferences and Training | \$1,000 | \$0 |
| Travel | \$400 | \$40 |
| Meals | \$100 | \$0 |
| | | |
| Total Community Outreach/Marketing | \$5,100 | \$1,939 |
| | | |
| | | |
| PROPERTY MANAGEMENT | | |
| | 2014 | 2014 |
| | Budget | Actuals |
| | | |
| Landscaping | \$30,000 | \$2,961 |
| Snow Removal | \$10,000 | \$7,390 |
| Utilities | \$5,000 | \$0 |
| Contract Work | \$7,000 | \$5,000 |
| Repairs | \$500 | \$0 |
| | | |
| | | |
| | | |
| Total Property Management | \$52,500 | \$15,351 |
| | | |
| | | |

| PROJECTS | | |
|--|-----------------------|-----------------------|
| | 2014 | 2014 |
| | Budget | Actuals |
| | | |
| Unassigned Professional Services | | |
| Legal | \$150,000 | \$0 |
| Planning | \$50,000 | \$13,230 |
| Design - Architects | \$15,000 | \$0 |
| Design - Landscape Architects | \$0 | \$0 |
| Engineers and Survey | \$20,000 | \$15,941 |
| Real Estate and Finance | \$40,000 | \$0 |
| Construction Management | \$0 | \$0 |
| | | |
| Sub-Total Project Costs, Unassigned | \$275,000 | \$29,171 |
| | | |
| Personnel Costs by Project | <i>to be assigned</i> | <i>to be assigned</i> |
| Ames Street | \$0 | \$0 |
| KSURA | \$0 | \$0 |
| Volpe | \$0 | \$0 |
| Foundry | \$0 | \$0 |
| Parcel 6 | \$0 | \$0 |
| Strategic Planning | \$0 | \$0 |
| Grand Junction | \$0 | \$0 |
| Community Loan Fund | \$0 | \$0 |
| Sub-Total | \$0 | \$0 |
| | | |
| Professional Services by Project | | |
| Ames Street | \$0 | \$0 |
| KSURA | \$0 | \$0 |
| Volpe | \$0 | \$0 |
| Foundry | \$0 | \$0 |
| Parcel 6 | \$0 | \$0 |
| Strategic Planning | \$0 | \$0 |
| Grand Junction | \$0 | \$0 |
| Community Loan Fund | \$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 | \$29,171 |

2014 MID-YEAR BUDGET REVISIONS - Cambridge Redevelopment Authority 2014 Budget

7/11/14

| PROJECT Budget Assignments Proposed | | | |
|--|--------------------|------------------|--|
| | 2014 | 2014 Mid-Year | |
| | Budget | Assignment | Comments |
| Unassigned Professional Services | | | |
| Legal | \$150,000 | 50,000 | |
| Planning | \$50,000 | | |
| Design - Architects | \$15,000 | | |
| Design - Landscape Architects | | | |
| Engineers and Survey | \$20,000 | | |
| Real Estate and Finance | \$40,000 | | |
| Construction Management | | | |
| | | | |
| Sub-Total Project Cost (To be Assigned) | \$275,000 | | |
| Professional Services by Project | | | |
| Un-Assigned | | \$38,000 | Legal & Real Estate |
| Ames Street | | \$8,000 | Design & Legal |
| Community Fund | | \$5,000 | Legal |
| Foundry | | \$82,000 | Legal, Real Estate, & Design |
| Grand Junction Path | | \$65,000 | Planning & Engineering |
| KSURP / K2 Zoning | | \$40,000 | Planning & Legal |
| MXD Design Review | | \$5,000 | Design |
| Parcel 6 | | \$15,000 | Market Manager |
| Strategic Plan | | \$12,000 | Planning |
| Volpe | | \$5,000 | Legal |
| Sub-Total | | \$275,000 | |
| Personnel Costs by Project | | | |
| | \$195,800 | | |
| Un-Assigned | | \$104,000 | Payroll to date |
| Administration | | \$22,950.00 | 25% |
| Ames Street | | \$4,590.00 | 5% |
| Community Fund | | \$9,180.00 | 10% |
| Foundry | | \$18,360.00 | 20% |
| Grand Junction Path | | \$4,590.00 | 5% |
| KSURP / K2 MXD Zoning | | \$9,180.00 | 10% |
| MXD Design Review | | \$4,590.00 | 5% |
| Parcel 6 | | \$4,868.18 | 5% |
| Strategic Plan | | \$9,180.00 | 10% |
| Volpe | | \$4,590.00 | 5% |
| Sub-Total (to be Assigned) | \$91,800 | \$92,078 | 100% |
| Redevelopment Investments | | | |
| Real Estate Acquisitions | \$0 | \$0 | Potentiall part of Investment Plan in future |
| Community Loan Fund | \$300,000 | \$100,000 | Program still under design, scale reduced |
| Capital Costs | \$400,000 | \$510,000 | Grand Junction Path & Parcel 6 site prep |
| Sub-Total | \$700,000 | \$610,000 | |
| | | | |
| Total | \$1,067,078 | \$977,078 | |

2014 MID-YEAR BUDGET REVISIONS - Cambridge Redevelopment Authority 2014 Budget

Cambridge Redevelopment Authority

| OFFICE AND ADMINISTRATIVE Budget Revisions | | | | |
|---|------------------|------------------|------------------|---------------------------------------|
| | 2014 | Mid-Year | Revised 2014 | |
| | Budget | Adjustment | Budget | Comments |
| Office Space | | | | |
| Office Rent | \$54,000 | \$0 | \$54,000 | |
| Parking | \$500 | \$0 | \$500 | |
| Furniture | \$400 | \$0 | \$400 | |
| Repairs and Maintenance | \$0 | \$300 | \$300 | office maintenance |
| Archives | \$6,000 | \$0 | \$6,000 | |
| Other Rental Space | \$0 | \$0 | \$0 | |
| Office Equipment | | | | |
| Equipment Purchase (computers, etc.) | \$2,000 | \$0 | \$2,000 | |
| Equipment Lease | \$6,400 | \$0 | \$6,400 | |
| Printing and Supplies | | | | |
| Postage and Delivery | \$50 | \$150 | \$200 | FedEx |
| Printing and Reproduction | \$400 | \$100 | \$500 | Strategic Plan |
| Software | \$2,000 | -\$500 | \$1,500 | Shared MS Office & Adobe licenses |
| Office Supplies | \$400 | \$600 | \$1,000 | Lower inventory on basic supplies |
| Board Meeting Expenses-misc | \$600 | \$0 | \$600 | |
| Office Expenses | \$500 | \$0 | \$500 | |
| Utilities | | | | |
| Gas and Electric | \$4,500 | \$0 | \$4,500 | |
| Water | \$0 | \$0 | \$0 | |
| Utilities - Other | \$0 | \$0 | \$0 | |
| Telecommunications | | | | |
| Telephone | \$1,680 | \$0 | \$1,680 | |
| Internet | \$960 | \$0 | \$960 | |
| Mobile | \$1,440 | \$0 | \$1,440 | |
| <u>Website & Email Hosting</u> | \$100 | \$240 | \$340 | |
| Insurance | | | | |
| Commercial Liability | \$5,400 | \$0 | \$5,400 | |
| Special Risk | \$1,500 | \$0 | \$1,500 | |
| Art and Equipment | \$4,800 | \$0 | \$4,800 | |
| Administrative Professional Services | | | | |
| Financial Service Charges | \$200 | \$0 | \$200 | |
| Payroll Services | \$2,000 | \$0 | \$2,000 | |
| Accounting | \$20,000 | \$10,000 | \$30,000 | Used full Kinserf Scope in transition |
| Marketing | \$0 | \$0 | \$0 | |
| Legal | \$100,000 | -\$26,000 | \$74,000 | |
| Temp and Contract Labor | \$0 | \$5,000 | \$5,000 | |
| Web Design | \$1,000 | \$0 | \$1,000 | |
| <u>Information Technology</u> | \$0 | \$10,000 | \$10,000 | |
| | | | | |
| Total Administrative | \$216,830 | (\$110) | \$216,720 | |