

Cambridge Redevelopment Authority

Board Packet of Supporting Materials

Meeting of December 17, 2014

i. Agenda

1. Draft minutes of the Regular Board Meeting on November 19, 2014
2. DPW response to Council Order O-2, regarding Galaxy: Earth Sphere condition and restoration December 10, 2014

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3. Letter from the Dante Alighieri Center Regarding the Wellington Harrington Urban Renewal Plan Tract 17 Land Disposition Contract
 4. Monthly Report to the Board of the Executive Director
 5. Monthly Report on Budget and Expenditures for November 2014
 6. Foundry Reuse Demonstration Project Plan
 7. Revised Signage Proposal for Akamai at the entryway of 150 Broadway / 8 Cambridge Center
 8. Discussion: Kendall Square Urban Renewal Plan Amendment (Mr. Evans)

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www.cambridgeredevelopment.org



NOTICE OF MEETINGS

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

Regular Board Meeting
Wednesday December 17, 2014 at 5:30 pm
Cambridge Police Department
First Floor Community Room
125 Sixth Street
Cambridge, Massachusetts 02142

MEETING AGENDA

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

Call

Public Comment

Minutes

1. Motion: To accept the minutes of the Regular Board Meeting on November 19, 2014*

Communications

2. DPW response to Council Order O-2, regarding Galaxy: Earth Sphere condition and restoration December 10, 2014 *
3. Letter from the Dante Alighieri Center Regarding the Wellington Harrington Urban Renewal Plan Tract 17 Land Disposition Contract*

Reports, Motions and Discussion Items:

4. Report: Monthly Report to the Board of the Executive Director (Mr. Evans)*
5. Report: Monthly Report on Budget and Expenditures for November 2014 (Mr. Evans)*
6. Discussion: Draft 2015 Budget (Mr. Evans)
7. Discussion: Foundry Demonstration Project Plan (Ms. Madden)
 - a. Motion: To adopt and recommend to City Council the Foundry Reuse Demonstration Project Plan *

8. Update: Parcel Six Interim Use Proposal (Mr. Zogg)
9. Motion: *Approving the Revised Signage Proposal for Akamai at the entryway of 150 Broadway / 8 Cambridge Center* (Boston Properties)*
10. Discussion: Whitehead Institute's development proposal and zoning petition for the corner of Main Street and Galileo Way / Eight Cambridge Center (Mr. McKinnon)
11. Discussion: Kendall Square Urban Renewal Plan Amendment (Mr. Evans)*

Other Business

At 8:00 PM, the Board will convene in executive session for the purpose of discussing terms of the proposed lease of the Foundry Building at 101 Rogers St. from the City of Cambridge for the purpose of redeveloping the building through the Demonstration Project Plan.

If the Board has concluded all of the business set forth on the regular agenda by the starting time of the executive session, the Board will not reconvene in open session thereafter.

Adjournment

(*) Supporting material posted at: www.cambridgeredevelopment.org/next-meeting/

Next Board Meeting: **January 21, 2015** at the Cambridge Police Station - 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.*

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Regular Meeting
Cambridge Redevelopment Authority

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

DRAFT MEETING MINUTES

Public sign-in sheet attached.

Call

Meeting called to order at 6:10 p.m.

CRA Chair Kathy Born introduced CRA Board members, staff members, Larry Bluestone (CRA design consultant), Boston Properties design team members, and members of the public. Board member Margaret Drury was not present as she was out of town and Christopher Bator was not present due to illness.

Public Comment

Ms. Born requested public comment regarding the previous 4:30 p.m. Design Review presentation meeting with Boston Properties and Sasaki on the Grand Junction "rail-with-trail" project.

Sam Seidel, former City Councilor, urged thoughtful and careful improvement to the current unpleasant street front suggesting that the streetscape go to the corner and possibly around it to stop the 1980s prison walls-look. He emphasized that spaces need to be made blatantly public and actively invite the public inside. Otherwise they will be used by the people in the buildings and thus have the effect of becoming private.

With regards to the public rail (with trail), he requested that a Hubway platform be included. It was noted that there is a hubway platform across the street.

John Sanzone, stated that the creation of alleys should be avoided in the Sasaki proposal. Binney Street seems far from Kendall Square station although it isn't. There needs to be more thought than a minor treatment of sidewalks. As head of the Grand Junction Path Friends group, we are heartened to see this project moving along. He's interested in how the current up-and-down grading of the corner might be corrected to create an inviting and active area.

Heather Hoffman stressed that all public space (especially the public gardens) should be prominently labeled including how they are to be accessed. The doors need to be open, they need to be public and they need to be public forever - until the building is taken down. There should be some commitment that if the building were to be taken down, public spaces of equal nature should still exist. This space is valuable and the public needs to get a sense of community from development in addition to better architecture and property taxes. With respect to the Grand Junction Path and the Whitehead Institute's proposal to remove their plaza, she stressed that this public space gets a lot of use and that the walls should be kept for seating.

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Julian Cassa asked for a report on the presentation of the 4:30 meeting. Ms. Born said that there will be images on line. Mr. Cassa explained that he's worked with Novaris to keep some of their corporate space open during the weekends. He stressed that the public is concerned about green space, egress, safety and parking, and that public spaces need to be advertised. He is concerned about creating wind tunnels and poor lighting making it colder and darker for employees as well as residents.

Ben Lavery emphasized that the design does incorporate public space and the doors would be open to enhance their permeability. He stated that the retail presence on the street level will complement the winter garden space and it would have a corner presence. To make a public space successful, Boston Properties is looking for ways to activate the space to bring people into the space. Board member Barry Zevin added that permanent retail presence up to the glass would be more inviting to the public. There will be a public entrance to the parking garage.

Steve Kaiser submitted his comments in writing [which can be found attached to this report.] He mentioned that the presentations were strong on landscape architecture and weak on transportation and that more focus on this aspect should be provided by the CRA. The K2C2 process was also weak on transportation, that it had a traffic analysis that ignored pedestrians and the report was never finished. Ms. Born stated that Tom Evans is laying the groundwork for the MEPA process.

Mr. Kaiser wanted to know why this week's agenda did not include an item regarding Volpe. Ms. Born said that there was nothing new to report. Mr. Kaiser stressed the importance of the CRA focus on the transportation and transit that will arise from this development. He also suggested that the CRA create a program, similar to the new CRA Forward Fund, for transit related proposals leading to the improvement of the Red Line capacity. He feels that with the new governor and the possibility of the Olympics coming to Boston, the CRA could be a driving force.

The public comment period was closed.

Minutes

1. Motion: To place on file the minutes of the Regular Board Meeting on October 15, 2014*

Conrad Crawford asked that his name be corrected on page 4.

Kathy Born wanted to clarify her comments stated on page 4. The intent was that the CRA was grateful to be included in the initial stages of the project. (This will be indicated with square brackets.) In addition on page 5, "Mr. Born" should be changed to "Ms. Born." She emphasized that since the 1977 version had already spent time on how to ease truck traffic thru Kendall Square, the CRA is concerned with general transportation issues and discouraging truck traffic.

Mr. Crawford noted his comments on page 5 which highlights the board's awareness and desire to share spaces and define public venues and that public benefits are important.

A motion to add the 3 amendments to the minutes and place them on file was unanimously approved.

Communications

2. Letter of Support for Ames Street Residential Project to Cambridge Planning Board*

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Ms. Born stated that this meeting is scheduled to happen on December 2.

Mr. Evans noted that this letter was sent to CDD along with the design review notes from the January, March, May, July, and September meetings.

The letter will be placed on file.

Reports, Motions and Discussion Items:

3. Report: 2013 Audit of Financial Statements and Management Letter (Mr. Clark) *

Motion: To accept and place on file the 2013 Audit Reports, and to direct the Executive Director to submit the Audit Reports to the Department of Housing and Community Development

Mr. Chad Clark started with page 6 of the Financial Statement. The CRA has assets of \$11,400,000 on hand, nearly all of which is liquid in the form of investments in cash. The remaining \$235,000 is the value of land parcels held for future development. There are a few liabilities like vendor payments. The largest liability is OPED (other post-employment benefits) which is growing at \$100,000 annually but will drop off with time due to natural attrition. The CRA does not yet have money set aside for this liability but a plan to address this would be a good idea although this is not mandatory. Pension costs are currently addressed as an expense but in the near future it will need to be accrued and put on the books as a liability. This ultimately lowers the net position.

Ms. Born reminded everyone that the money held by the CRA is for public benefit and staff salaries. This money accrued because the past CRA administration didn't have an aggressive policy or commitment towards public investment. This CRA administration has renewed public investments with projects like the CRA Forward Fund and the Foundry project.

The funding of the liability is being taken care of by the Cambridge Retirement System which has an actuarial plan in place and is required to be fully funded by 2040. Mr. Crawford suggested this could affect the bond rating if funds needed to be financed.

The next position of the CRA is \$11 million. Mr. Clark noted that the sum of the operating and non-operating revenue less the expenses shows a net loss of \$36,000. Compared to previous years' financials this is not bad. In 2013 there was a complete transition of staff which increased the cost of operations.

With regards to the management letter, there's been a lot of work to address the 2012 issues, many of which carried into 2013 and some that carried into 2014. Some items are expected to take 12-24 months to repair.

Mr. Clark jumped to page 4 and was happy to report that there are no significant deficiencies or material weaknesses this year. The numerous items mentioned last year have been adequately dealt with and in some cases, moved well beyond. He reiterated the funding of OPEB which was previously discussed. On page 5, items A through F now have policies implemented or are in the process of being finalized in the next few months.

The mention of fraud and theft is included for all municipal entities as a general warning. Mr. Clark liked that the amended CRA Personnel Policy includes a section of an employee's duty to report accounting and

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auditing irregularities. Mr. Evans noted that the CRA legal counsel did not want a section called "fraud" so alternative phrasing was used which was acceptable to Mr. Clark.

In the general findings, there's mention of a certified procurement officer. Ellen Shore is going to the IG's procurement training in two weeks and Tom Evans is waiting for the 2015 to be posted. Mr. Clark is pleased with the state of the process. Mr. Clark encouraged the CRA to create a purchase order process but it is not required.

The closed-out prior year findings are on page 10. Much of this was carried forward to 2013 and has all been corrected. Procurement policies have been engaged. The violations relating to disbursements have all been eliminated. Most of the authorized bank account signatories have been resolved or are in the process of being resolved. The by-laws have been update, any unreturned property of the authority has been investigated and resolved, and an annual budget has been put in place. The gray area between the CRA and the [Kendall Square Association] have all been clarified regarding the division of entities. Ms. Born noted that Mr. Clark's management letter incorrectly named the Kendall Square Neighborhood Association. It should read Kendall Square Association. The vacation/sick policies, the compensated absences of resigned employees, and securing the postage meter have been addressed.

Mr. Evans stated that the Procurement Policy is on the agenda tonight. We are currently working on the Investment Policy by meeting with the City's Treasurer and their investment team who recommended speaking with an Investment Advisor. He also noted that Mr. Bator did review the statement and letter and is confident that the audit was done thoroughly.

A motion to accept and place on file the 2013 Audit Reports, and to direct the Executive Director to submit the Audit Reports to the State Department of Housing and Community Development was unanimously approved.

4. Motion: To approve the proposed Cambridge Redevelopment Authority Procurement Policy (Mr. Evans)*

Mr. Evans stated that this is the 3rd version of the policy that has been brought before the board. By recommendation of the CRA Treasurer, it was reviewed by the CRA legal counsel who advised that a cover letter be added to introduce the policy. Of note in the letter are the general policies of fairness, transparency, accountability and a change to the objective of value-added-procurement. The objective isn't necessarily the lowest price but the highest value. Many footnotes were also added when applicable laws were referenced. It also mentions the existence of tiered procedures – as the procurement gets more expensive, the procedures expand for selection and advertisement. The letter calls attention to the ability of the Executive Director to proceed with contracts or purchases under \$10,000, with monthly reporting of those contracts to the Board. The procedures align with the CRA by-laws and the State's sound business practices.

A major change in the document involved pulling out the designed services element, which was on page 20 in the construction chapter, so it's now been rewritten to align with state law. On page 23, there's also an alignment with the City's minority and women owned business policy. In addition, a statement encouraging local contracts under state procurement laws was removed since a local preference can be seen as interfering with interstate commerce. Under general provisions, we are aligning with the State's public record law regarding the ability to avoid contractors who are on the State's list of contract violators.

If the State law changes then we would defer to the State law.

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The motion to approve the proposed Cambridge Redevelopment Authority Procurement Policy unanimously passed.

5. Update: Foundry Community Meeting Feedback & Timeline (Ms. Madden)

Ms. Kathryn Madden handed out copies of the presentation and draft objectives. She stated that we are trying to understand the interests of all parties - the community, CRA, city, and a development entity – profit or nonprofit. Much pre-development work has been done. She reminded the group that the City is still considering the role of the CRA. We are in the transaction phase which has several components. The first phase is the City's disposition process for a lease where they would retain ownership via Chapter 2.1.10. This would be considered in December-January timeframe. The Planning board has a hearing and makes a recommendation to City Council. Then the City Council makes a decision, all within given time restrictions. The other document which is running in parallel is the CRA's initiation of the demonstration plan. A demonstration plan is a mini-designation of a specific redevelopment plan (in this case a building), that could possibly be a model for other projects. It does mimic Chapter 121B in terms of having approval of the CRA board and the City Council. These documents should be distributed in December and decided in January. We are still working on the timing of the document presentations to the respective boards. The City manager would write the lease that the CRA would approve, and then we would go through an RFP process. By involving the CRA, we can be looking for ideas and value rather than just price.

The HR&A process told us that the zoning requires \$10,000 of community uses but the project can be sustainable and support \$25,000. This strengthens our negotiating position as one looking for the best value from a development entity. We are trying to keep the project on track and go for the developer RFP in the spring.

There will be a 7-person advisory committee – the City Manager appointing 5 people and the CRA appointing 2 people. This committee will have a stewardship role overseeing that the building operates successfully and achieves the public benefit we are all looking to have now and for the next 30-40 years. Mr. Evans has contemplated creating a management oversight role for the CRA with a physical presence in the building. Answers to the questions we received at the public meeting on October 29 will be posted. The input on the evaluation criteria that was received will be used in the RFP.

Mr. Zevin asked if there's been progress on measuring the building for exploratory demolition. Mr. Evans explained that the CRA reviewed the scope written by DPW to have someone do demolition plans of the interior partitions and afterwards create a set of drawings of the condition of the building that can be used in the RFP process.

Julia Nugent's firm HFHM is working on the demolition drawings and should be ready to go out to bid in December or January. They will be doing hazmat analysis or remediation so the site is either cleaned up so that the developers go in with full disclosure. She also asked if the developer will be responsible for improvement to the public way around the Foundry. Ms. Madden replied that this was a topic of public concern in the community meetings and will be added to the objectives.

There was a discussion about the residential construction occurring on the parking lot adjacent to the Foundry. Mr. Evans said that a special permit to the Planning Board will be required for that construction and that the timing should be investigated for information for the Foundry RFP. The developer of the

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adjacent site, needs to be informed of the plans for the Foundry now and for the future so that the potentially high activity in the Foundry is not a problem for residential living.

Mr. Seidel asked if the City Council is aware of the Foundry plans to which the answer was yes, very much so. Mr. Evans has met with City Councilors; some have some attend board meetings and several attended the community meetings. Mr. Seidel cautioned that it must be made clear that the Foundry will be a public place due its proximity to a private residential space.

Renee Dankerlin is pleased that the CRA is aligned with City procurement policies and that the City is aligned with the State procurement policies. However, due to the size of the contract, there are federal rules that kick in and should be investigated. Mr. Evans explained that if federal money is involved, then federal policies trump ours. However, there is no federal money proposed in the Foundry but we can explore whether historic tax credits can be used. The Foundry was reviewed but not designated as a historic district due to the modifications that have already been done.

Ms. Heather Hoffman said that the communities surrounding the Foundry who have fought for this are going to push for a member of the community to be appointed as one of the advisory committee members. There is public perception that members appointed by any City Manager are not loyal to the community. Mr. Cassa agreed with Ms. Hoffman on the value of including personnel to the advisory committee that are members of the community.

Ms. Nugent asked to get information about who's going to review the developer proposals and the criteria for selection. Mr. Evans stated that this is being worked on.

The discussion was closed.

6. Motion: Approving the Grand Junction Pathway Design and Authorizing the Executive Director to Advertise the Construction of Phase One of the Grand Junction Pathway on Parcel 7 between Main St. and Broadway. (Mr. Evans) *

Mr. Evans stated that based on discussions at the Design Review meeting earlier in the evening, there is some new design directions which is surprising since iterations have been made along the way. Therefore he wasn't prepared to pursue this motion and may need to consider a design surface contract amendment to make changes to the plan but he has no idea of the scope. He will check with FST who believe they are done so asking them to do more work will require more money.

Ms. Born suggested that part of the plan be considered as "not part of the contract" and proceed in a subtractive method. Mr. Zevin explained that there were issues raised with the basic path. Ideas were discussed including just doing the path, removing the gazebo with the resulting soil excavating issues, being allowed to leave the gazebo in the quasi-open public space that's already been inaccessible for nearly a year. Mr. Crawford was also surprised since a walk-through months ago had addressed many of the issues. Mr. Conrad thought that it was recommended to remove the gazebo.

Ms. Born raised the idea of bidding alternates. Mr. Evans stated that it makes the bid document more complex, especially for a small contract. FST is contracted to draw up a bid set at some point when given the go-ahead. We had talked about alternate bids relative to a water fountain. Due to a new regulation, in order to have water servicing an open space, the water meter and back flow preventer need to be above

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ground which requires a \$20,000 excavation for plumbing. Even without the fountain, we still have a nonconforming water meter and back flow preventer.

Ms. Born suggested doing something temporarily if the price is reasonable and she would feel comfortable proceeding. Mr. Evans stated that this interim solution had been discussed at one point but could be revisited.

There was much discussion about the refinement of the corner – rounding out the curve, getting rid of the diagonal path, ignore the stairs, dealing with the traffic control box, etc.

Ms. Born doesn't want to hold up the project and would vote to delegate the project. Mr. Evan explained that we are in the City's design review process and the city wants the current design.

Answering Ms. Born's question, Mr. Crawford stated that although this parcel does not have a prominent position relative to the East Cambridge open space plans; it does demonstrate some level of momentum.

Ms. Born asked about the "lifespan" of the internal area of the site – the gazebo and the cross-path. Mr. Evans stated that this is a short-term improvement. He expects that a combination of ideas being presented from the current open space design competition and the Whitehead discussion regarding the plaza will cause us to revisit this corner at a later time. The question is whether to do something now.

Other ideas discussed were removing the wood of the gazebo and installing railings on the concrete or downsizing the landscape material from shrubs to grass.

Mr. Jason Zogg stated that the primary purpose of the project is to get some element of the much-awaited Grand Junction bicycle path. Ms. Born agreed that the rest of it could be seen as filler until something more significant happens as a result of the longer East Cambridge open space planning process.

Mr. Evans suggested that a discussion with Whitehead would happen next month regarding their construction and the resulting loss of open space, which will most likely influence the decision of how to proceed. Ms. Born does not want us to be an impediment to the progress on this project.

Mr. Evans suggested increasing the turn's radii to address the sidewalk crowding issue, leave out the gazebo for future design but fill around it awaiting landscaping in the future. Mr. Evans explained that the City would like to keep the gazebo to see if they can make this area active with furniture, an accessible path, etc. Ms. Born gave a history of the gazebo and the area.

Mr. Evans stated the two counter-proposals. One is to "mothball" the gazebo and the other is to continue with this as an experiment in urban place making to be replaced by some other intervention at some point. He also suggested that the Board could make a delegation to a design sub-committee which would be in the form of a public meeting to be scheduled in a couple of weeks. Mr. Zevin suggested that City representatives be involved and that if possible, a better understanding of the Whitehead results should be known. Mr. Evans stated that a connection to the Whitehead resolution could add 3 or 4 months to the process.

Rather than going out to bid twice, Ms. Madden suggested asking FST to do a cost estimate and then put one thing out to bid. Mr. Evans stated that the reason to do add alts is because you don't have the budge figured out. We are currently under budget at this point in time from a construction standpoint and most of what we talked about would make the cost cheaper. However we are facing a 20-30% increase in soft cost.

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The MIT money doesn't evaporate but it is designated for constructing the path. Mr. Evans thinks that creating a 2nd stage of this project would need to be financed by other means. The only thing MIT has asked not to finance is the accessible path leading up to the gazebo. The goal is to use all the MIT money delegated to things that won't change.

We want any construction to start early spring and a bid process needs to be included in that timeframe. Mr. Evans feels that this can be met if we approve a design at the December meeting. Unknown is whether we have the budget to do a significant redesign which means that we'd come back in December to re-contract and have a decision in January which could cause a slip in the schedule.

The motion was postponed to December pending conversation with the city to discuss the comments from the public meeting.

7. Update: CRA Forward Fund Proposal (Mr. Zogg) *

Motion: Authorizing the Executive Director to implement a Pilot Round of CRA Forward Fund Grants for up to \$40,000

The CRA staff reworked the name of the fund from Community Fund to Forward Fund. The document is now only 4 pages. The CRA's mission and operating principals are outlined in the document, which shows a real connection. There is a strong purpose statement explaining this fund as a micro-grant to reinvest development funds generated in Kendall Square for piloting projects for physical improvements that better the community environment. The goals presented at the last board meeting haven't changed. The available funding is still \$40,000. There are 2 award types - capacity and capital grants. The latter one requires a 1:1 organizational match by an outside funding source. We changed the payout process from 100% reimbursement to 50% paid at the time of the award and 50% paid at time of the projects completion, which would be kinder to the nonprofit world.

Mr. Zogg pointed out the expanded section on who should apply; namely any Cambridge-based nonprofit (501c3) organization, a Cambridge-based nonprofit organization that has a contract with a (501c3) fiscal sponsor, or a Cambridge-based independent small business. He mentioned an added section, which provides examples of the types of project types that could be offered, an eligibility criteria section, which has 6 questions that must be answered yes to apply and a section on evaluation criteria. This latter section explains the 5 project-related and 3 applicant-related criteria that an advisory council will use to score each applicant. The actual sheet hasn't been created yet. He noted that one of the project related criteria is demonstrating a tangible public benefit in an under-resourced area of Cambridge designated by the City of Cambridge Neighborhood Revitalization Strategy Areas. The last section explains the procedures for applying and awarding the funds for the two grant types. The last page discusses the reporting of the outcomes required by an awardee so that the CRA can report the impact of the dollars we are spending for public benefits.

The governance structure hasn't changed. Mr. Zogg will be the CRA staff member accepting applications and answering questions. He is working on creating the advisory committee of CRA and City staff members from various departments.

Mr. Evans stated that the next event for the board would be approving the funding for the group of recommended proposals selected by the advisory committee. Given the go-ahead, deadlines for proposals would be around 8 weeks with possible extensions.

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Mr. Zevin mentioned some typos and also wondered what constitutes a small business. Ms. Madden focused on the word "independent" and added that the selection committee would use the evaluation criteria to select appropriate awardees.

Ms. Born thinks that this project might take a few years to know how the project is working. The Forward Fund is currently a one-year pilot program that will be evaluated to determine whether it should be continued "as is" or modified.

John Hawkinson asked if the CRA would consider helping people network with a 5013c. Mr. Zogg said that this can be clarified in the document. The application would be a fill-in document on the CRA website. We would advertise with postcards, email lists, information sessions, an FAQ online forum, etc. to address the 5013c question and others that might arise.

Mr. Cassa asked whether design work for the creation of a small certification training center on the Cherry Street lot could be a potential Forward Fund application since the timetable for this could take longer than a year. Mr. Evans suggested that it is possible that the Cherry Street lot could be looked at by the CRA. Mr. Zogg said that the design could fall under the capacity grant.

Ms. Dankerlin cautioned that it is very tricky to be involved in selecting a fiscal agent. To ensure a level playing field in the procurement process, the fiscal agent shouldn't influence the process. Mr. Evans restated that the CRA should not suggest which fiscal agents are to be used. Ms. Dankerlin added that the fiscal agent should also be vetted. Ms. Born said the carefully selected advisory committee made up of City and CRA members would know the non-profits and could help screen fiscal agents.

The motion authorizing the Executive Director to implement a Pilot Round of CRA Forward Fund Grants for up to \$40,000 was unanimously approved.

Ms. Born reiterated that, although this is a small amount to start, it demonstrate that the CRA will put its money in the bank and money coming from development fees into benefits for the public.

8. Report: Monthly Report to the Board of the Executive Director (Mr. Evans)*

Mr. Evans highlighted that the staff is considering a need to do some improved rebranding to help with our outreach. We are exploring options to hire a graphic designer to help with the concept of a new logo and graphic presence.

We have a new snow contractor replacing Greenscape who decided to discontinue their snow work in our area.

Mr. Evans passed out a list of proposed board meeting dates for 2015 if we continue to meet on the 3rd Wednesday of each month. There are some holidays that are noted so if a conflict exists, the dates should be modified.

Looking forward we need to bring in Whitehead in December. He was not sure when any valuable information about Volpe would be available. Mr. Hawkinson asked about the Volpe zoning which has a clearer calendar. Mr. Evans said that there wasn't much in the Volpe zoning that hasn't been seen as part of

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the K2 plan until the CDD roles out something more specific in the January timeframe. Also coming up are the budget discussions for 2015 and the Investment Policy.

The Parcel 6 update was postponed. We've had several proposals "floating by" starting with a market manager to run a semi-permanent farmers market which wasn't feasible. We then explored a maker village concept, which is also turning out to be unfeasible because the space was not seen as conducive to the makers. A tool lending library was also investigated but it had a high programmatic operating cost. Now Relish is proposing in December a vending machine village with fresh food, craft and/or supplies.

Mr. Crawford commented that this will not promote job creation but rather appears to have the opposite affect. Mr. Zevin added that this is not "eyes on the street."

Ms. Born asked for more information about Whitehead. Mr. Evans will try to get more information for the December meeting. There was a discussion regarding their contribution into the Cambridge Community Fund, a development fee to the CRA, the approval roles of the CRA, Planning Board and City Council since their zoning proposal is going through Article 19, whether the State will view their amendment to the Kendall Square Urban Renewal Plan as a major or minor amendment, etc. A petition presentation is being made to the Planning Board on December 16.

Regarding Kendall Center, there is construction at 80 Broadway, and a modification to the elevator location, which was part of CRA review. On another note, earlier last year, we didn't approve monument signs that Boston Properties proposed since a more global discussion about way-finding and signage in Kendall Square area was needed. Recently, discussions have occurred with MIT and KSA who want to bring in a consultant to move this project forward. We are exploring the idea of interested parties (Boston Properties, KSA, MIT, CRA, etc.) contributing financially on perhaps a \$30,000 contract.

The MIT coop is going through final sets of plans for the food court and the new store design with Boston Properties as the landlord and then it will come to the CRA board including the signage package for approval.

We continue to participate in the Connect Kendall Square process. We are working with DPW regarding the response to the Councilor order on the Galaxy Structure in Point Park and we are doing a bit more contractual work with Boston Properties for the Ames Street design review hearing on December 2nd regarding the letter of agreement from last year.

Ms. Born asked about the outcome of the Planning Board meeting. Mr. Evans said that the zoning hasn't changed (same proportion of housing, commercial, innovation space, heights, etc.) from the City's proposal; the only added thing was that this is expected in January and a Volpe RFQ is coming sometime soon after that. Mr. Zevin added that it was pointed out that the 7.5 acre park was a numerical impossibility given everything else desired for the site and that the Rogers Street Park be counted towards offsetting and that open space includes streets. Mr. Hawkinson added that the probability of Volpe moving was low. Mr. Zevin is of the opinion that the City seems keen on de-branding Kendall Square by removing the distinctive look (light fixtures, for example). Mr. Evans stated that the goal of the property owners is to do what they can control on a short/medium/long term by grouping together as a coalition. This was a compromise to hold-off from individual installations, although some owners are going forth with sign variance proposal.

The monthly Executive Director's report was unanimously approved to be placed on file.

9. Report: Monthly Report on Budget and Expenditures for 2014 (Mr. Evans)*

Cambridge Redevelopment Authority

255 Main Street/Fourth Floor
Cambridge, Massachusetts 02142
617 492-6800
617 492-6804 (FAX)



Mr. Evans stated that most categories, except payroll and taxes, are under budget. As part of the reconciliation of the closeout of the 2013 books by the auditor, some line items were affected and have been modified since the date of this report. We have not spent as much on lawyers and did not make some of the capital expenditures that were anticipated. The projected \$400,000 in income will occur once the building permit for the Ames Street residential project occurs which won't happen until Q1 2015, at best.

The monthly report on budget and expenditures for 2014 was unanimously approved to be placed on file.

10. Motion: Authorizing the Chair and the Executive Director to amend the professional services contract for real estate consulting services with HR&A for an additional \$15,000, for an amount not to exceed \$75,000 (Mr. Evans)

Mr. Evans stated that HRA has used \$35K out of \$60K based on the Foundry. We now want them to do a real estate analysis of the value of the development of air-rights in Kendall Square. We would use this to formulate a housing policy related to the Kendall Square Urban Renewal Plan. The CRA board wants to hit a 15% net affordability in housing so an independent assessment of the residential and the commercial square footage would help us in negotiations with Boston Properties of the LDA once new entitlements are provided under the urban renewal plan. Mr. Evans said that this will be geared towards the impact of both the land disposition agreement sums and affordable housing.

The motion authorizing the Chair and the Executive Director to amend the professional services contract for real estate consulting services with HR&A for an additional \$15,000, for an amount not to exceed \$75,000 was unanimously approved.

11. Discussion: Kendall Square Urban Renewal Plan Amendment & MEPA Review (Mr. Evans)

Mr. Evans said that we have submitted a traffic study scope to MassDOT for review so we can assess the scope of the transportation analysis that MassDOT is going to require in the MEPA process. We have to do MEPA because this is an urban renewal plan amendment that will be a State decision. This will be a notice of project change from the original EIR of 1977 which cleared MEPA in general. This is an EIR of smaller scope since resources have been vetted and haven't changed. We'll be looking at traffic, greenhouse gases, climate change resiliency, possibly wind, and storm water /sewer /utility capacity. The critical path is traffic and its transit impact so we first went to MASSDOT. We are trying to get a document for public review in the MEPA process in February or March, assuming all the analysis happens. This should precede the zoning petition. At the end of this process, we hope to have the MEPA information before the City Council at the same time as a plan change and a potential zoning petition sometime in 2015. The final item is that our urban renewal plan needs to get approved by the state which is after they finalize the MEPA document.

We are doing the traffic analysis of the million square feet assigned in the K2 plan that Whitehead is doing 60,000 as one plan amendment. Mr. Evans spoke with GSA and Volpe staff about how MEPA/NEPA will work. They want to keep it separate so there's no state decision in the Volpe plan at this point, so it's unclear if that will meet a MEPA threshold. The US government needs to do an environmental document under NEPA for the disposition. GSA made clear that they want to do a land deal and after that it's the developer responsibility to deal with MEPA review and the permitting work. They will be looking at the design proposals as part of their RFP process.

Motion to adjourn was approved at 9:47pm

Review Mtg Nov. 19, 2014

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| <u>Name</u> | <u>Firm</u> | <u>email</u> |
|-----------------------------|---------------------------|-----------------------------------|
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| Michael Lee-Murphy | | mleemurphy07@gmail.com |
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| L. RENEE DANKERLIN | ICEP, INC. | rdankerlin@aol.com |

✓ The MINUTES OF OCTOBER 15 correctly note my request to continue the Volpe discussion at the November meeting. I also encouraged efforts by the Authority to begin a discussion of MBTA operational issues, especially the Red Line. I hope this discussion can continue in the coming months.

✓ A recent article by Scott Kirsner in the November 14 Boston Globe proposed an alternate Innovation Olympics for Boston. To replace the sports Olympics, he suggested several key items :

- To get the largest number of commuters out of their cars and onto public transit or bikes
- To create an education program to motivate and prepare excellence in Boston Public Schools
- To create appealing affordable housing

All three are valuable goals. Housing and transportation -- but not education -- are feasible goals for the Authority. In past discussions, I asserted that the primary reason for seeking the 2024 Olympics in Boston was that no other way exists to improve the MBTA. Mr. Kirsner proposes a way.

✓ Mr. Kirsner also proposed "hundreds of "micro-grants," from \$5,000 to \$50,000, to support groups that want to compete in the challenge ... and to test their concepts."

I note that on tonight's agenda there is a proposal for a CRA microgrant program called the Forward Fund, to offer \$2,500 to \$10,000 grants for small capital improvements in the city.

The CRA Operating Principles are sound :

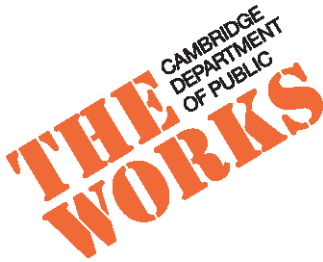
1. Act
2. Operate with transparency
3. Maximize the public benefit
4. Operate with fiscal responsibility
5. Set an example

I am hoping that the CRA can use existing procedures to contract with planners and engineers to find ways to improve the operating capacity of the Red Line. The Authority should seek interested parties who would be paid \$25,000 to \$50,000 to prepare proposals to the Authority for an operational study of improving Red Line Capacity, with said study costing in the range of \$200,000 to \$300,000.

The Authority and the City Manager should jointly announce plans by Cambridge to help find ways for improving transit operations, and to work closely with the new Baker Administration in identifying possible improvements and assisting the MBTA in implementing them.

Forty years ago, I did a joint Doctoral thesis at MIT in Mechanical Engineering and Political Science. People would often ask, What is the connection? I would reply Transportation, and they would see the connection right away. Timing is everything, and the time is ripe for a positive initiative to a new administration. To be honest, neither candidate for Governor presented a firm program for transportation, so innovative proposals could indeed be welcome.

On a more negative note, I understand that a legal appeal to the Planning Board's approval of special permits for the Sullivan Courthouse has been filed in Middlesex Land Court. The appeal cites five counts covering issues of zoning, density, parking, and proper procedures in review and decisionmaking.



City of Cambridge Department of Public Works

Owen O'Riordan, Commissioner

147 Hampshire Street
Cambridge, MA 02139
theworks@cambridgema.gov

Voice: 617 349 4800

TDD: 617 499 9924

December 10, 2014

To: Richard C. Rossi
City Manager

From: Owen O'Riordan, Commissioner, DPW

Re: Council Order O-2, dated October 20, 2014 regarding Galaxy: Earth Sphere condition and restoration

City staff have coordinated with the Cambridge Redevelopment Authority (CRA) to understand the ownership of the Galaxy: Earth Sphere, the maintenance agreements and maintenance needs. CRA owns the Galaxy sculpture and is actively working with Boston Properties, the principal property owner, regarding the on-going maintenance. Additional information provided by the CRA is provided below.

OWNERSHIP AND MAINTENANCE ARRANGEMENT:

- The CRA owns the Galaxy Sculpture and a portion of the Point Park property. However the majority of Point Park where the Galaxy Sculpture sits is owned by Boston Properties.
- In September 1987, the CRA and Boston Properties entered into a maintenance and easement agreement for Point Park and the plaza under which Boston Properties is responsible for maintenance of the park, sculpture, and fountain. The CRA carries insurance for the artwork.

EXISTING CONDITIONS AND ISSUES:

- Bronze Globe: In good condition.
- Winter Steam Ring: The steam line from Third Street is broken and Veolia has not had much incentive to repair the line due to the loss of One Broadway as a steam customer. Veolia is currently working to provide the CRA a construction cost estimate for the re-connection, but said it is likely to be at minimum a six-figure number. The quote is anticipated to be received in the coming weeks.
- Summer Water Ring: The water ring and spouts are in good condition. The wind sensor designed to moderate the flow coming out of the spouts to reduce splash is broken. The fountain's flow is affected by leaf and other debris collecting in the fountain drain.
- Water Pool: Lights located inside the pool no longer function. See below.



- **Moon Ring:** The secondary ring of Moons contains internal spotlights designed to shine light through the pinholes to create a pattern on the pavement. These lights no longer work, and the wiring for all lighting is embedded into the concrete requiring significant work and expense to dismantle, excavate and repair. The electrical work would need to be undertaken in coordination with replacing the brick paving discussed below.
- **Bricks:** The bricks used as pavers are ½ depth facade bricks matching those used on One Cambridge Center. As they are not true pavers they heave and buckle easily with winter freeze-thaw cycles. The entire paved area needs to be removed and started over using more appropriate pavers. This requires excavation in order to set full depth pavers to the appropriate depth.
- **Granite Sets:** The circular granite installation around the fountain is in relatively good condition. As other work is undertaken in the plaza, these pieces will be reset and a few stones may be replaced.
- **Furniture:** The seating around the fountain is custom built with steel similar but not matching the material around the fountain. This seating is in adequate condition but does not meet current universal accessibility standards. Additional seating in Point Park is provided with wooden benches that have been resurfaced numerous times and are in need of an additional round of reconditioning.
- **Yew Shrubs:** The Shrubs have grown in thickly, and have the effect of reducing sight lines toward the Longfellow Bridge. The area beneath the yews have become attractive to rodents.
- **Locust Trees:** The trees have grown a tall canopy and have few lower branches allowing for a feeling of enclosure while preserving sight lines across the park and intersections.
- **Tree Uplights:** The uplights that are inset into the grass to light the Locust Trees are not functional due to a mixture of water damage to the lighting units and wiring breaks due to roots and rats.

REPAIR STATUS:

- During summer of 2010, over \$60,000 of repairs were made to the fountain including new pumps, control panel, mechanical and electrical equipment for the fountain. Limited repairs were made to the brick pavers during Spring 2011. Patching of the brick area has been undertaken over the past couple years using asphalt and concrete instead of resetting the brickwork awaiting a full resurfacing investment.
- In late 2013 Boston Properties and the CRA had coordinated plans to repair and improve the plaza conditions around the Galaxy Fountain. These plans included:
 - Replacing all the brick work with full depth pavers, matching those to be installed in the Main St. Streetscape project.
 - Replacing the lighting for the Globe Ring.
 - Removing the yew shrubs and replacing with lighter plant materials such as scrub grasses.
 - Removing inset lighting under the trees. Options for providing outlets for tree lighting were to be explored based on the condition of the lighting.
 - Replacing some of the wood benches with movable furniture in the plaza.
- These improvement plans for 2014 were put on hold at due to the construction timing to reconfigure the bus turnaround at the intersection of Broadway & Third Street, as part of



the Main Street Streetscape Project. If both projects were undertaken concurrently, pedestrian travel between the T Head House and Third Street would be severely limited. The timing of improvements of the Plaza will need to be coordinated with the ongoing Main Street Project in 2015.

PLANS FOR 2015 AND BEYOND:

- The CRA is actively participating in the design review process for the Connect Kendall Open Space Competition, in which Point Park is one of four open spaces the finalists are specifically focusing on. Boston Properties and the CRA may wait for final competition designs to be submitted before moving forward with additional design work or capital improvements. The competition will wrap up in February 2015. The winning plan will be used to guide the design/improvements to Point Park.
- The Galaxy Sculpture has been a popular topic of conversation among all four finalists and it is anticipated that the sculpture and its key elements will likely have a role in the design of many if not all of the finalists.
- Until the new design for Point Park is completed, the CRA will ensure that BP is fulfilling its maintenance responsibilities and the fountain portion of the Galaxy Sculpture continues to operate in the warm months as long as the current equipment continues to function.



Giovanni Saraceni

49 Wilbur Street - Everett, MA 02149

Home: 617-387-0095 - Cell: 617-771-2206

email: saracenig@aol.com

December 8, 2014

Cambridge Redevelopment Authority
255 Main Street - 4th Floor
Cambridge, MA 02142

Attention: Thomas L. Evans
Executive Director

Dear Mr. Evans,

Thank you for taking the time to meet with Giuseppe Aurilio, Angelo Firenze, Dino Pasquale, and me last Friday to discuss any restrictions and encumbrances the Cambridge Redevelopment Authority has on the property granted by them to the Dante Alighieri Society of Massachusetts in the Deed dated December 21, 1982 and within the Land Disposition Agreement for Tract 17.

We are officially requesting of your staff and legal counsel a review and interruption of any and all restrictions relative to the possible sale of this property by the Dante Alighieri Society.

We immensely appreciate your assistance in this regard and look forward to your response.

Sincerely,

Giovanni Saraceni
Board Member
Dante Alighieri Society of Massachusetts

Cc: Richard Rossi, Cambridge City Manager
Kathleen Born
Giuseppe Aurilio
Angelo Firenze
Dino Pasquale

Cambridge Redevelopment Authority



Executive Director Report to the Board

December 12, 2014

Contracting, Personnel, and General Administration

With the end of the budget and tax year, we are taking a close look at the active vendors of the CRA, and building a contract encumbrance system in coordination with reformatting the budget for 2015. The major structural change in the budget is to begin utilizing 'classes' in Quickbooks to track expenses by project rather than carrying separate project line items. This allows not only contractors, and salaries, but certain supplies or other expenses to be assigned to projects.

Based on discussions with the City's investment advisor, we are now taking a revised look at our draft Investment Policy and working on a strategy to best protect and grow the CRA's financial resources. This will also potentially impact our bookkeeping chart of accounts. We are looking to engage a local CPA to help with occasional bookkeeping matters, and to function as a controller on a quarterly basis providing a broader separation of duties per our Internal Controls recommendations.

We have interviewed a number a candidates for graduate interns and have selected two individuals to begin working with the CRA in the spring semester. They will assist staff with community outreach, Forward Fund Implementation, economic data analysis, mapping, place-making initiatives, and other elements of our Strategic Plan. We have reached out to the city to sign up to participate in the Mayor's Summer Youth Employment Program. We will continue to work with the Department of Human Services regarding what the CRA can contribute to a broader workforce development initiative in Kendall Square or elsewhere.

We would like to finalize a 2015 Board meeting calendar so that we can confirm the room and post the meetings on the city calendar.

| <u>3rd Wednesday</u> | <u>Possible issues</u> |
|----------------------|------------------------|
| January 21 | |
| February 18 | School vacation week |
| March 18 | |
| April 15 | |
| May 20 | |
| June 17 | Start of Ramadan |
| July 15 | |
| August 19 | |
| September 16 | |
| October 21 | |
| November 18 | |
| December 16 | |

Draft Forward Calendar

| January 2015 | February Annual Meeting 2015 |
|-----------------------|-------------------------------------|
| Ames Street Update | Election of Officers |
| KSURP Amendment | Annual Report |
| MXD Zoning | MXD Zoning |
| 2015 Budget | Grand Junction Design |
| Coop Signage Proposal | CRA Branding |
| Investment Policy | KSURP / MXD Proposals |

Projects and Initiatives

Kendall Square EcoDistrict

CRA staff has continued to participate in the EcoDistrict planning process for Kendall Square. As discussed previously, Cambridge is participating in a national Target Cities Initiative, which is designed as a technical assistance program leveraging a local financial commitment from multiple stakeholders to receive professional services from the EcoDistrict organization. The City has asked the CRA to consider acting as the fiscal agent for the Kendall Square EcoDistrict Target Cities program collecting contributions toward the program from multiple area stakeholders.

Ames Street

The Article 19 review hearing at the Planning Board for the Ames Street Residences was held on December 2, 2014. Boston Properties and their design team have been working to respond to comments presented in the staff reports and by Planning Board members. CRA and City staff are actively engaged in follow up meetings to work toward solutions to present to the Planning Board at a follow up hearing in early 2015.

Connect Kendall Square

CRA staff participated in the city's Design Advisory Group to provide technical support to the teams participating in the design competition for the creation of a Kendall Square open space network. The selection of the final plan will take place in the first quarter of 2015, and the selected plan, along with concepts from the other teams will serve to guide future open space investment in Kendall Square including Point Park and other areas of the KSURA.

Grand Junction

The gazebo and the corner's landscape design was the focus of the most recent Grand Junction Inter-Agency Planning Working Group meeting. The City would prefer that the gazebo remain until a replacement structure or park layout is designed, but at the same time felt that the path project remains a high priority for implementation in 2015. It was suggested that the CRA consider engaging a landscape design firm to assist with this along with a broader set of open space design issues for the KSURA. Options for how best to keep the path moving forward while awaiting the conclusion of the Connect Kendall Square process are under discussion.

| Cambridge Redevelopment Authority | | |
|--|---------------------|---------------------|
| 2014 Budget vs. Actuals | | |
| SUMMARY | | |
| January - November, 2014 | 2014 | 2014 |
| | Budget | Actuals |
| INCOME | | |
| Operating Revenue: | | |
| Discounts Given | \$100 | \$100 |
| Proceeds from sale of development rights | \$405,000 | \$0 |
| Rental income | \$10,000 | \$11,012 |
| Equity Participation Income | | |
| Project Income (land and building sales) | | |
| Reimbursed Expenses | \$17,000 | \$795 |
| Grants | \$0 | \$0 |
| Total Operating Revenue | \$432,100 | \$11,907 |
| Non-Operating Revenue | | |
| Interest Income | \$60,000 | \$24,534 |
| Dividend Income | \$0 | \$121 |
| Asset Write-Downs | \$0 | \$0 |
| Total Non Operating Revenue | \$60,000 | \$24,655 |
| TOTAL INCOME | \$492,100 | \$36,562 |
| EXPENSES | | |
| Operating Expenses: | | |
| Personnel | \$444,030 | \$305,750 |
| Office/Administrative | \$216,830 | \$150,558 |
| Community Outreach/Professional Dev. | \$8,700 | \$9,221 |
| Property Management | \$52,500 | \$27,612 |
| Total Operating Expenses | \$722,060 | \$493,141 |
| Project/Program Expenses (excludes CRA personnel) | | |
| Unassigned Professional Services | \$300,000 | \$77,722 |
| Ames Street | \$8,000 | \$300 |
| KSURP / K2 Zoning | \$50,000 | \$16,981 |
| MXD Design Review | \$5,000 | \$806 |
| Volpe | \$5,000 | \$0 |
| Foundry | \$82,000 | \$61,396 |
| Parcel 6 | \$15,000 | \$10,000 |
| Strategic Planning | \$10,000 | \$348 |
| Grand Junction | \$80,000 | \$69,566 |
| Forward Fund | \$5,000 | \$0 |
| Total Project/Program Expenses (excludes CRA personnel) | \$560,000 | \$237,119 |
| Redevelopment Investments | | |
| Real Estate Acquisitions | \$0 | \$0 |
| Community Loan Fund Program | \$100,000 | \$0 |
| Capital Costs | \$20,000 | \$0 |
| Total Project/Program Expenses & Redevel. Inv. | \$120,000 | \$0 |
| TOTAL EXPENSES | \$1,402,060 | \$730,259 |
| NET INCOME | (\$909,960) | (\$693,697) |
| 2013 Starting Cash Reserves | \$11,399,332 | \$11,399,332 |
| End Cash Reserve | \$10,489,372 | \$10,559,474 |

| PERSONNEL | | |
|---|------------------|------------------|
| | 2014 | 2014 |
| | Budget | Actuals |
| Salaries (Pre-Project Tracking + Admin) | 195,800 | 169,632 |
| Personnel Cost by Project | | |
| Ames Street | \$4,590 | \$1,723 |
| KSURP / K2 Zoning | \$9,180 | \$7,700 |
| MXD Design Review | \$4,590 | \$2,492 |
| Volpe | \$4,590 | \$1,549 |
| Foundry | \$18,360 | \$19,873 |
| Parcel 6 | \$4,590 | \$958 |
| Strategic Planning | \$9,180 | \$2,005 |
| Grand Junction | \$4,590 | \$2,713 |
| Forward Fund | \$9,180 | \$2,614 |
| Total Personnel Cost by Project | \$68,850 | \$41,627 |
| Payroll Taxes | | |
| Unemployment | 0 | 551 |
| Medicare and SS | 2,000 | 6,986 |
| Payroll Taxes - Fed & MA | 2,000 | 3,206 |
| Total Payroll Taxes | \$4,000 | \$10,743 |
| Personnel and Fringe Benefits | | |
| T Subsidy | 1,680 | 1,498 |
| Pension Contribution | 27,500 | 19,065 |
| Pension System Assessment | 24,000 | 0 |
| Insurance - Medical (for Employees) | 28,800 | 22,001 |
| Insurance - Dental | 2,400 | 0 |
| Workers Comp & Disability Insurance | 2,000 | 928 |
| Total Employee Benefits | \$86,380 | \$43,492 |
| Retiree Benefits | | |
| Insurance - Medical (for Retirees, Survivors) | \$89,000 | \$40,256 |
| Payroll Expenses - Other | \$0 | \$0 |
| TOTAL PERSONNEL | \$444,030 | \$305,750 |

2014 BUDGET - Cambridge Redevelopment Authority Budget

12/11/14

| PROJECTS | | |
|---|------------------|------------------|
| | 2014 | 2014 |
| | Budget | Actuals |
| | | |
| Unassigned Professional Services | | |
| Legal | \$105,000 | \$47,551 |
| Planning | \$40,000 | \$14,230 |
| Design - Architects | \$15,000 | \$0 |
| Design - Landscape Architects | \$0 | \$0 |
| Engineers and Survey | \$80,000 | \$15,941 |
| Real Estate and Finance | \$45,000 | \$0 |
| Construction Management | \$0 | \$0 |
| Market Management | \$15,000 | \$0 |
| Total Unassigned Professional Services | \$300,000 | \$77,722 |
| | | |
| Professional Services by Project | | |
| Ames Street | \$8,000 | \$300 |
| KSURP / K2 Zoning | \$50,000 | \$16,981 |
| MXD Design Review | \$5,000 | \$806 |
| Volpe | \$5,000 | \$0 |
| Foundry | \$82,000 | \$61,396 |
| Parcel 6 | \$15,000 | \$10,000 |
| Strategic Planning | \$10,000 | \$348 |
| Grand Junction | \$80,000 | \$69,566 |
| Foward Fund | \$5,000 | \$0 |
| Total Professional Services by Project | \$260,000 | \$159,397 |
| | | |
| Redevelopment Investments | | |
| Real Estate Acquisitions | \$0 | \$0 |
| Foward Fund | \$100,000 | \$0 |
| Capital Costs | \$20,000 | \$0 |
| Total Redevelopment Investments | \$120,000 | \$0 |
| | | |
| Total (not carried forward) | \$680,000 | \$237,119 |

| COMMUNITY OUTREACH & PROFESSIONAL DEVELOPMENT | | |
|---|-----------------|-----------------|
| | 2014 | 2014 |
| | Budget | Actuals |
| | | |
| Community Outreach | | |
| Public Workshops | \$1,500 | \$1,188 |
| Materials | \$600 | \$706 |
| Other | \$0 | \$62 |
| | | |
| Marketing & Professional Development | | |
| Recruiting - Admin | \$500 | \$110 |
| Staff Development | \$500 | \$384 |
| Dues and Membership | \$2,000 | \$3,400 |
| Subscriptions | \$100 | \$0 |
| Advertising | \$2,000 | \$1,729 |
| Conferences and Training | \$1,000 | \$1,230 |
| Travel | \$400 | \$311 |
| Meals | \$100 | \$100 |
| | | |
| Total Community Outreach/Marketing | \$8,700 | \$9,221 |
| | | |
| PROPERTY MANAGEMENT | | |
| | 2014 | 2014 |
| | Budget | Actuals |
| | | |
| Landscaping | \$30,000 | \$11,760 |
| Snow Removal | \$10,000 | \$8,360 |
| Utilities | \$5,000 | \$2,492 |
| Contract Work | \$7,000 | \$5,000 |
| Repairs | \$500 | \$0 |
| | | |
| | | |
| | | |
| Total Property Management | \$52,500 | \$27,612 |

| OFFICE AND ADMINISTRATIVE | | |
|---|------------------|------------------|
| | 2014 | 2014 |
| | Budget | Actuals |
| Office Space | | |
| Office Rent | \$54,000 | \$60,732 |
| Parking | \$500 | \$450 |
| Furniture | \$400 | \$91 |
| Repairs and Maintenance | \$300 | \$60 |
| Archives | \$6,000 | \$4,871 |
| Other Rental Space | \$0 | \$1,860 |
| | | |
| Office Equipment | | |
| Equipment Purchase (computers, etc.) | \$3,200 | \$2,587 |
| Equipment Lease | \$6,400 | \$5,416 |
| | | |
| Printing and Supplies | | |
| Postage and Delivery | \$200 | \$110 |
| Printing and Reproduction | \$500 | \$559 |
| Software | \$2,000 | \$936 |
| Office Supplies | \$1,400 | \$1,043 |
| Board Meeting Expenses-misc | \$600 | \$313 |
| Office Expenses | \$500 | \$415 |
| | | |
| Utilities | | |
| Gas and Electric | \$4,500 | \$3,744 |
| Water | \$0 | \$0 |
| Utilities - Other | \$0 | \$0 |
| | | |
| Telecommunications | | |
| Telephone | \$1,680 | \$1,652 |
| Internet | \$960 | \$720 |
| Mobile | \$1,440 | \$1,434 |
| Website & Email Hosting | \$350 | \$424 |
| | | |
| 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 | \$40 |
| Payroll Services | \$2,000 | \$1,225 |
| Accounting | \$31,000 | \$30,873 |
| Marketing | \$0 | \$0 |
| Legal | \$78,000 | \$19,093 |
| Temp and Contract Labor | \$4,000 | \$1,276 |
| Web Design | \$1,000 | \$1,038 |
| Information Technology | \$4,000 | \$2,273 |
| | | |
| TOTAL ADMINISTRATIVE | \$216,830 | \$150,558 |

The Foundry Building DEMONSTRATION PROJECT PLAN

101 Rogers Street, Cambridge, MA



**Cambridge Redevelopment Authority
City of Cambridge**

December 11, 2014 - DRAFT

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I. Introduction

A. Introduction

The purpose of this Demonstration Project Plan (“Plan”) is to serve as a guide for the redevelopment of the Foundry Building at 101 Rogers Street in Cambridge (the “Property” or the “Foundry”) as a Demonstration Project (the “Project”) under Chapter 121B of the Massachusetts General Laws, which the Cambridge Redevelopment Authority (the “CRA”) will carry out in concert with the City of Cambridge (the “City”). The Project represents the opportunity not only to fulfill a compelling community need but also to serve as a demonstration of a development technique that could, if successful, be replicated elsewhere in the City and the Commonwealth.

The Foundry was conveyed to the City as part of the consideration provided to the City in connection with a zoning amendment. The zoning amendment now incorporated into the Cambridge Zoning Ordinance as Section 13.59.10 states a preference for municipal or community uses and requires that a minimum of 10,000 square feet (SF) of the Property’s Gross Floor Area (GFA) be dedicated to educational, cultural or institutional uses as permitted under the Zoning Ordinance and at a time and in a form acceptable to the City¹.

The Demonstration Project seeks to use the CRA’s resources from a successful urban renewal venture to help better spread the benefits of Kendall Square to a broader sector of the Cambridge community for a demonstrated need that has been voiced by City officials and expressed as a community need by the public at large. This type of public-interest redevelopment could prove to be a powerful new community development tool for the City of Cambridge or other cities, allowing for the primacy of community and City Council-defined objectives throughout a development, while leveraging the financial resources and development expertise of the Redevelopment Authority to create a unique civic asset for the city’s residents.

The Property is adjacent to the CRA’s Kendall Square Urban Renewal Project (“KSURP”). Through the urban renewal process, Kendall Square has grown into an innovation district, home to some of the world’s most visible companies and recognized as one of the most highly sought-after real estate markets in the United States.² Private redevelopment has

¹ More specifically, Section 13.59.10 of the Cambridge Zoning Ordinance reads: “Any Final Development Plan shall provide for the transfer of ownership to the City of Cambridge of the existing building and lot identified as 101 Rogers Street (also known as 117 Rogers Street and as the Foundry Building) (Tax Parcel 27-82), with a preference for its use for municipal or community uses as generally set forth in Section 4.33 of the Table of Use Regulations, at least 10,000 square feet of which shall be devoted to educational, cultural or institutional uses listed in Section 4.33 of the Table of Use Regulations, at a time and in a form acceptable to the City. Such transfer shall include the full development rights attendant to such lot at an FAR of 3.0 as generally permitted within the applicable PUD. Upon the execution of such transfer of ownership, the PUD Permittee shall be entitled to 43,684 square feet of additional Gross Floor Area for non-residential or residential development within the approved Final Development Plan above that otherwise permitted through application of the FAR limitations set forth in the PUD-3A and 4C Districts, and if ownership of a portion of up to 5,254 square feet of the lot identified as 249 Third Street (Tax Parcel 27-76) is transferred to the City of Cambridge, upon the execution of such transfer of ownership, the PUD Permittee shall be entitled to additional Gross Floor Area, as well, equal to the product of 3 times the number of square feet of such portion of such lot. Such Gross Floor Area may be included in the approved Final Development Plan, notwithstanding that such approval may precede the actual transfer of the property to the City.”

² Kurtzman, Joel. 2014. *Unleashing the Second American Century*. Also in Katz, Bruce and Julie Wagner. May 2014. “The Rise of Innovation Districts: A New Geography of Innovation in America”. Metropolitan Policy Program at Brookings (www.brookings.edu/metro)

flourished beyond the boundaries of the KSURP, creating a larger district of highly specialized technology and biotechnology companies.



Foundry Location Map

Not all of Cambridge's residents have access to these jobs, however. In the City of Cambridge, 13% of people live in poverty, and 26% of those over 25 years of age have less than four years of college. Poverty rates and unemployment rates are higher for those with less educational attainment.³ Two neighborhoods near Kendall Square and the Foundry (Area 4 and Wellington-Harrington) have some of the highest rates of poverty for families, especially single parent families and children under 18 years of age.⁴

With some of the highest commercial rents in the country, the start-up companies that contribute to the innovation economy are finding it more and more difficult to remain in the area.⁵ Community-based activities also may not be able to obtain space subject to private market rents, and the availability of older industrial and office buildings is scarce. The real estate market has limited the range of occupations and local employment opportunities in Cambridge for workers without advanced degrees or technical training.

³ U.S. Census, 2012 American Community Survey 1-year Estimates.

⁴ Cook, Clifford. January 21, 2013. "Poverty in Cambridge." Cambridge Community Development Department.

⁵ Farrell, Michael B. "Kendall Square Boom Time Squeeze out Start ups," Boston Globe: October 25, 2012.

Approximately 70% of the occupations in the City are in management, business, science, and the arts.⁶

Over the last year, the City and the CRA have held public forums in which the community has voiced support for redevelopment of the Property into an innovative multi-purpose center, creating a collaborative environment with a mix of cultural, educational, and commercial uses, consistent with the zoning requirements. Some of the suggested ideas include multi-generational community uses, programs for early childhood and youth development, and opportunities for mentorship, internship, apprenticeship, workforce training, and education in the areas of science, technology, engineering, arts, and math (“STEAM”), which would serve a broad sector of Cambridge residents. On March 17, 2014, the Cambridge City Council adopted a Policy Order (the “Policy Order”), attached as Appendix A, setting forth certain goals for the redevelopment of the Property, including a community process to refine the objectives of the redevelopment of the Foundry.

Preliminary financial analyses suggest that a public/private partnership will likely be necessary to make the Project feasible. The Foundry is vacant and its condition is deteriorating, as it stands empty. Studies indicate that it needs upwards of \$22 million in repairs and new construction to return it to productive reuse. Within this relatively small building, the desire for community uses limits the critical mass of commercial use. The City’s consideration of using the Foundry to accommodate specific community-based objectives, as opposed to a potentially more lucrative use, makes it difficult to reasonably redevelop the Foundry through the ordinary operations of private enterprise without some public assistance, which is a well-established practice for the undertaking of urban renewal activities in Massachusetts.

Redevelopment of the KSURP area has created revenue for the CRA. This plan seeks to facilitate a joint project between the CRA and the City to explore the ability to use some of the CRA’s revenues from the KSURP and its redevelopment powers to achieve specific community-based needs and objectives that may not otherwise be possible.

Based on analysis of both the existing physical condition and financial feasibility of the redevelopment of the Foundry, the CRA believes that the redevelopment of the Foundry as a Demonstration Project through this Plan would be appropriate for three primary reasons: (i) the Project will prevent the creation of urban blight in the area of the Property; (ii) the Project will allow the CRA to leverage the success of redevelopment in Kendall Square to diffuse opportunity broadly throughout the community to achieve specific community-based objectives; and (iii) the Project may serve as a model of an innovative approach to community development for the City and the Commonwealth.

⁶ U.S. Census, 2008-2-012 American Community Survey 5-year estimates.

II. Vision and Objectives

A. Vision

The vision statement for the Project is informed by community input and has been developed to cover the broad range of possible uses that may utilize the Foundry building throughout the life of the Project. While different development proposals will likely provide various schemes for overlapping uses within the building, the details of programs, tenants, and interior designs may be modified to meet the evolving needs of the community.

The Foundry will be a creative, innovative center that offers a collaborative environment with a mix of cultural, educational, manufacturing, and commercial uses. The renovated multipurpose building will be designed for flexibility and will be accessible, inclusive, and welcoming to the public. The activities within will be multigenerational and multicultural, providing a citywide and neighborhood resource that is financially sustainable for years to come.

B. Objectives

On March 17, 2014, the City Council requested that the City Manager engage residents and stakeholders in a community process to refine the objectives of the redevelopment of the Foundry into a multi-purpose community center. Community input from many workshops and meetings held throughout 2013 and 2014 (Section VIII) helped define the key project objectives below.

1. Innovative Programs

- a) Foster a center of creativity and innovation through the shared use of space populated with complementary uses.
- b) Create mentorship, internship, apprenticeship, workforce training, and educational programs for Cambridge residents that can directly benefit and engage the surrounding community.
- c) Include significant training opportunities in the areas of science, technology, engineering, arts, and math (STEAM) fields that can effectively introduce and prepare Cambridge residents for the existing and growing professional fields that have emerged in Kendall Square area over the past several years.
- d) Capitalize on the commercial success of Kendall Square's redevelopment to create a unique collaborative environment as a citywide resource, with a diverse mix of cultural, educational, and commercial uses emphasizing youth and senior engagement, with a particular focus on under-represented, lower income households.

2. Building and Site Development

- e) Create physical assets (a renovated structure, new facilities, and equipment) that will support viable economic activity and promote business growth and job creation within the Foundry in a manner that can be sustained in the years to come.
- f) Bring the Foundry into productive use for the community with universal accessibility and prevent the Property from falling into disrepair
- g) Highlight the historic architectural elements of the building and connect the building to its site and surrounding, including new streetscape..

3. Operational and Financial Structure

- h) Leverage multiple funding sources to provide a financially sustainable building operation, while providing space for community, cultural, and educational functions at rents commensurate with those uses.
- i) Maximize the extent of public and/or community uses of the building and providing a structure for ongoing management and oversight of those uses.
- j) Pilot and report techniques for the adaptive reuse of an industrial building into a center of innovation and creativity, utilizing public private partnership both as a financing tool and a model of collaborative economic and cultural development.

As with all redevelopment projects, the Property would be appraised by the CRA with and without the “re-use restrictions” in place so as to gain a sense of the “opportunity cost” to redevelop the Property in the manner set forth in the Plan.

C. Viable Uses

The overall goal of the Project is to create a unique collaborative space for a variety of uses consistent with the Vision and Objectives above. The list of viable uses below allows for flexibility and a wide range of uses that could be incorporated into redevelopment concepts; however, strong preference will be given to proposals with uses that will directly benefit and engage the surrounding community through programs for Cambridge residents. Redevelopment concepts should highlight successful public and private partnerships, as well as the important work of community-based non-profit organizations. The building should remain reasonably open and accessible to the general public, especially on the ground floor. Proper consideration should be given to ensure that uses are compatible with one another.

Acceptable *programmatic and space* preferences are listed below (in alphabetical order). Many of these elements could be programs that are mixed, synergistic, or operating in shared spaces. Due to space limitations however, it is understood that not all of these uses could be

adequately accommodated at one time in the Foundry building:

- Assembly space including performance areas, black box and other theaters, and informal gathering spaces
- Community kitchen and food preparation space
- Early childhood education/day care use
- Family-based commercial recreation
- Gallery spaces including museums and library areas
- Office and lab space for companies, start-ups, individual enterprises, shared use, public agencies, and non-profit organizations
- Parking
- Retail including small shops, cafes, and restaurants
- Start-up manufacturing, fabrication (“maker”) space
- Studio space for arts, performing arts, and other uses
- Workforce development including community education and job training centers
- Youth and senior programming

The distribution of uses in the building will likely change as community needs, market conditions, and technology evolve over time. Single uses that occupy 100% of the building square footage (not counting parking) such as residential, single tenant office/lab, university or other institution with classroom, lab, office providing service only to students and/or faculty, are not consistent with the development objectives that have emerged throughout the process up to this point and will not be considered as feasible outcomes. Similarly, the office space allocated for below market rents should ideally be targeted to multiple community-based users rather than a single non-profit or public agency use.

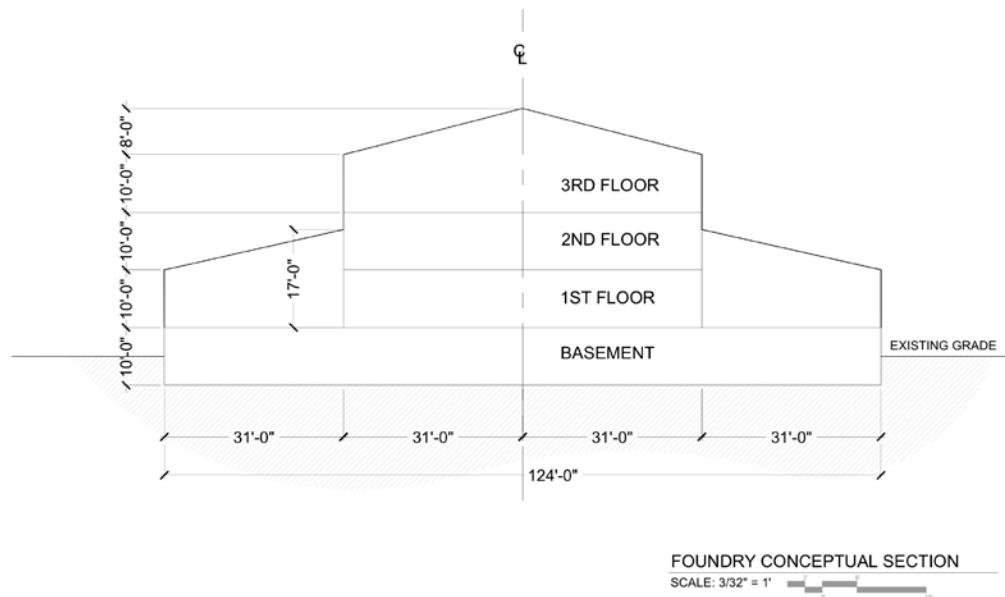
The redevelopment process and governance model are designed to maximize the public and community-based elements of the building’s program and ensure compliance with these objectives through minimum thresholds for the amount of below market rate space for community-oriented uses and maximum allowances for market rate commercial uses, such as office, lab, retail, or restaurant.

III. Physical Condition of the Building

A. The History of the Foundry Building

The original building at 101 Rogers Street is masonry veneer over a heavy timber frame structure. The main building was built in 1890 with side wings added in 1910. At that time the building was used as a foundry, all on one floor, at ground level. L.H. Gager of Palmer, Massachusetts, designed the original structure with an unusual truss system that accommodated large cranes to support iron production. This truss system had reinforced double wood trusses

that rise up within the clerestory to support the beam on which the crane ran. The Foundry processed up to 50 tons of iron per day.



The Foundry was originally part of a larger industrial complex for the Blake & Knowles Steam Pump Company. The complex, including the Foundry, was once a nationally recognized manufacturing facility and supplied 90% of pump supplies to the U.S. Navy in the 1930s. In the 1960s and 1970s, the building was used as a taxi barn.

The Foundry's original open, high bay design was modified in 1982 for office use through the addition of three structured floor levels within the building. The infill structure is steel frame with concrete decks. At the same time, the ground floor was excavated to create the below grade level that accommodates parking as well as building services and some additional rentable space. After these building modifications, it was used as commercial space for numerous telecommunication, computer technology, and biotechnology companies.

The building has historic interest but is not a listed property in the Historic Register, nor is it subject to any other historic limitations on redevelopment at the state or local level as it lost many of its historic characteristics during the significant renovation in the 1980s. As of 2014, the building has been vacant for over two years.

The building in its current configuration consists of a lower parking level with 42 parking spaces and approximately 4,000 SF of usable, non-parking area, a first floor with approximately 23,000 SF of gross area, and two upper floors with approximately 15,000 SF of gross area each.

A narrow open space of approximately 3,000 SF to the east of the building is included as a part of the Property. The Rogers Street frontage includes the main entrance and 12 surface parking spaces. The total lot area is 37,500 SF. The Property is abutted to the east by an open parking lot associated with the Worthington Place residential property, which is located to the

south of the Property, across Rogers St. The abutting parcel to the west contains a switching station and a large windowless structure that houses communications technology.

B. The Physical Condition of the Property

The main Foundry building is 124 years old and has not received significant investment for 32 years. The building's retrofit in 1982 was completed in accordance with the Massachusetts State Building Code, Third Edition from 1979. A major redevelopment would need to comply with the current Massachusetts State Building Code, Eighth Edition (MSBC-8th), along with the Cambridge Stretch Energy Code and other applicable laws or regulations. Significant resources are required to bring the building up to code and meet current energy and accessibility requirements in Cambridge.

According to the Foundry Reuse Study from June 18, 2013 ("Reuse Study"), conducted by HMFH Architects, the Property requires structural reinforcement, replacement of most major building systems, repair or replacement of the building's envelope, and significant circulation upgrades. This section provides an overview of these issues, and the full Reuse Study is available on the City's website.

The significant building issues identified in the Reuse Study are summarized below:

Structure Systems: The building requires significant seismic retrofitting to address lateral forces that could compromise the building's structure. Existing structural framing of the roof, trusses, walls, and slabs would likely have to be reinforced or supplemented to resist lateral force loads for the expected occupancy loads. Further structural testing will be needed in conjunction with anticipated uses in accordance with detailed redevelopment plans.

Building Envelope: The brick and stucco materials require significant repair. The clerestory siding is in need of replacement.

Windows, Skylights, and Doors: All windows, skylights, and doors need to be replaced. The windows on the eastern façade have been bricked up, and most should be re-opened to provide light to the first floor uses. The 25 year-old roof has reached its lifespan. No major leaks have been detected but some water damage is evident.

Accessibility: There is no wheelchair accessibility from the Main Lobby on Roger Street to the elevator and no accessible entrance at Bent Street. Accessibility requirements in a building occupied by uses that accommodate the public are more comprehensive than in an existing building occupied by private businesses. Significant retrofit of the building's circulation will be required to bring universal access to the building.

Mechanical, Plumbing and Electrical: Most of the mechanical systems have reached the end of their lifespan and will need specific upgrades and/or replacement. The restrooms need new fixtures and accessibility retrofits.

Fire Protection: Areas of the building require improved fire protection. The fire alarm system does not meet code, and the fire pump room requires a direct egress to the outside. Significant code upgrades are needed to reach the Occupancy Type B requirements necessary for a broad range of uses.



Existing Foundry Floor Plans
(Source: HMFH Reuse Study)

The Reuse Report estimated that the base building improvements will require approximately \$12 million. Significant additional investment would be needed to fit out the interior space to serve the eventual end use; these costs vary depending on the final design and program of the building space. In 2014 two pipe failures created significant water damage

requiring rapid response to avoid mold development in the interior. This response included the removal of portions of the first floor interior demising walls, further limiting the building's current utility.

C. Needed Building Improvements

The Foundry Reuse Study suggests that meeting these programmatic objectives and putting the building into productive use will require significant property improvements. The final program and building design will likely make modifications to the planned improvements contemplated in the Reuse Study, but the general scope of work is expected to be comparable.

A number of structural retrofits are required to improve lateral-force resistance. The proposed retrofits include the addition of lateral support throughout the roof, shearing load improvements to walls, reinforcements to concrete slabs, improvements to wood truss connections to structural systems, and bracing at multiple levels of the building. All the existing interior walls will need to be removed and reconfigured. New plumbing fixtures and lighting are needed throughout the building. New HVAC equipment and distribution systems are needed. Updated sprinkler systems will be required.

The exterior envelope of the building requires significant repair and replacement. The roof is nearing its life span; the skylights and windows require replacement. Stucco and brick façade materials require repair. Additionally landscaping improvements are needed for the building-related open space or a pocket park along the east side of the building. To provide an accessible entrance to the building, the reuse plan must either build a chair lift in the front lobby and utilize the existing elevator, or rebuild a new elevator, machine room and stairs to all levels. Additional entry and exit upgrades will be required based on the ultimate configuration of spaces and occupancy loads.

D. Environmental Remediation

Oil contamination from a 10,000-gallon underground tank was previously detected in the southwestern portion of the main building site at 101 Roger Street by a prior owner of the Property. The oil tank was removed in 1988; however Reportable Concentrations of petroleum constituents were detected in groundwater during subsequent site assessment activities in 1997. As a result, an Activity and Use Limitation ("AUL") was placed on the Property, limiting use to commercial, and restricting residential, school, and institutional uses due to concerns regarding exposure to soil gas (DEP release Tracking No. 3-15809). In 2002, new soil testing was conducted to assess the concentrations of residual petroleum contamination using the new MassDEP Methods for Extractable and Volatile Petroleum Hydrocarbons. The results of those tests indicated that the hydrocarbon concentrations in the soil were below the standard that is protective of residential exposures. Additionally the concentration of petroleum hydrocarbons in groundwater had also decreased significantly since 1998. Therefore in 2002 the previous AUL was terminated.⁷

⁷ Haley & Aldrich Memorandum July 01, 2011

In May 2011, Haley & Aldrich, Inc., (Haley & Aldrich) on behalf of Alexandria Real Estate Equities conducted additional testing on the Property. Later that year, Haley & Aldrich conducted further analysis of indoor air quality within the building and soil conditions of the grassy side yard.

The Haley & Aldrich soil gas analysis included both petroleum-related Volatile Organic Compounds (VOCs) as well as petroleum hydrocarbon ranges. The analysis conducted in 2007 did not include petroleum hydrocarbon ranges. Their recent soil gas analytical data indicate that C5-C8 Aliphatics were detected at a concentration that exceeds the MassDEP Soil Gas Residential Screening Value. Testing for petroleum-related VOCs in soil gas was conducted in both 2007 and 2011. Soil gas testing in 2007 indicated that benzene was present at levels that exceeded the MassDEP Soil Gas Residential Screening value; however, the 2011 test results indicates an overall decrease in VOC concentrations compared to the 2007 data.

Haley & Aldrich came to the conclusion that the potential for vapor intrusion is limited to the southwest portion of the garage and that an exposure pathway does not current exist for the concentrations of petroleum hydrocarbon given the current use.⁸ This may need further study if alternative uses are contemplated for the garage.

The groundwater analytical data generated by the Haley & Aldrich analysis indicated that groundwater has been impacted by low concentrations of petroleum hydrocarbons. The concentration of these constituents was consistent with or lower than the concentrations detected in 2002.

According to the Reuse Report, the building itself contains limited hazardous materials in the structure, requiring approximately \$500,000 dollars of remediation and disposal costs.⁹ Haley & Aldrich conducted surface soil testing in 2011 for contaminants and determined that low levels of petroleum hydrocarbon and metals existed but were well below DEP reporting criteria.¹⁰

IV. Demonstration Project

A. The Legal Basis for Demonstration Projects under Massachusetts Law

As an urban renewal agency expressly designated by the Cambridge City Council, the CRA plays an important role in urban renewal and redevelopment planning activities in the City. The CRA exercises the powers available to such agencies under Chapter 121B of the Massachusetts General Laws.

⁸ IBID

⁹ http://public.dep.state.ma.us/SearchableSites2/Site_Info.aspx?textfield_RTN=3-0015809&searchType=ALL&CurrentPage=1

¹⁰ Haley & Aldrich Memorandum December 21, 2011 File No. 34250-10

The CRA's authority under Chapter 121B includes, among other powers, the power to: (i) declare certain areas of the City blighted open, decadent or substandard; (ii) prepare plans for the redevelopment of such areas; and (iii) to carry out demonstration projects for the "*prevention and elimination of slums and urban blight*." Within urban renewal areas, the CRA is authorized to prepare urban renewal plans that call for the undertaking of urban renewal projects aimed at eliminating what the law has defined as decadent, substandard and blighted open areas. The CRA is authorized "*to engage in or contract for the construction, reconstruction, alteration, remodeling or repair of any clearance, housing, relocation, urban renewal or other project which it is authorized to undertake or parts thereof*." M.G.L. c. 121B § 11(f).

Section 46(f) of Chapter 121B provides the CRA with the authority to adopt and develop "demonstration projects." That section reads, in part: "*An urban renewal agency shall have all the powers necessary or convenient to carry out and effectuate the purposes of relevant provisions of the General Laws, and shall have the following powers in addition to those specifically granted in section eleven or elsewhere in this chapter: ... (f) to develop, test and report methods and techniques and carry out demonstrations for the prevention and elimination of slums and urban blight.*"

The terms "slums" and "urban blight" are not defined in c. 121B, but § 1 does define the related term "blighted open area"¹¹ as:

a predominantly open area which is detrimental to the safety, health, morals, welfare or sound growth of a community because it is unduly costly to develop it soundly through the ordinary operations of private enterprise by reason of the existence of ledge, rock, unsuitable soil, or other physical conditions, or by reason of the necessity for unduly expensive excavation, fill or grading, or by reason of the need for unduly expensive foundations, retaining walls or unduly expensive measures for waterproofing structures or for draining the area or for the prevention of the flooding thereof or for the protection of adjacent properties and the water table therein or for unduly expensive measures incident to building around or over rights-of-way through the area, or for otherwise making the area appropriate for sound development, or by reason of obsolete,

¹¹ Section 1 of c. 121B also includes these definitions:

"Decadent area," an area which is detrimental to safety, health, morals, welfare or sound growth of a community because of the existence of buildings which are out of repair, physically deteriorated, unfit for human habitation, or obsolete, or in need of major maintenance or repair, or because much of the real estate in recent years has been sold or taken for nonpayment of taxes or upon foreclosure of mortgages, or because buildings have been torn down and not replaced and under existing conditions it is improbable that the buildings will be replaced, or because of a substantial change in business or economic conditions, or because of inadequate light, air, or open space, or because of excessive land coverage or because diversity of ownership, irregular lot sizes or obsolete street patterns make it improbable that the area will be redeveloped by the ordinary operations of private enterprise, or by reason of any combination of the foregoing conditions.

"Substandard area," any area wherein dwellings predominate which, by reason of dilapidation, overcrowding, faulty arrangement or design, lack of ventilation, light or sanitation facilities or any combination of these factors, are detrimental to safety, health or morals.

inappropriate or otherwise faulty platting or subdivision, deterioration of site improvements or facilities, division of the area by rights-of-way, diversity of ownership of plots, or inadequacy of transportation facilities or other utilities, or by reason of tax and special assessment delinquencies, or because there has been a substantial change in business or economic conditions or practices, or an abandonment or cessation of a previous use or of work on improvements begun but not feasible to complete without the aids provided by this chapter, or by reason of any combination of the foregoing or other condition; or a predominantly open area which by reason of any condition or combination of conditions which are not being remedied by the ordinary operations of private enterprise is of such a character that in essence it is detrimental to the safety, health, morals, welfare or sound growth of the community in which it is situated.

B. Foundry as a Demonstration Project

One key factor in determining whether a demonstration project is appropriate is whether pursuit and completion of the project will prevent the occurrence of slums or urban blight. While the Foundry area cannot presently be said to be blighted, if left vacant and without productive reuse, it could become blighted in the future.

As will be discussed below, the physical conditions of the Foundry require substantial repair; without these investments, the potential for detriment to safety exists. A sizeable vacant structure could also attract illicit activities and may, in any event, have a detrimental effect on the sound growth and attraction of investment to surrounding properties. Significant effort has been put into developing a plan to re-use the Property in a manner consistent with the public's stated desires, and without the use of additional governmental involvement. The conclusion of that effort is that additional government assistance would help to accomplish those objectives.

Another key factor is the use of a technique that could serve as a test for possible application elsewhere in the City and the Commonwealth. Demonstration projects are not widely used as development tools outside the City of Boston, and the proposed collaboration with the City has unique qualities that will enable publicly-identified community objectives to drive the redevelopment project.

The redevelopment of the Foundry for the purposes and in the manner called for in this Plan is an appropriate Demonstration Project.

C. Demonstration Project Phases

It is anticipated that the full redevelopment process for the Foundry will include five basic phases, one of which is already complete. This section provides an overview of the phases with further details provided later in the Plan.

1. Acquisition and Due Diligence Phase (2009 - 2013)

The March 3, 2014 report on the Foundry, submitted by the City Manager to the Cambridge City Council ("Foundry Building Report"), summarizes due diligence activities that have occurred since the acquisition of the Property, including community outreach up through

that time, initial legal review, and fiscal impact analyses. Five different implementation approaches were discussed in the report along with relative advantages and disadvantages of each approach. The report noted significant advantages to collaboration between the City and the CRA, including substantial flexibility in the procurement process, allowing a two-step developer selection procedure and a negotiated transaction.

2. Predevelopment Phase (2014)

The Cambridge City Council Policy Order adopted on March 17, 2014 requested the City Manager to allocate up to \$6 million to facilitate necessary capital improvements to the Foundry as well as to determine the legal and regulatory process necessary to collaborate with the CRA. The City and CRA signed a Letter of Agreement on April 12, 2014 (Appendix B) stating that the two parties would continue to explore scenarios for collaboration.

The Predevelopment Phase has involved additional community outreach (detailed below in Section VIII), as well as identification of development objectives, development and finance strategies, and governance and management structures.

3. Transaction Phase (2014 - 2015)

The Transaction Phase will continue to involve community engagement, and community and City input will be incorporated into the formal Demonstration Plan document. Once the CRA Board has approved the Demonstration Plan, the CRA will formally submit the Plan for City Council approval.

In accordance with the City of Cambridge Municipal Code Chapter 2.110 for Property Disposition, the City Manager will submit a Disposition Report to the City Council. This process includes a Planning Board public hearing and recommendation. The Disposition Report will identify the general terms of a Lease between the City (landlord) and the CRA (tenant) (the “Lease”). Subject to the City Council approval of the Demonstration Plan, acceptance of the Disposition Report, and vote on the disposition of a Lease to the CRA, the City will begin the process of entering into a long-term Lease with the CRA. Details of the anticipated disposition process are described below in Section V (A).

The CRA will then initiate a two-step procurement and disposition process, as will be set forth in the Lease between the CRA and the City and described below in Section VI, to solicit information from interested private and non-profit organizations, and then work with the City and an Advisory Committee (described below in Section V (B)) to narrow the list before issuing a more detailed request for proposals. Based on the evaluation criteria, including program concept and financial abilities, a development entity would be selected to sublease, redevelop and thereafter operate and maintain the Property. The development entity may be a private non-profit organization, a private for-profit company, a public entity, or any combination of these (the “Development Entity”). Given the requirements to redevelop and operate the building, the Development Entity may include a variety of team members.

4. Redevelopment Phase (2015-2016/2017)

The Development Entity selected will begin finalizing the design, incorporating and refining the program concept and secure financing and move the construction forward. The Development Entity would be required to engage and inform the CRA, City, community, and the Advisory Committee to ensure that the Project remains consistent with the Visions and Objectives of the Plan.

5. Operation Phase (2016/2017 - forward)

The Development Entity will be expected to manage all aspects of building operations including maintenance and repairs, debt repayments if any, and leasing and/or the designation of operators to manage programs within the building. The Advisory Committee will play a role in making sure that the Project remains consistent with the Plan's Visions and Objectives.

D. Demonstration Plan Amendments

From time to time it may be desirable or necessary to amend elements of the Demonstration Plan, either as a minor plan amendment, or as a major plan amendment.

Since the Foundry is expected to be a center for creativity and innovation, a regular process of assessment and evaluation of the programs and the Property will provide valuable feedback on its success in meeting the Vision and Objectives, or alternatively, the need to update them. The process of assessment and evaluation shall be conducted in consultation with the City, the CRA, the Advisory Committee and the Development Entity. The assessment should take into account the Lease agreement and other legal agreements by and between the City and the CRA ("Agreements"), actual operations, changing demand or market forces, updates in technology or other innovations, the condition of the building, and other outside forces.

A minor plan change is a change that does not significantly affect any of the basic elements of the Plan. A major plan change is a significant change in any of the basic elements of the Plan and shall be reviewed and approved by the CRA and the City Council.

V. City Disposition and Governance Structure

A. City Disposition Process

If the CRA and the City vote to approve the Plan and the City Council votes to dispose of the Property to the CRA, the CRA will enter into a Sublease with a Development Entity, which will be subject to the approval of the City Manager (the "Sublease"). The Lease between the City and the CRA will include terms establishing minimum and maximum programmatic requirements of the building's occupants and programs. Subject to the terms of the Lease, it will be the responsibility of the CRA to engage in a process to select (with the input of the City) a Development Entity that can deliver and maintain the defined programs of the Project and the

Property per the Vision and Objectives stated above and otherwise in accordance with this Plan. Further, the selection process described below shall be designed to maximize the community programming of the space and encourage functional overlap between the building's users. The Agreements with the City shall include conditions whereby the City Manager may be able to take remedial actions if the Property is not used according to the intentions of this Plan and the provisions of the Agreements.

The granting of a Lease from the City to the CRA would be exempt from the requirements of M.G.L. c. 30B. However, any disposition of a City-owned property interest is subject to Section 2.110.010 of the Cambridge Municipal Code, (the "Disposition Ordinance") a portion of which is excerpted below.

The City Manager shall be responsible for engaging in a process that will result in a fair analysis of how the greatest public benefit can be obtained from the City property in question.

The City Manager shall prepare a report. The report shall be based on careful consideration of the issues enumerated below. In the course of preparing the report, at least one community meeting shall be held to discuss the issues and community concerns and they shall be addressed in the report. Advance notice of such meetings shall be given to potentially affected persons describing the proposals under consideration.

In some circumstances, the City Council may diminish the full process if one or more of the requirements of the Disposition Ordinance would be burdensome in light of the nature of the recommended transaction. The recommended transaction involving the Foundry would likely present such a circumstance given that this is an inter-agency transaction with a fellow governmental agency of Cambridge and that the transaction is designed to facilitate uses that directly benefit the citizens of Cambridge. For that reason, the necessity of obtaining appraisals at this stage, for instance, may be unnecessary and there may be other requirements of the Disposition Ordinance that the City Manager requests the City Council to diminish.

B. Proposed Governance Model

The aim of the proposed governance model of the Project is two-fold: (i) to ensure the primacy of public objectives, as outlined above and identified by the City, the CRA and the community, during the redevelopment process; and (ii) to address transparency in governance. The specific terms of the governance model will be formalized in the Agreements between the City and the CRA. The City presently owns the Property in fee simple. Following the approval of this Plan, the City will lease the Property to the CRA for an agreed upon term. Under the terms of the Agreements, the uses of the Foundry will be limited to those generally set forth in this Plan and further refined in the Sublease documents. The CRA will seek a Development Entity to undertake the reconstruction and management of the building for a concurrent Sublease term.

The Agreements will address the City Manager's establishment of a Foundry Advisory Committee (the "Committee"), the Committee's membership and member terms, as well as the role of the Committee in ensuring that the use of the Foundry is consistent with the Visions and Objectives of this Plan. The Committee shall consist of seven (7) members, who shall be appointed by the City Manager in consultation with the Executive Director of the CRA and shall include representation by residents from abutting neighborhoods. The initial terms of the members of the Committee shall be staggered for one- (1), two- (2), or three- (3) year terms. The replacement terms shall be three-year terms and membership shall be limited to two (3) three (3) year terms plus any fraction of a partial third term.

The Committee, in consultation with the staff of the CRA, will make recommendations to the City Manager or his/her designee during the Redevelopment Phase and throughout the Operation Phase, including refining the types of uses to be fostered in the space ("Programs"), reviewing the long-term capital changes to the building, and recommending any plan amendments. The Development Entity will select private tenants and program operators, with whom the Development Entity will enter into tenant agreements. Neither the CRA nor the Development Entity shall enter into a tenant agreement allowing a use in the Foundry that is not consistent with the Project objectives, nor any use that is not specifically permitted under the Agreements. The Committee will make its recommendations based on community needs specifically including those identified by the City Council, the City Manager, and as a result of community planning and outreach activities. The Committee will continuously re-evaluate proposed Programs through the term of the Agreements and make recommendations consistent with community needs as they may evolve over time, and will also review any significant capital changes to the building as they affect the building objectives and the City's asset.

The Advisory Committee shall provide annual updates to the CRA Board at a regular public meeting to provide the public with information regarding its activities as well as for the purpose of soliciting input from the public about the programs associated with the Foundry throughout the Development and Operation Phases.

VI. Development Entity Selection Process

A. Proposed Two-Step Developer Selection Process

After the CRA and the City have entered into a Lease, the CRA will engage in a two-step process of selecting a Development Entity with whom to enter into the Sublease. The Sublease would also be exempt from M.G.L. c. 30B as the disposition would be completed consistent with this Plan. Because of the potential for a wide range of specific programmatic functions and redevelopment designs for the Foundry, a two-step process will be utilized to select the eventual Development Entity. The intent of the CRA's selection process is to facilitate a competition of ideas to maximize community benefits through the building's program.

The CRA will conduct a transparent selection process allowing for collaboration between potential building users and redevelopers. The CRA will host at least one pre-bid event, and will conduct significant community outreach to allow parties interested in potential programmatic

involvement in the Foundry building to learn about the redevelopment process and the Project vision as set forth in the Agreements. The selection process will include at least one round of public presentation by proponent finalists allowing community comments on the various redevelopment proposals.

As the first step, the CRA will issue a Request for Qualifications (“RFQ”) to solicit interest from potential development entities. The initial RFQ phase will provide prospective proponents with an opportunity to propose an overall building reuse concept. The purpose of this round will be to gauge interest from the market and non-profit community to make significant investment into this public resource. This proposal round would seek to generate creative approaches for the building program, design and operations, and to encourage the composition of a Development Entity with appropriate real estate and management capacity to rebuild and populate the building in alignment with the public policy goals and the Visions and Objectives of this Plan. A project proponent will be required to provide redevelopment information in the response with sufficient detail to support the overall Vision and Objectives of this Plan and the Project. Conceptual program and building designs will be required to convey the proponent’s approach and its alignment with the Vision and Objectives of this Plan for the Project.

After the evaluation of the initial pool of respondents in the RFQ phase, the CRA will engage in a second phase. The CRA expects that it would narrow the field, and a Request for Proposals (“RFP”) would be issued to the highest ranked candidates of the RFQ phase. The purpose of the RFP round is to review each project proposal in detail to evaluate the feasibility of the proposal from a design, program, finance and operational perspective, and to ensure that it will achieve the public policy goals and the Visions and Objectives for the Plan and the Project. The RFP evaluation will also involve scrutiny as to the Development Entity’s ability to implement the Project in a timely way, including a finance plan that addresses sources and uses of funds sufficient to make building improvements and to sustain the building’s operation.

Depending on the response to the initial RFQ, the CRA may choose the following alternate steps: invite all or a selection of the initial respondents to respond to an RFP; or issue a new RFQ with project modification based on information learned from the initial round or other changing circumstances; or issue a RFP, open to all regardless of whether they participated in the RFQ with minor project modifications based on information learned from the initial round or other changing circumstances; or terminate or suspend the solicitation process.

While all of these scenarios are possible, if the CRA receives sufficient responses in alignment with the selection criteria outlined below, and this Plan, it is expected that the second stage of the solicitation will proceed through the limited solicitation RFP.

During either or both stages of the solicitation process, the prospective Development Entities will be expected to present elements of their proposals at a public forum. The details of the presentation will be outlined in the RFQ and/or the RFP.

B. RFQ/RFP Selection Criteria

The proposals for the redevelopment and operation of the Foundry will be awarded one of the following rankings according to the criteria set forth in the RFQ/RFP —“highly advantageous,” “advantageous,” “not advantageous,” and “unacceptable.” In particular, proposals that are able to demonstrate the delivery of a program with community uses that are significantly above and beyond the 10,000 SF minimum required by the zoning ordinance, will be considered “highly advantageous” in the selection process. The submittals will be evaluated against a number of criteria, which may include the following:

1. Overall approach and alignment with the Vision and Objectives outlined in Section II (achievement of public policy goals)
2. Programmatic partnerships and financial structure
3. Development entity history, experience, and capacity
4. Initial design approach and project schedule
5. Redevelopment design and improvement plan
6. Project feasibility, including proposed program, operations, costs, and financial plan
7. Detailed program description including proposed relationships between uses
8. Project schedule and readiness to proceed
9. Direct community benefit of building program

C. Development Entity Sublease

In close coordination with the City and subject to the terms of the Agreements, and approval of the City Manager, the CRA will negotiate a Sublease with the selected Development Entity to redevelop and operate the Foundry. The details of rental payments, capital reinvestment funds, and financial participation of the CRA will be outlined in the Sublease agreement. The CRA will provide oversight of the building’s management subject to the City’s approval pursuant to the governance structure as established in the Agreements, which will also provide the Advisory Committee and the Cambridge community avenues to remain apprised of the ongoing operations of the Foundry. It is anticipated that the tenants, activities and non-profit programs, will evolve over time; however, the Sublease will include performance criteria and remedies for the CRA and the City to ensure that the Vision and Objectives of the Plan and the Project are met throughout its term.

VII. Financial Plan

The Project will take advantage of multiple public and private sources of funds. One goal is to ensure the long-term financial sustainability of the Project by using private investment in

the physical asset and its operations. Another goal is to link the commercial success of Kendall Square to deliver a citywide resource, which will be done through the use of the CRA's financial resources. The Sublease will contain provisions triggered by capped return rates for the Development Entity whereby additional profit from building rents above the capped rates will be reinvested by the City and CRA into the building or its programs.

A. Development Phase

The building requires approximately \$12 million of base building improvements according to the Reuse Report. Additional fit-out costs are anticipated to be another \$5 million to \$10 million above the base building costs, depending on the ultimate uses and programs of the building. Tenant expenses for individualized improvements, furnishing, specialized technology and equipment would be additional expenses.

The City Council has requested that the City Manager allocate \$6 million as future capital investment in the building. It is anticipated that a portion of this funding may be invested in the building before involving a private Development Entity to prepare the building for redevelopment. These improvements may include interior partition demolition, hazardous material disposal, base building improvements, and any remaining site remediation. The remainder of the capital commitment from the City, if any, would be available to make major investments in the building over the course of the Lease.

The Development Entity will provide substantial capital or financing for the majority of the building's improvements. The CRA will assist the Development Entity with securing low interest financing and gap funding resources, as they are available. The Development Entity will recover its investment through a mixture of rent levels consistent with the building program described above.

B. Operation Phase

The CRA will establish a dedicated Foundry Foundation Fund (the "Fund") whose funds shall be dedicated for investment in the Foundry and designed to provide financial resources for the ongoing operations, programming, and capital investment in the Project. Specifically this Fund could be utilized for tenant improvements required by community oriented uses, capital requirements of the building beyond the initial investment from the City and the Development Entity, provision of community-oriented programs within the shared space of the building, financial collateral for below market / community leaseholds need based support for administrative costs associated with the building operation.

The CRA will start the Fund when the City and the CRA execute the Lease. Additional financing from the CRA's development fees in KSURP will be made as those revenue sources are realized and from other CRA funds, if possible. The CRA will actively work to solicit public grants and philanthropic private contributions to the Fund in order to advance the vision of the Project at both its inception and over the span of the Plan.

The Development Entity is expected to pay a ground rent or other structured contribution into the dedicated Fund, which will be managed by the CRA pursuant to the provisions of the Agreements. The CRA will reinvest those funds into the building as described above. The Sublease may provide relief from portions of the ground rent in exchange for capital investments or additional programmatic contributions made by the Development Entity, and will include opportunities to renegotiate the ground lease payments over time

It is expected that many of the building's tenants, especially non-profit program providers, will not be well-established credit tenants and thus traditional financing may require additional collateral against anticipated rental income. Therefore the CRA shall utilize the Fund to serve as a financial 'backstop' to guarantee a portion of the annual rents of the public oriented uses to insure the overall building remains in operation, particularly in the initial 10 to 15 years of the Project during which the building's redevelopment model and full tenant lease-up is maturing. The goal of the financial support from the CRA would be to assist Development Entity in securing project financing despite the significant proportion of higher risk tenants expected to fulfill the building's programmatic objectives. The CRA, with the approval of the City may create specific need-based conditions or performance standards to the rental guarantee, and set a cap on its overall financial exposure.

Other financial arrangements may be developed through the Sublease with the Development Entity so long as the financial arrangements provide long-term financial sustainability of the Project that insures for the ongoing investment in the building as a public resource, controls capital and operating costs for community oriented uses, and limits financial exposure to the City. Alternative financing structures will certainly be explored, and project proponents participating in the Developer Entity selection process will be encouraged to present creative but viable fiscal solutions.

VIII. Citizen Participation and Public Approval Process

A. Community Planning and Outreach to Date

A summary of community outreach to date is provided below. Significant public participation and oversight will continue throughout the Plan approval process, the Developer Entity selection, and the building's ongoing operations.

- *February 9, 2009* - Following about two years of public discussion and deliberation, the City Council adopted a rezoning proposed by Alexandria to allow the development of approximately 1.5 million square feet of commercial office/lab space on several sites along Binney Street. As part of the rezoning, Alexandria committed to convey land and funding to the City to develop two new public parks, to redesign and reconstruct a section of Binney Street, to develop approximately 220,000 square feet of mixed-income housing, and to convey the Foundry to the City.
- *June 1, 2010* - The Planning Board granted a special permit approving the Alexandria Planned Unit Development ("PUD"), allowing Alexandria's development to commence in accordance with the adopted zoning.

- *January 9, 2012* - Alexandria transferred ownership of the Foundry to the City with a preference for “its use for municipal or community purposes”.
- *April 29, 2013* - The City Council voted to provide \$40,000 to the City Manager for an independent assessment of the Foundry prior to making a decision regarding whether to retain or sell the Property.
- *July 31, 2013* - The Finance Committee conducted a public meeting to examine the finances of various proposals for the future of the Foundry. The City Manager presented a cost benefit analysis of several scenarios, including sale of the building, retention of the building for rehab and lease, and retention for use by nonprofit rental/community space.
- *August 16, 2013* - A joint committee meeting of the Neighborhood Long Term Planning Committee, Economic Development, Training and Employment Committee and the Public Facilities, Arts and Celebrations Committee was held. HMFH Architects, which was retained by the City to independently assess the Foundry building, presented its report. The report identified two scenarios and estimated the total cost of upgrades. Option A, the minimum scenario, would cost approximately \$9,498,658 and Option B, the optimal scenario, would cost approximately \$11,228,448, though in either scenario not all costs would necessarily be incurred upfront.
- *October 30, 2013* - City staff hosted tours of the Foundry and held an informational session led by the City Manager, Deputy City Manager and CDD staff. Over 50 people toured the building and approximately 45 people attended the informational session. At each event, questionnaires (which were also posted online) were distributed to gather public input on:
 - What types of uses the Cambridge community would like to see at the Foundry;
 - What uses they would not like to see; and
 - What types of partnerships could help further these uses.

Comments and responses to the questionnaires indicated a mix of ideas for the Property. However, the majority of respondents emphasized a desire for public use. This included a strong desire for STEAM activities. For spaces without a designated public use, respondents generally suggested there at least be a public benefit associated with the usage such as mentorship, internship, and educational opportunities for Cambridge residents. Additional takeaways included the desire for multiple rents levels and eighteen hours of activities.

- *February 19, 2014* - CDD and CRA staff facilitated a discussion of the potential role of the CRA in the redevelopment of the Foundry with the CRA Board. The CRA Board adopted a motion asking CRA staff to provide the City Manager with a

memorandum describing the available redevelopment tools that could be utilized to facilitate the reuse of the Foundry.

- *February 2014* - The City Council considered two policy orders regarding the reuse program of the Foundry building.
- *March 17, 2014* - The City Manager presented an extensive report evaluating alternative approaches to redevelopment the Foundry building. The City Council issued Policy Order that requested \$6 million for base building improvements, asked that the City Manager engage residents and stakeholders in a community process to set development objectives, governance and management strategies, and monetization strategies, and sought to determine the legal process to collaborate with the CRA toward implementing a redevelopment program.
- *April 16, 2014* - After significant public discussion regarding the planning and implementation alternatives available to response to the policy order, the CRA Board considered and approved a letter agreement with the City to explore the creation of a Plan for the Foundry.
- *June 24, 2014* - The City and the CRA held an interactive Community Workshop at the Cambridge Multicultural Arts Center attended by over 60 individuals. Staff provided an update on the redevelopment process and then led a space planning exercise utilizing Lego blocks to further the conversation about the mix of uses desired in the Foundry's redevelopment program and some financial implications of different program elements.
- *July 23, 2014* - The CRA held its monthly meeting, open to the public, at which staff discussed the results on the community workshop and the progress on the implementation of the Foundry project.
- *July 28, 2014* - At the summer meeting of the City Council the City Manager presented an updated report on the Foundry.
- *July 31, 2014* – The City and the CRA held an interactive workshop with the teen summer interns at the Cambridge Cable Television (CCTV).
- *August 11, 2014* – The City and the CRA held an interactive workshop with the teen summer interns at the Cambridge Arts Center.
- *August 13, 2014* – The City and the CRA held an interactive workshop with the counselors for the Mayors Summer Youth Employment Program (MSYEP).
- *October 29 2014* - the City and CRA held a Community Meeting, at the Cambridge Senior Center, to discuss the financial and governance concepts under consideration. The City and the CRA reviewed the draft Vision and Objectives for the Foundry, and described a proposed transition process and governance model for redevelopment. HR&A Advisors, which was retained by the CRA to model a range of potential

programs, presented its feasibility findings. Community members were asked to provide feedback on the Visions and Objectives and suggest evaluation criteria for use during the review of development proposals.

B. Advisory Committee

As described in Section V (B), an Advisory Committee will be formed to advise the City Manager and the Executive Director of the CRA, and to provide continuous input relating to the management and programming of the Foundry.

C. Continued Community Outreach

The community engagement process will continue through the RFQ and RFP phases as the development teams submit proposals. Regular updates of the process will also occur at the monthly CRA Board meetings, which are public.

D. Summary of Project Approval Steps

The approvals discussed in the Demonstration Plan in Sections IV through VII are summarized below:

1. Approval of Demonstration Plan by CRA Board
2. Recommendation from Planning Board regarding Property Disposition
3. Approval of Demonstration Plan by City Council
4. Approval of the Disposition by City Council
5. Approval of Lease to CRA by City Manager
6. Authorization to Initiate Development Entity Procurement
7. Selection of Development Entity by CRA Board with City Manager approval
8. Approval of Sublease to Development Entity by CRA Board with City Manager approval

IX. Appendices

- A. March 17, 2014 Policy Order O-16
- B. April 12, 2014 City and CRA Letter of Agreement

CITY COUNCIL

Policy Order Resolution

O-16
IN CITY COUNCIL

March 17, 2014

VICE MAYOR BENZAN
COUNCILLOR MAZEN
COUNCILLOR CARLONE
COUNCILLOR TOOMEY

WHEREAS: The Foundry Building at 101 Rogers Street was acquired by the city as the result of a real estate development proposal from Alexandria Real Estate in 2012; in public forums since that time, there has been overwhelming community support for the Foundry to be reestablished as a multi-purpose community center; now therefore be it

ORDERED: The City Manager be and hereby is requested to appropriate up to \$6 million and move forward in facilitating the necessary initial capital improvements to the Foundry Building; and be it further

ORDERED: The City Manager be and hereby is requested to engage residents and stakeholders in a community process to further establish the development objectives, building programming, governance and management strategies, and monetization strategies consistent with City Council goals for the Foundry building; and be it further

ORDERED: The City Manager be and hereby is requested to determine the legal and regulatory process necessary to collaborate with the Cambridge Redevelopment Authority (CRA), companies in the private and public sector, and/or local universities, and/or donors that are willing to partner with the City to achieve the desired development objectives in a manner most cost effective to the City and that ensures the City will retain a high degree of flexibility and control over the ultimate outcome before any additional future investment is made; and be it further

ORDERED: The City Manager be and hereby is requested to report back to the City Council on the best manner in which to implement and fund the future community use of the Foundry Building, and continue to provide periodic updates on the community process, anticipated schedule, funding, building programming, and status of the capital improvements to the Foundry Building.

In City Council March 17, 2014
Adopted by the affirmative vote of nine members.
Attest:- Donna P. Lopez, City Clerk

A true copy;

ATTEST:-

Donna P. Lopez, City Clerk

Cambridge Redevelopment Authority

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



April 14, 2014

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

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

Dear Mr. Rossi:

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

1. The Project

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

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

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

April 14, 2014

2. Roles of the Parties

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

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

3. Pre-Conditions to this Letter

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

4. Public Support; Further Cooperation

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

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

Sincerely,

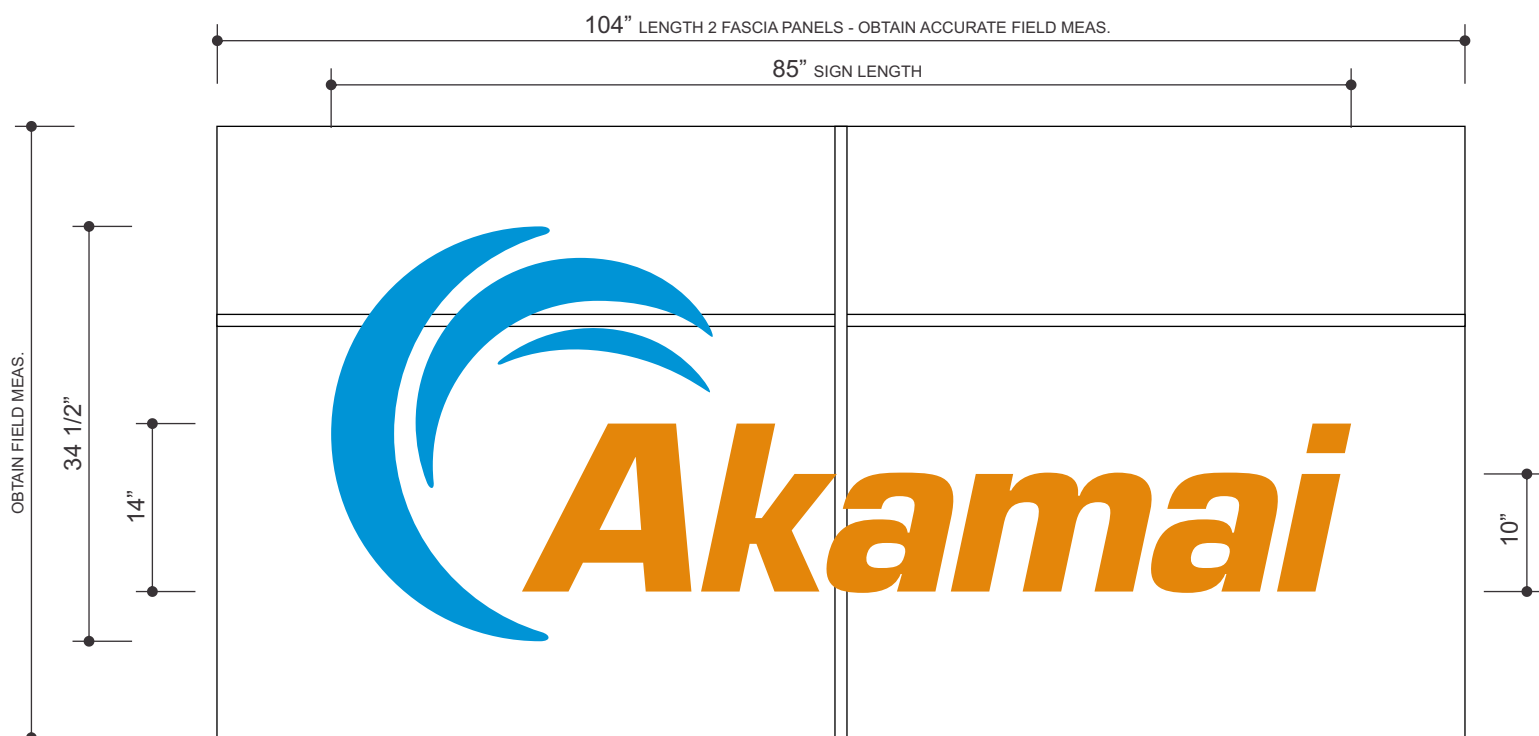
Cambridge Redevelopment Authority

Thomas L. Evans
Executive Director

AGREED AND ASSENTED TO:

Richard C. Rossi, City Manager

City of Cambridge



1 ELEVATION DETAIL AT SIGN LOCATION
3/4" = 1'-0"

FACE-LIT BUILDING SIGNAGE

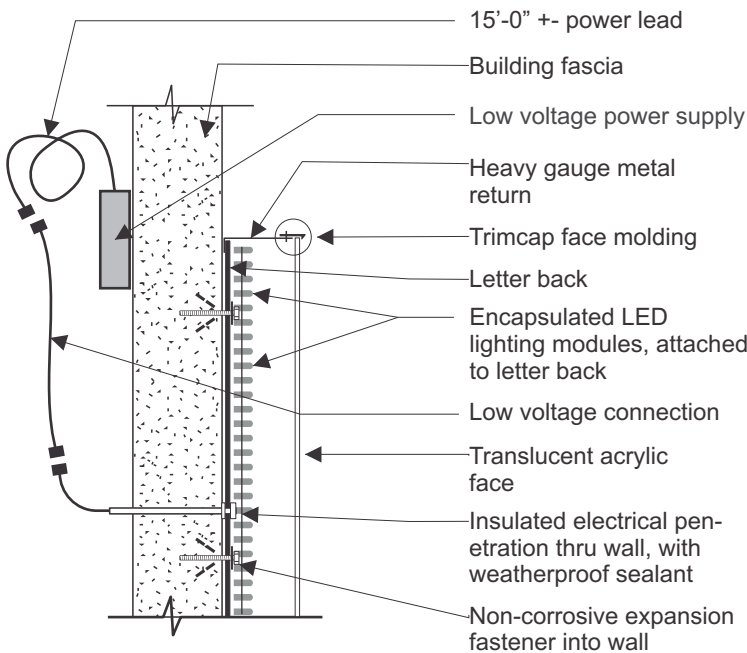
LETTERS AND LOGO CHANNELS FABRICATED WITH HEAVY GAUGE METAL RETURNS AND BACKS, PAINTED BLUE & ORANGE. FACES TO BE TRANSLUCENT BLUE & ORANGE ACRYLIC, HELD IN PLACE WITH BLUE & ORANGE TRIMCAP MOLDING. CHANNELS TO BE INTERNALLY ILLUMINATED WITH WHITE LED LIGHTING COMPONENTS, POWERED BY REMOTE LOW VOLTAGE POWER SUPPLIES. SIGNAGE TO BE MOUNTED TO FACE OF BUILDING WITH NON-CORROSIVE FASTENERS.



TO MATCH PMS 2925C
BLUE



TO MATCH PMS 144C
ORANGE



2 SCHEMATIC SECTION
NTS



3 CONTEXT PHOTO COMP
NTS

60 Arsenal Street
Watertown, MA 02472
617-924-0292
fax 617-924-0279



project: AKAMAI
location: 150 BROADWAY
CAMBRIDGE, MA
description: FACE-LIT BUILDING SIGNAGE

revisions:
file: AKAMAI 150 BRWY 3.CDR

This drawing is given in confidence and may not be used or disseminated in any way without prior written consent from this Company. All common law and copyright laws are hereby specifically reserved.

date: 10-08-14

dwg:

3.0

KENDALL SQUARE URBAN RENEWAL AREA
CAMBRIDGE REDEVELOPMENT AUTHORITY
URBAN RENEWAL PLAN
MARCH 19 2014

Urban Renewal Plan / Project No. Mass. R - 107

Kendall Square Urban Renewal Area
Cambridge Redevelopment Authority
Cambridge, MA

| | |
|---|--------------------|
| Submitted to Cambridge City Council | August 9, 1965 |
| Hearing Notice by Cambridge City Council | August 14, 1965 |
| Approved by Cambridge Planning Board | August 7, 1965 |
| Approved by Cambridge Redevelopment Authority | August 24, 1965 |
| Public Hearing by Cambridge City Council | August 30, 1965 |
| Approved by Cambridge City Council | August 30, 1965 |
| Approved by Cambridge City Manager | August 30, 1965 |
| Submitted to Massachusetts Department of Commerce - Division of Urban Renewal | September 7, 1965 |
| Submitted to Housing and Home Finance Agency | September 21, 1965 |
| Hearing Notice by Division of Urban Renewal | September 23, 1965 |
| Public Hearing by Division of Urban Renewal | September 30, 1965 |
| Approved by Housing and Home Finance Agency | October 1, 1965 |
| Approved by Division of Urban Renewal | October 7, 1965 |
| Amendment No. 1 approved by Cambridge City Council | February 14, 1977 |
| Revised Amendment No. 1 approved by Cambridge City Council | October 31, 1977 |
| Amendment No. 2 approved by Cambridge City Council | June 22, 1981 |
| Amendment No. 3 approved by Cambridge City Council | September 13, 1993 |
| Amendment No. 4 approved by Cambridge City Council | September 8, 1997 |
| Amendment No. 5 approved by Cambridge Redevelopment Authority | July 11, 2001 |
| Amendment No. 6 approved by Cambridge Redevelopment Authority | April 26, 2004 |
| Revised Amendment No. 8 approved by Cambridge Redevelopment Authority | November 14, 2012 |
| Amendment No. 9 approved by Cambridge Redevelopment Authority | March 19, 2014 |

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CHAPTER 1: DESCRIPTION OF PROJECT

This document, prepared by the Cambridge Redevelopment Authority, sets forth a plan for urban renewal action in the so-called Kendall Square Area of Cambridge, in accordance with the terms of Section 26ZZ and other applicable provisions of Chapter 121 of the Massachusetts General Laws, and with the provisions of the U.S. Housing Act of 1949 as amended.

Section 101: Boundaries of the Project Area

The project is situated in an area bounded generally by Main Street, the land or right of way now or formerly of the Boston and Albany (Grand Junction) Branch Railroad, Binney Street, and Third Street.

A description of the perimeter boundary of the project area is attached hereto as Exhibit A of the Urban Renewal Plan and is made a part hereof as if fully set forth herein.

The perimeter boundary of the project area is shown on Map 1: Proposed Land Use Plan, which is attached hereto as Exhibit B of the Urban Renewal Plan and made a part hereof as if fully set forth herein.

As shown on Map 1 (Exhibit B), that portion of the project area which has not been conveyed to the United States of America (and which is bounded generally by Binney Street on the North, the Boston and Albany (Grand Junction) Branch Railroad on the west, Main Street on the South and discontinued Sixth Street and Broadway on the East) is hereinafter described as the “MXD District” or “MXD District portion” and the remaining portion of the project area is hereinafter described as the “remainder of the project area”.

Section 102: Urban Renewal Plan Objectives

The Urban Renewal Plan objectives of the project are as follows:

- (a) To secure the elimination and prevent the recurrence of blighted, deteriorated, deteriorating, or decadent conditions in the project area;
- (b) To insure the replacement of such conditions by well-planned, well-designed improvements which provide for the most appropriate reuse of the land in conformity with the general plan for the City of Cambridge as a whole and with definite local objectives, which objectives are:
 - (1) The provision of land uses which maximize job opportunities at a variety of skill levels, including blue-collar and non-professional white-collar employment for present and future Cambridge residents, upgrade Cambridge workers' skills and wages in a manner commensurate with the cost of living in Cambridge, and help stabilize the City's industrial base and minimize the loss of local jobs;
 - (2) The improvement of land use and traffic circulation;

- (3) The improvement of public transportation, public utilities, and other public improvements;
- (4) The improvement of truck access to and through the project area; and
- (5) The provision of a decent, pleasant, and humane environment involving a mixture of those land uses needed to produce balanced development;
- (c) To maximize the full socio-economic potential of the project area with the most appropriate land uses and densities, and consistent with the other objectives stated herein;
- (d) To promote economic development which strengthens the City's tax base without unacceptably impacting upon the physical, social, and cultural environment;
- (e) To establish the minimum necessary land use controls which promote development, yet protect the public interest;
- (f) To establish a flexible set of controls which are adaptable to both current and future market conditions;
- (g) To secure development in the shortest possible time period;
- (h) To relate to development controls in the surrounding area;
- (i) To help stabilize the existing surrounding neighborhoods, including East Cambridge;
- (j) To help alleviate problems of vehicular movement through East Cambridge;
- (k) To achieve harmonious visual and functional relationships with adjacent areas;
- (l) To establish a sense of identity and place for Kendall Square;
- (m) To encourage the development of Kendall Square as an activity center; and
- (n) To capitalize on the location of rapid transit facilities.

Section 103: Execution of the Urban Renewal Plan

The Cambridge Redevelopment Authority will undertake and carry out an urban renewal project within the perimeter boundary of the project area in accordance with the Urban Renewal Plan:

- (a) After approval of the Urban Renewal Plan, and a Cooperation Agreement by and between the City of Cambridge and the Cambridge Redevelopment Authority, by the Cambridge City Council and the City Manager;
- (b) After approval of the Urban Renewal Plan by the Massachusetts Department of Community Affairs;

- (c) After execution of a Loan and Grant Contract by and between the Cambridge Redevelopment Authority and the United States of America; and
- (d) After execution of a Cooperation Agreement by and between the City of Cambridge and the Cambridge Redevelopment Authority.

Section 104: Proposed Urban Renewal Actions

Proposed urban renewal actions will be essentially land assembly, and clearance and redevelopment, and may include as essential, appropriate or necessary for the carrying out of urban renewal objectives, but not by way of limitation:

- (a) The acquisition, in whole or in part, of land, buildings, structures and other improvements, appurtenances, rights-of-way, easements, and other rights and interests in real property within the project area;
- (b) The management of acquired property;
- (c) The relocation of facilities, individuals, and business concerns displaced by the project;
- (d) The demolition and removal of existing structures and improvements, and the undertaking of site clearance;
- (e) The making of project or site improvements;
- (f) The making of right-of-way, street, and utility adjustments;
- (g) The provision of public improvements and public facilities;
- (h) The making of zoning adjustments; and
- (i) The disposition of land for reuse and development in accordance with the land use provisions and building requirements set forth in the Urban Renewal Plan.

Section 105: Land Acquisition

The Cambridge Redevelopment Authority will acquire by donation, purchase, eminent domain, or otherwise, in whole or in part, land, buildings, structures and other improvements, appurtenances, rights-of-way, easements, and other rights and interests in real property within the project area.

Section 106: Relocation

The Cambridge Redevelopment Authority will assist families, individuals, and business concerns who occupy property in the urban renewal area and who are to be displaced by the project to find standard dwelling or business accommodations to meet their rehousing and business relocation needs, within their financial means, in reasonably convenient locations.

A relocation assistance program will be established for this purpose at the earliest practicable time. The basic objectives of the relocation assistance program will be:

- (a) To provide such measures, facilities, and services as are necessary to determine the needs of displaced site occupants for relocation assistance; and
- (b) To make information and assistance available to them in such a way as to minimize the hardships of displacement.

Assistance will include the making of such relocation payments as may be provided for under the provisions of Federal, State, or local laws and regulations.

The Cambridge Redevelopment Authority will administer the relocation assistance program. It will be the only agency responsible for the relocation of site occupants displaced from the project area.

There are some 10 families and individuals who occupy property which is to be cleared within the project area.

The method for the relocation of these persons now living in the project area, and the availability of and the means by which there will be provided dwelling units for such persons substantially equal in number to the number of dwelling units to be cleared from the project area are as follows:

- (a) Method for Relocation:

Each dwelling unit vacancy found by or referred to the Authority will be inspected for the Authority by a trained housing inspector in order to determine (1) that it is decent, safe, and sanitary; (2) that it complies with the provisions of the Cambridge Housing Code; (3) that it contains adequate heating, lighting, cooking, and sanitary facilities; and (4) that it is structurally sound.

Only standard dwelling units reasonably accessible to the places of employment of displaced site occupants, and in areas not less desirable in regard to public utilities and commercial facilities than the project area, will be referred to families and individuals to be displaced from the project area.

The cost of any dwelling unit referred to a family or individual for rehousing purposes will, generally, not exceed (1) one-quarter of monthly income, in the case of dwelling units for rent, or (2) twice annual income, in the case of dwelling units for sale.

In order to make such referrals, the Authority will secure and maintain listings of all standard dwelling units for sale or rent in Cambridge and the Cambridge housing market area.

Preference will be accorded by the Cambridge Housing Authority to persons who appear to be eligible for (1) state-aided veterans' housing and housing for the elderly; and (2) federally-aided low-rent housing and housing for the elderly. Persons eligible to be

accorded preference will be admitted to public housing projects under “continued occupancy” income limits by the Cambridge Housing Authority.

(b) Availability of Dwelling Units:

Availability of private rental housing: records maintained by the Cambridge Redevelopment Authority indicate that 1131, 1083, 1105 and 1126 private dwelling units were available for rent in the City of Cambridge alone for each year during a recent four-year period.

Availability of private sales housing: records maintained by the Cambridge Redevelopment Authority indicate that 107, and 122 private dwelling units were available for sale in the City of Cambridge alone for each year during a recent two-year period.

Availability of public housing: records maintained by the Cambridge Housing Authority, as reported in December of 1964, indicate that 220 dwelling units in public housing developments become available on the average for occupancy each year.

Clearly, dwelling units for the relocation of persons now living in the project area substantially equal in number to the number of units to be cleared are available, as are the means by which they can be provided through suitable methods, for the relocation of persons now living in the project area.

Section 107: Land Clearance

The Cambridge Redevelopment Authority will:

- (a) Demolish or cause to be demolished buildings, structures, or other improvements located on land acquired by it;
- (b) Fill or cause to be filled the so-called Broad Canal;
- (c) Back-fill or cause to be back-filled cellar holes; and
- (d) Rough-grade or cause to be rough-graded cleared or filled land.

Section 108: Public Improvements and Public Facilities

The Cambridge Redevelopment Authority will provide for or cause to be provided the abandonment, improvement, extension, reconstruction, construction, and installation of:

- (a) Public buildings, facilities, and fall-out shelters;
- (b) Public open spaces, plazas, parks, and landscaping;
- (c) Public rights-of-way and other easements;

- (d) Public streets, sidewalks and malls and other vehicular and pedestrian public transit and transportation, and off-street parking facilities, appurtenances, and related improvements;
- (e) Waterways; and
- (f) Public utilities such as water, sewer, drainage, police and fire protection and communication, traffic and parking sign and signal, and street lighting system devices, appurtenances, and related improvements, and all lines for such utilities shall be maintained, relocated, or otherwise placed underground.

Section 109: Right-of-Way Adjustments

The City of Cambridge, upon request of the Cambridge Redevelopment Authority, will discontinue and abandon certain existing streets and vacate certain existing rights-of-way located within the project area, and will convey any and all rights, title and interest therein to the Authority.

Section 110: Zoning Adjustments

The City of Cambridge, upon request of the Cambridge Redevelopment Authority:

- (a) Will amend the boundaries of the existing zoning district within which the project area is located;
- (b) Will grant certain special permits; and
- (c) May authorize, except with respect to permitted uses, certain variances;

under the provisions of City of Cambridge, Massachusetts, Zoning Ordinance, ordained May 28, 1962, as amended to and including the date of approval by the Cambridge City Council of Revised Amendment No. 1 to the Urban Renewal Plan.

Section 111: Land Disposition

The Cambridge Redevelopment Authority will:

- (a) Dedicate certain land or rights, title, or interests therein, in whole or in part, for public use including rights-of-way and easements; and
- (b) Sell or lease at its fair market value remaining land or rights, title, or interests therein, in whole or in part, for public or private reuse and development;

in accordance with the land use plan and the land use provisions and building requirements set forth in the Urban Renewal Plan.

CHAPTER 2: REAL PROPERTY ACQUIRED OR TO BE ACQUIRED

Section 201: Real property Designated to be Acquired

Real property, including land, buildings, structures and other improvements, appurtenances, right-of-way, easements, and other rights and interests, acquired or to be acquired, in whole or in part, by the Cambridge Redevelopment Authority shall be as shown on Map 2: Property Map, which is attached hereto as Exhibit C of the Urban Renewal Plan and made a part hereof as if fully set forth herein; provided, however, that real property, now or formerly of:

- (a) The Boston and Albany (Grand Junction) Branch Railroad;
- (b) The Massachusetts Bay Transportation Authority;
- (c) The Cambridge Industrial Track Management Corporation; or
- (d) Any utility distribution system which is under private ownership or control;

will be acquired subject to such requisite approvals of the Interstate Commerce Commission, the Massachusetts Department of Public Utilities, or other public regulatory agencies, as may be required by law or regulation.

Section 202: Real Property Designated to be Acquired Under Special Conditions

Some real property not now designated for acquisition, as shown on Map 2: Property Map, which is attached hereto as Exhibit C of the Urban Renewal Plan, may be acquired in whole or in part, by the Cambridge Redevelopment Authority under special conditions. Such real property shall include, specifically, land, buildings, structures and other improvements, appurtenances, rights-of-way, easements, and other rights and interests, now or formerly of:

Cambridge Gas Company bounded, generally, by Third Street, Potter Street, Fifth Street, and Munroe Street;

provided, however, that such real property shall be acquired only upon mutual consent and agreement by and between the Cambridge Redevelopment Authority and the Cambridge Gas Company.

CHAPTER 3: LAND USE PLAN

Section 301: Right-of-Way Adjustments

The location of proposed rights-of-way and other easements, and right-of-way adjustments, shall be, at least tentatively, as shown on Map 1: Proposed Land Use Plan, attached hereto as Exhibit A of the Urban Renewal Plan.

Section 302: Street and Utility Adjustments

The location and nature of proposed streets and utilities, and street and utility adjustments, shall be such as to conform to the proposed rights-of-way and other easements shown, at least tentatively, on Map 1: Proposed Land Use Plan, attached hereto as Exhibit B of the Urban Renewal Plan. All public and private utility lines within the project area shall be maintained, re-located, tended, reconstructed, constructed, installed, or otherwise placed underground.

Section 303: Zoning Adjustments

The existing zoning district within which the MXD District of the project area is located shall be changed from "Industry B District" to the "Cambridge Center Mixed Use Development District" (or "Cambridge Center MXD District") zoning classification for the project area, as shown on Map 1 : Proposed Land Use Plan, attached hereto as Exhibit B of the Urban Renewal Plan. The zoning district for the remainder of the project area shall continue to be the "Industry B District".

These zoning changes shall be made by amendment upon the "Zoning Map", under the provisions of "Article I : Administration and Enforcement", set forth in the City of Cambridge, Massachusetts, Zoning Ordinance, ordained February 13, 1961, as amended to and including the date of approval by the Cambridge City Council of Revised Amendment No. 1 to the Urban Renewal Plan. Zoning changes shall be made as soon as practicable, prior to the time land is displaced of by the Authority for reuse and development.

Section 304: Public or Special Purpose Uses

The location and nature of proposed public or special purpose uses, shall be as shown on Map 1: Proposed Land Use Plan, attached hereto as Exhibit A of the Urban Renewal Plan, to be developed by:

- (a) The Department of Transportation (DOT) for a Transportation Systems Center (TSC) in that portion of the project area, bounded, generally, by or abutting Broadway, Sixth Street, (a portion of which was discontinued as a public way on December 15, 1969), Binney Street, and Third Street, except for land now or formerly of Cambridge Gas Company;
- (b) The Massachusetts Bay Transportation Authority (MBTA) for improved subway, rapid transit, bus transportation and terminal, passenger station and interchange, electric power, and appurtenant facilities and incidental or accessory services, tentatively, in that portion

of the project area adjoining or related to the present subway station and tunnel located under Main Street.

The City of Cambridge, the Cambridge Redevelopment Authority, or other public or quasi-public agencies may develop or cause to be developed, at any location or locations, such other public or special purpose uses, including but not limited to public parking facilities, pedestrian circulation systems, and open space for parks and plazas, as approved by the Cambridge Redevelopment Authority and as may be required to carry out the Urban Renewal Plan.

Open space shall mean a portion of a lot or other area of land associated with and adjacent to a building or group of buildings in relation to which it serves to provide light and air, or scenic, recreational, or similar purposes. Such space shall, in general, be available for entry and use by the occupants of the building(s) with which it is associated, and at times to the general public, but may include a limited proportion of space so located and treated as to enhance the amenity of development by providing landscaping features, screening or buffering for the occupants or neighbors or a general appearance of openness. Open space shall include parks, plazas, lawns, landscaped areas, decorative plantings, pedestrian ways listed herein, active and passive recreational areas, including playgrounds and swimming pools. Streets, parking lots, driveways, service roads, loading areas, and areas normally inaccessible to pedestrian circulation beneath pedestrian bridges, decks, or shopping bridges shall not be counted in determining required open space.

Section 305: Other Land Uses

The remaining portions of the project area shall be developed for such other uses as are permitted under the provisions of Section 401 of the Plan Renewal Plan.

CHAPTER 4: LAND USE PROVISIONS AND BUILDING REQUIREMENTS¹

Section 401: Permitted Uses on Acquired Land

Terms used in this Urban Renewal Plan and not otherwise defined shall have the meanings ascribed to them in the Cambridge Zoning Ordinance, as the same may be amended from time to time. The uses permitted in the MXD District of the project area on land previously acquired by the Cambridge Redevelopment Authority shall be:

(1) Light Industry

- (a) Manufacturing: fabrication, assembly, finishing work (including packaging and bottling, but only as an accessory use) without limit as to category or product.
- (b) Wholesale business, only if affiliated with and accessory to another use or located on the same lot as other non-wholesale uses. Development on any lot in the MXD District shall not be devoted exclusively to wholesale uses.
- (c) Printing, binding, or related establishment.
- (d) Storage warehouse, cold storage plant, storage building, as an accessory use only and not exceeding 20,000 square feet, but not including storage or bailing of junk, scrap metal, rags, paper or other waste materials and not including outside storage of products or materials.

(2) Office Uses and Biotechnology Manufacturing Uses²

- (a) Business or professional offices,
- (b) Bank, trust company or other financial institution,
- (c) Research and development office,
- (d) Research, experimental and testing laboratory,
- (e) Radio or television studio,
- (f) Manufacturing of biotechnology and pharmaceutical products, including:
 - (i) Fabrication, assembly, finishing work (including packaging and bottling, but only as an accessory use).

¹ Amendment 9, approved March 19, 2014, made substantial textual revisions to Chapter 4. Underlining in this Chapter indicates text added or changed by Amendment 9.

² Section 401 (2) amended by Amendment 3, September 15, 1993, to add “Biotechnology Manufacturing Uses”.

(ii) Wholesale business, only if affiliated with and accessory to another use or located on the same lot as other non-wholesale uses.

(iii) Storage warehouse, cold storage building, as an accessory use only.³

(3) Retail and Consumer Service Establishments

- (a) Store for retail sale of merchandise, but not a sales place for automobiles or trucks.
- (b) Eating and/or drinking establishment, whether or not liquor is sold or consumed, including restaurant, bar, lunchroom, cafeteria and food commissary.
- (c) Fast order food establishment only if it (i) is not located in a separate structure, (ii) it does not exceed 3,000 square feet gross floor area, and (iii) there will be no more than fifteen (15) such establishments within the MXD District (a maximum of (8) of which shall be located in the Ames Street District and a maximum of seven (7) of which shall be located in the portions of the District outside the Ames Street District), and (iv) it is approved through the granting of a Special Permit, as provided in the zoning ordinance of the City of Cambridge.
- (d) Consumer service establishment, including but not limited to hairdresser, barber shop, laundry or dry-cleaning pick-up establishment, self-service laundry, shoe repair or tailoring shop, or photography studio.
- (e) Rental agency for autos or other products, but not including taxi companies. Such agencies shall be operated entirely within a building and no major automobile repairs shall be made on the premises.
- (f) Automobile service station, provided that it is located within or attached to a parking garage or other structure as an accessory use, that no major repairs are made on the premises, and that all lubrication and repairs are carried out within the building.

(4) Residential Uses

- (a) Multi-family dwelling.
- (b) Hotel or motel.

(5) Entertainment and Recreational Uses

- (a) Indoor commercial entertainment establishments including but not limited to cinema, theater, concert hall, cabaret and night club.
- (b) Recreation facilities including bowling alley, indoor or outdoor tennis courts, public recreation building, health club, or skating rink. Such recreation facilities shall be

³ Section 401(2)(f) added by Amendment 3, September 15, 1993.

allowed only if they are located in or attached to structures containing other principal uses.

(c) Halls, auditoriums and similar spaces used for public gatherings.

(d) Parks or playgrounds.

(6) Institutional Uses

(a) Religious purposes.

(b) Educational purposes exempt by statute.

(c) Library or museum as an accessory use only.

(d) Governmental offices and facilities, including post office, fire station and police station.

(e) Clinic licensed under Sec.51, Ch. 111, General Laws but not a hospital licensed under said Chapter.

(7) Transportation, Communication and Utility Uses

(a) Bus, subway or railroad passenger station.

(b) Automobile parking lot or parking garage.

(c) Distribution center, parcel delivery center or delivery warehouse as accessory uses only.

(d) Telephone exchange, as an accessory use.

(e) Radio or television transmission station.

(f) Transformer station, substation, gas regulator station, or pumping station and related utility uses designed primarily to serve development within the District.

The location of these uses will be in accordance with the Zoning Ordinance changed as specified in Section 303 and with the objectives of the Urban Renewal Plan as specified in Section 102.

The uses permitted in the remainder of the project area, and the location of such uses, shall be as set forth in Section 304 hereof.

No activity shall be permitted in the MXD District unless it shall be in conformity with the following standards for environmental protection:

(a) All dust, fumes, odors, smoke or vapor shall be effectively confined to the premises or so disposed of as to avoid air pollution.

(b) Any noise, vibration or flashing shall not be normally perceptible without instruments at a distance of one hundred (100) feet from the premises.

- (c) All development proposals shall comply with Federal and State air pollution and water pollution control regulations, the City of Cambridge Ordinances, and other applicable environmental laws.
- (d) Except during construction activity on the lot all refuse and other waste materials shall be stored within buildings prior to collection and disposal.

Section 402: Dimensional Requirements

Dimensional requirements pertaining to floor area ratios, dwelling unit densities, and height limitations in the MXD District of the project area shall be as follows:

- (a) The aggregate gross floor area (hereinafter referred to as "GFA" and defined in Appendix I of the Urban Renewal Plan attached hereto and made a part hereof as if fully set forth herein) of development in the MXD District shall not exceed 3,102,100 square feet plus 200,000 that shall be limited to multi-family residential, for a total GFA not to exceed 3,302,100 square feet.^{4 5 6} Aggregate GFA of development in the MXD District is at any time the sum of the GFA of all buildings (i) which are then located in the MXD District, (ii) which are being constructed or may be constructed in the MXD District pursuant to the effective building permits, and (iii) which, pursuant to then outstanding contracts (including options) with Cambridge Redevelopment Authority and so stated in certificates from the Authority to the Superintendent of Buildings, may be constructed in the MXD District in the future.

In addition to the aggregate GFA limitation, the cumulative GFA for each of the use groups shall not exceed the respective amounts stated below, except as provided hereinafter. Cumulative GFA for a use group is at any time the sum of the GFA of all portions, occupied or to be occupied by uses within such use group, of all buildings (i) which are then located in the MXD District, (ii) which are being constructed or may be constructed in the MXD District pursuant to then effective building permits, and (iii) which, pursuant to then outstanding contracts (including options) with Cambridge Redevelopment Authority to the Superintendent of Buildings, may be constructed in the MXD District in the future.

Industrial uses permitted by Section 401(1):

Cumulative GFA = 770,000 square feet.

Office Uses and Biotechnology Manufacturing Uses permitted by Section 401(2):

⁴ Amended from 2,773,000 square feet to 2,802,100 square feet by Amendment 6, April 26, 2004.

⁵ Amended from 2,802,100 square feet to 3,073,000 square feet by Revised Amendment 8, November 14, 2012.

⁶ Amended to add 200,000 square feet of multi-family residential uses by Amendment 5, July 11, 2001.

Cumulative GFA = 1,634,100 square feet.^{7 8}

Retail and consumer service uses permitted by Section 401(3):

Cumulative GFA = 150,000 square feet.

Residential uses permitted by Section 401(4):

(a) Multi-family housing:

Cumulative GFA = 200,000 square feet for buildings that may be constructed within that portion of MXD District located between Main Street and Broadway.⁹

(B) Hotel/Motel:

Cumulative GFA = 440,000 square feet.¹⁰

Entertainment, recreational, institutional, transportation, communication and utility uses permitted by Sections 401(5), 401(6) and 401(7) and additional development of industrial, office, retail, consumer service and hotel/motel uses exceeding the foregoing cumulative GFA limitations:

Cumulative GFA = 489,292 square feet for buildings which are located or are being constructed or may be constructed at any location within the MXD District, plus an additional 483,708 square feet for buildings which may be constructed within the MXD District North of Broadway.^{11 12}

Any construction or change of use within the MXD District which would cause the foregoing aggregate or cumulative GFA limitations to be exceeded shall not be allowed.

The Superintendent of Buildings shall maintain a record of the Aggregate GFA within the MXD District and a record of cumulative GFA for each use group specified in Section 401. The Superintendent of Buildings shall maintain a separate record of any development within the area of the MXD district designated in Exhibit G as the “Ames Street District.” These records shall be adjusted, as appropriate, from time to time,

⁷ Amended by Amendment 3, September 13, 1993

⁸ Amended by Revised Amendment 8, November 14, 2012.

⁹ Amended from 300,000 square feet by Amendment 5, July 11, 2001.

¹⁰ Amended from 250,000 to 440,000 square feet by Amendment 4, September 8, 1997.

¹¹ Amended by Amendment No. 2, June 22, 1981.

¹² Amended by Amendment No. 6, April 2004.

including upon issuance revocation or expiration of a building permit or certificate of occupancy and upon receipt of a certificate from Cambridge Redevelopment Authority as to an outstanding contract (including option) for the construction of a building. Additional building area within the MXD District authorized by variance issued by the Board of Zoning Appeal, shall not be counted by the Cambridge Redevelopment Authority or the Superintendent of Buildings against the GFA Limitations of this Section 402.

In determining cumulative GFA for a building containing uses in more than one use group, spaces to be utilized by users in more than one of the use groups, such as lobbies, interior courts, elevator shafts and basement storage areas shall be apportioned to each use group in proportion to the share of space that use group will occupy within the building.

- (b) In addition to the aggregate and cumulative GFA limitations established herein, there shall also be a density limitation for each lot within the MXD District. The following floor area ratios (hereinafter referred to as "FAR" and defined in Appendix I) for each lot shall not be exceeded, except as provided hereinafter. The area of the lot to be counted in determining FAR shall include land dedicated by the owner or former owner of the lot as public open space under Section 403.

Industrial and Wholesale Uses: FAR 4.0

Office Uses and Biotechnology Manufacturing Uses:¹³ FAR 8.0

Retail and Consumer Services Uses: FAR 5.0

Residential uses:

- Multi-family housing: FAR 4.0

- Hotel/Motel: FAR 6.0

Other uses: FAR 4.0

If development on a lot is to include activities in more than one of the use group above, the maximum FAR for the lot shall be the FAR for the use group containing the largest proportion of space on the lot.

- (c) The maximum building height in the portion of the MXD District south of the southerly boundary of Broadway shall be 250 feet. The maximum building height in the portion of the MXD District north of the southerly boundary of Broadway shall be 96¹⁴ feet. These requirements shall not apply to chimneys, water towers, air conditioning equipment,

¹³ Amended by Amendment 3, September 13, 1993, to add "Biotechnology Manufacturing Uses".

¹⁴ Amended from 80 feet to 96 feet by Amendment 3, September 13, 1993.

elevator bulkheads, skylights, ventilators and other necessary features appurtenant to buildings which are usually carried above roofs and are not used for human occupancy, nor to domes, towers or spires above buildings if such features are not used for human occupancy and occupy less than ten percent of the lot area, nor to wireless or broadcasting towers and other like un-enclosed structures which occupy less than ten percent of the lot area.

- (d) The gross floor area ratio of any structure constructed or to be constructed within the remainder of the project area shall not exceed four (4.0) times the net area of any parcel of land, as bounded by other parcels or by public rights-of-way, which is designated by the Cambridge Redevelopment Authority to be used, developed or built upon as a unit under single ownership; provided, however, that neither arcades, nor the roof or uncovered and unbuilt open area on top of any platform, podium, plaza, construction deck or other similar structure shall be deemed to be a part of gross floor area for the purposes of this calculation.

Section 403: Space-Use Allocations and Development Intensity

To the maximum feasible degree, the Cambridge Redevelopment Authority will dispose of project land in such a manner as to achieve the mixture and density of those land uses needed to produce balanced development in accordance with the objectives set forth in Section 102.

The Cambridge Redevelopment Authority will reserve at least 100,000 square feet of land in the MXD District for the development of open space for parks and plazas in accordance with the provisions of Section 304. Public open space shall be open space reserved for public use and enjoyment as guaranteed through one or more of the following:

- (1) Retention by the Cambridge Redevelopment Authority;
- (2) Dedication to and acceptance by the City of Cambridge or other public entity;
- (3) Easements or deed restrictions over such land sufficient to ensure its perpetual reservation for public open space purposes;
- (4) Dedication, by covenant or comparable legal instrument, to the community use of the residents, lessees and visitors to the MXD District for reasonable amounts of time on a regular basis;
- (5) Lease agreements of 99 years or longer from the private developer or owner to the City or other public entity.

A table of the MXD District minimum open space requirements is attached hereto as Exhibit D of the Urban Renewal Plan and is made a part hereof as if fully set forth herein. The minimum amount of open space to be provided on each lot within the MXD District shall be as shown on Exhibit D, subject to the reduction provided hereinafter. When development on a lot includes uses in more than one of the use categories in Exhibit D, the requirement for each use category shall be calculated and totaled to determine a total requirement for the lot. Some or all of this

required open space may be designated and also serve as public open space, if reserved by one of the methods specified above.

The minimum amount of open space required for a lot may be reduced if at least 20% of the total perimeter boundary of the lot abuts public open space reserved under this Section 403, and if at least one major pedestrian entrance to the principal building will abut and provide direct access to said open space.

The allowed percentage reduction of required open space shall be determined by dividing the length of the lot's common boundary on the public open space by the length of the total boundary of the public open space.

A table of the MXD District open space substitutions for constructing pedestrian ways is attached hereto as Exhibit E of the Urban Renewal Plan and is made a part hereof as if fully set forth herein. Pedestrian ways listed and defined below may be counted toward the lot open space requirement determined in this Section 403 in the proportions specified in Exhibit E. In calculating the open space reduction in said Exhibit E, all of the area of the pedestrian way located within the lot boundary and one-half (1/2) the area of such ways over streets or service drives adjoining but outside the lot shall be counted.

The pedestrian ways listed in Exhibit E shall be designed to provide for public access and shall have the following meanings:

An **open pedestrian bridge** is a continuous open bridge having a minimum width of 6 feet and spanning a street, pedestrian way, access or service road or open space within a lot or between two adjacent lots.

A **raised pedestrian deck** is a continuous, open platform at least 20 feet in width which is at least 9 feet above the mean elevation of the lot and which extends over a street, pedestrian way, access or service road or open space within a lot or between two adjacent lots. It shall have direct pedestrian access from abutting buildings, shall provide seating facilities and shall be landscaped including one tree, of at least 3-1 1/2 inch caliper, per 500 square feet of pedestrian deck.

An **enclosed pedestrian bridge** is a continuous, enclosed space having a minimum width of 8 feet which spans a street, pedestrian way, access or service road or open space, making connections within a lot or between two adjacent lots. At least 50% of the surface area along its facades shall consist of transparent materials.

An **elevated shopping bridge** is a continuous, enclosed space which spans a street, pedestrian way, access or service road or open space, making connection within a lot or between two adjacent lots. Such a shopping bridge shall have a minimum width of 36 feet and a maximum width of 48 feet, with retail uses as allowed in Section 401(3) along one or both sides of a pedestrian circulation route with a minimum width of 12 feet. Such shopping bridge shall connect, at a minimum, at both ends to other internal or external pedestrian ways.

A **shopping arcade** is a continuous, covered, but not necessarily enclosed, space which extends along the front facade of a building facing a street or a pedestrian way within the MXD District

and having retail uses as permitted in Section 401(3) accessible from it. It shall have a minimum continuous width, unobstructed, except for building columns, of at least 12 feet, and also have a minimum continuous height of 12 feet. Such shopping arcade shall have access from the abutting street or pedestrian way, having its floor at the same level and continuous with the sidewalk or other abutting pedestrian way. It shall be open to the public at all hours.

An **elevated shopping way** is a continuous, enclosed space which extends along the front facade of a building facing a street or a pedestrian way and which has a minimum width of 12 feet. It shall be located on the second level of the building and have a minimum continuous height of 12 feet. It shall be open to the public for a minimum of 12 hours daily, on weekdays, and shall have fronting retail uses as permitted in Section 401(3).

A **through-block arcade** is a covered space which provides a connection through a building and connects streets, open spaces, pedestrian ways, or any combination of the above, and is directly accessible to the public. A through-block arcade shall have a minimum area of at least 2,000 square feet and a minimum width at any point of 20 feet. A through-block arcade shall have openings at the face of the building for entrances at least 12 feet in width and 10 feet high. At least 50% of its aggregate interior frontage shall be retail use. Vertical circulation elements, columns, pedestrian bridges and balconies are permitted obstructions provided they do not cover in the aggregate more than 15% of the floor area of the arcade.

The minimum height of any pedestrian way above the surface of a public way over which it is constructed shall be 14'-0".

Section 404: Vehicular Access, Parking and Loading Requirements

- (a) Buildings erected in the MXD District need not be located on lots which have frontage on a street. However, provisions for access to all buildings by emergency and service vehicles in lieu of public street access shall be made possible by the layout and design of driveways, interior service roads, or pedestrian and bicycle circulation corridors not normally open to vehicular traffic to the reasonable satisfaction of the City of Cambridge Fire Department, and the City of Cambridge Traffic Department.
- (b) Off-street parking requirements for the MXD District shall be as follows:
 - (1) No on-grade, open parking areas shall be allowed in the MXD District except as provided for in Subsection (4) hereof.
 - (2) A table of the MXD District parking requirements is attached hereto as Exhibit F of the Urban Renewal Plan and is made a part hereof as if fully set forth herein. Each development shall provide enough parking spaces either on or off the lot within the MXD District to satisfy the requirements of Exhibit P. If a development includes more than one category of use, then the number of spaces required for the development shall be the sum of the requirements for each category of use. Where the computation of required spaces results in a fractional number, only a fraction of one-half or more shall be counted as one.

- (3) The parking requirements specified in Exhibit F may be satisfied in total or in part by a lease agreement between the developer and the City, other public entity, or private consortium for use of parking spaces in a public or pooled private parking facility located within the MXD District. The total number of parking spaces leased and constructed within the district for development on a lot shall be at least equivalent to the Exhibit F requirement.

- (4) On-grade parking, not enclosed in a structure, may be constructed in the MXD District only under the following conditions:

On an interim basis in anticipation of later construction of structured parking provided that there is compliance with each of the following:

- (a) The future parking structure will be constructed within the MXD District but it may be located either on or off of the lot;
- (b) Construction of the future parking structure will commence within three years of the date of building permit application for development on the lot;
- (c) Such future parking structure may be constructed and/or operated by the applicant or by any public or private entity;
- (d) The future parking structure will contain sufficient spaces reserved for users of the lot to meet the parking requirements for the lot specified in Exhibit F; and
- (e) Binding commitments shall exist to guarantee, to the reasonable satisfaction of the Superintendent of Buildings, that requirements (a) through (d) above shall be satisfied. Such commitments shall be made by negotiated lease agreement, deed restriction, covenant, performance bond, or comparable legal instrument.

On a permanent basis on the lot for visitor parking or for such other limited uses as the user of the lot deems appropriate, provided that no more than 10% of the spaces required by Exhibit F or 25 spaces, whichever is lesser, shall be allowed on-grade under this paragraph.

- (c) It is the intent of this Section that sufficient off-street loading facilities be constructed within the MXD District to meet the needs of users located there. A table of the MXD District off-street loading requirements is attached hereto as Exhibit G of the Urban Renewal Plan and is made a part hereof as if fully set forth herein. All buildings in the MXD District shall provide the number of bays required in Exhibit G unless they qualify for one or more of the exemptions below:

- (a) In buildings with uses in more than one use group under Section 301, the loading bay requirements for that use consuming the most gross floor area shall be first computed and required. Only 50% of the floor area of the other uses shall be counted in determining the additional loading requirements.

(b) Where there are contractual arrangements for sharing loading and service facilities with other users in the MXD District for a period of ten years or more, a 50% reduction in the loading bay requirement shall be allowed. Such contractual agreement shall be guaranteed to the satisfaction of the Superintendent of Buildings by covenant, deed restriction, or comparable legal instrument.

- (d) The parking and loading of vehicles within the remainder of the project area on land designated to be acquired shall be provided in accordance with the provisions of "Article VII Off-Street Parking and Loading Requirements", as set forth in City of Cambridge, Massachusetts, Zoning Ordinance, as it may be amended from time to time.

In addition, open parking and loading areas must be laid out, constructed, paved, equipped, landscaped, and effectively screened to provide an attractive visual appearance. The number, location, and character of parking and loading spaces provided or to be provided must be approved and consented to in writing by the Cambridge Redevelopment Authority.

Section 405: Vehicular Access and Discharge Areas

All buildings within the project area on land designated to be acquired shall be suitably provided with:

- (a) Automobile passenger discharge areas;
- (b) Automobile and truck service and delivery areas;
- (c) Vehicular access points;

in such a way as not to impede general vehicular and pedestrian traffic flow in public streets and rights-of-way.

Section 406: Arcaded Pedestrian Ways

Any public street or right-of-way within the project area may be provided with arcaded pedestrian ways, or may be covered with a platform, podium, plaza, construction deck, or other similar structure intended to separate the flow of rapid transit vehicles, busses, automobiles, and pedestrians, or to elevate buildings with sufficient clearance above the public street or right-of-way.

Section 407: Building Construction

All buildings within the project area shall be constructed as "Type 1", fireproof, or "Type 2", semi-fireproof, in full conformity with the provisions of and as defined in the Cambridge Building Code, as amended from time to time.

Section 408: Signs and Advertising Devices

Signs within the project area, except for official, uniform traffic and parking signals and devices, shall be provided in accordance with development guidelines established pursuant to Section 502 of the Plan.

Section 409: Storage

The open air storage of materials, equipment, or merchandise, other than the temporary parking of automobiles, shall not be permitted within the project area on any land designated to be acquired.

Section 410: Exterior Lighting

Exterior lighting within the project area shall be provided in accordance with development guidelines established pursuant to Section 502 of the Plan.

Section 411: Landscaping

All open areas within the project area on land disposed of by the Cambridge Redevelopment Authority must be suitably landscaped so as to provide a visually attractive environment in accordance with development guidelines established pursuant to Section 502 of the Plan.

Section 412: Interim Uses

The Cambridge Redevelopment Authority may devote real property designated to be acquired, or acquired under special conditions, prior to the time such properties are needed for disposition for reuse and development in accordance with the provisions of the Urban Renewal Plan to temporary, interim uses for signs for project identification, relocation, parking, traffic circulation and public transportation, project or site improvements or building construction, storage, recreation, or landscaping in accordance with such provisions, requirements, standards, controls, and regulations as the Authority may deem essential, necessary, or appropriate to the carrying out of the objectives of the Urban Renewal Plan.

Section 413: Permitted Uses on Land Designated to be Acquired Under Special Conditions

In the event that the real property described in Section 202 above is acquired by the Cambridge Redevelopment Authority the land use provisions and building requirements which shall pertain thereto shall be those set forth in Chapter 4 of the Urban Renewal Plan.

Section 414: Special Provisions Applicable Within the Ames Street District

- (a) Applicability. The provisions set forth in this Section 414 shall apply solely within the Ames Street District. Where this Section 414 specifies some standard or makes some other requirement contrary to the standards or requirements set forth elsewhere in Chapter Four of this Plan, the provisions of this Section 414 shall control.

- (b) Notwithstanding the Lot Density Limitations in Section 402, there shall be no maximum FAR for Multi-family dwelling uses. However, the District Development Limitations in Section 402 shall continue to apply.
- (c) Lot Minimum Open Space Requirement. So long as the District Public Open Space Requirement in Section 403 is met and there exists within the Ames Street District a minimum of fifty-three thousand (53,000) square feet of public open space (as defined in Section 403), the Lot Minimum Open Space Requirements in Section 403 shall be inapplicable within the Ames Street District.
- (d) Parking. The minimum number of spaces for multifamily residential use shall be 0.50 per dwelling unit.
- (e) Loading Requirements. Where there are contractual arrangements for sharing loading and service facilities with other users in the Ames Street District for a period of ten (10) years or more, a sixty percent (60%) reduction in the loading bay requirements computed in Subsection 14.53.1 or 14.53.1(1) shall be allowed. Such contractual agreement shall be guaranteed to the satisfaction of the Superintendent of Buildings by covenant, deed restriction, easement or comparable legal instrument.

CHAPTER 5: DESIGN PRINCIPLES, DEVELOPMENT GUIDELINES AND DESIGN REVIEW, AND REDEVELOPMENT PROPOSALS

Section 501: General Design Principles

Proposals by redevelopers shall be designed to:

- (1) Create an environment which will be lively and attractive and provide daily amenities and services for the use and enjoyment of the working population and Cambridge residents.
- (2) Establish an active urban character for the area by the intensive utilization of land and by the mixing of compatible land uses, especially near the rapid transit station within the portion of the project area located south of the proposed right of way of Broadway.
- (3) Promote the utilization of the portion of the project area located north of the proposed right of way of Broadway for light industrial uses consistent with the objectives of the Urban Renewal Plan.
- (4) Achieve a proper integration of buildings and spaces within and outside the project area by carefully relating the scale and materials in new development both among project components and with respect to the scale and materials of surrounding development.
- (5) Establish a focus through building form and open space which will serve to create development identity of sufficient positive impact.
- (6) Preserve and enhance long and short range views, visual privacy, and sun orientation by the careful positioning of buildings and open space.
- (7) Obtain a relationship between buildings, open space and public ways which provides increased protection to the pedestrian during unfavorable weather conditions.
- (8) Link all project components with continuous and safe pedestrian circulation systems.
- (9) Establish an orderly sequence and hierarchy of open spaces and pedestrian routes throughout the site.
- (10) Provide maximum opportunity for safe and convenient pedestrian access to surrounding areas.

Section 502: Development Guidelines and Design Review

The Cambridge Redevelopment Authority shall from time to time establish land disposition policies and procedures, design standards, and other development guidelines and evaluate the

quality and appropriateness of development proposals with reference to the Plan objectives, land use provisions, building requirements, design principles and other controls as set forth in this Plan, in the disposition documents, and development guidelines.

All development proposals and architectural plans will be subject to design review, comment, and approval by the Cambridge Redevelopment Authority prior to land disposition and prior to the commencement of construction. All construction work will be subject to inspection by the Authority in order to assure compliance with the approved development proposals and architectural plans.

The design review process will be conducted or caused to be conducted by the Authority.

Section 503: Compliance with Plan and Development Guidelines

Redevelopment in the project area shall conform to the Plan objectives, land use provisions, building requirements, design principles, and other controls as set forth in the Urban Renewal Plan and to development guidelines established by the Authority.

Section 504: Content of Development Proposals

A development proposal shall consist of text, maps and drawings that describe to the Authority how the parcels will be developed. The exact form, content and time schedule for each development proposal will be specified in development guidelines established by the Authority pursuant to Section 502 of the Plan.

Section 505: Proposed Building and Architectural Plans

Proposed building and architectural plans and related materials including diagrams, scale models, perspective sketches, and photographs illustrating building design and arrangement, presented uniformly on sheets of convenient size or on materials prepared where necessary to a suitable scale, and based upon the land development specifications set forth above, shall show, among other things:

- (a) Detailed elevations and floor plans for all buildings, and dwelling unit types;
- (b) The specific use of all non-residential floor space;
- (c) The location and layout of all signs; and
- (d) Outline specifications for building types, including construction and finish, together with actual samples of proposed exterior and interior building materials.

CHAPTER 6: REDEVELOPER'S OBLIGATIONS

Notwithstanding lesser requirements in the provisions of any zoning or building ordinance or regulation or hereafter in effect, the Cambridge Redevelopment Authority by use of the following controls in the form of restrictive covenants or conditions running with the land, or by other appropriate means, shall obligate and bind all developers, purchasers, and lessees of project land, and their successors in interest, lessees, sub-lessees, or assigns. Such obligations, together with suitable provisions for reasonable action in the event of default or non-compliance, shall be inserted in and made an affective part of all agreements, conveyances, and other instruments for the disposition of any rights, title, or interests, in whole or in part, in any land acquired or to be acquired within the project area by the Cambridge Redevelopment Authority.

Section 601: Use and Improvement of Project Land

The use, development, and maintenance, of any part or parcel of land within the project area together with improvements thereon shall be undertaken and carried out only for the purposes and in the manner set forth in the general conditions, land use provisions, and building requirements of the Urban Renewal Plan and in full conformity with the provisions of any applicable development proposal and the terms and conditions under which such a development proposal may have been approved and consented to in writing by the Cambridge Redevelopment Authority.

Section 602: Commencement and Completion of Improvements

The construction of improvements on any part or parcel of land within the project area shall be commenced, carried out, and completed within such periods of time as the Cambridge Redevelopment Authority may establish as reasonable and which it may have approved and consented to in writing as a part of any applicable development proposal.

Section 603: Disposition of Project Land by Redeveloper

No disposition of any rights, title, or interests in any part of land within the project area by the developer thereof shall be made prior to the full completion of each and all of the improvements thereon as required by and in full conformity with the terms and conditions of the Urban Renewal Plan, the approved development proposal, and the land disposition agreement which are applicable thereto, unless and until the Cambridge Redevelopment Authority shall have consented in writing to such disposition.

Section 604: Non-Discrimination

At no time shall the acquisition, development, construction, installation, reconstruction, disposal or conveyance by sale or lease, management, or maintenance of any part or parcel of land within the project area or of improvements thereon, to or by any person, be denied, restricted, or abridged, nor his employment thereon, or his use, occupancy, or possession thereof preferred, discriminated against, segregated, or refused because of race, color, religious creed, national origin, sex, age, ancestry, or marital status.

All transactions affecting or respecting such activities shall be subject to the applicable provisions of Chapter 151-B of the Massachusetts General Laws as amended, and to all other applicable Federal, State and local laws, ordinances, and regulations guaranteeing civil rights, providing for equal opportunities in housing, employment, and education, and prohibiting discrimination or segregation because of race, color, religious creed, national origin, sex, age, ancestry, or marital status.

No covenant, agreement, contract, lease, conveyance, or other instrument shall be effected or executed by the Cambridge Redevelopment Authority, or its contractors, or by developers, purchasers, or lessees of any part or parcel of land within the project area, or their successors in interest, contractors, lessees, sub-lessees, or assigns, whereby the disposition of any rights, title, or interests, in whole or in part in such land shall be restricted because of race, color, religious creed, national origin, sex, age, ancestry, or marital status.

Every covenant, agreement, contract, lease, conveyance, or other instrument by which any part or parcel of land within the project area is disposed of or by which its improvement is provided for shall include an affirmative covenant which shall obligate and bind each developer, contractor, purchaser, lessee, grantee, or other party to such instrument, or any successors in interest, so that there shall be no discrimination because of race, color, religious creed, national origin, sex, age, ancestry, or marital status, in the sale, lease, or rental, or in the employment on, or in the use, occupancy, or possession of such land or of any improvements constructed or to be constructed thereon.

For the purposes of Section 604 of the Plan, the definition of the word “age” shall be in accordance with the provisions of Chapter 151-B of the Massachusetts General Laws as amended.

The Cambridge Redevelopment Authority shall take all steps necessary and appropriate to enforce such provisions and covenants, and shall not itself so discriminate.

CHAPTER 7: RELATION OF PLAN TO DEFINITE LOCAL OBJECTIVES

Section 701: Conformity to General Plan

The Urban Renewal Plan is based upon a local survey, and is in conformity with a comprehensive plan for the City of Cambridge as a whole. Proposed urban renewal actions and the renewal and redevelopment of the project area for predominantly nonresidential uses are necessary for the proper development of the community.

Section 702: Relation to Definite Local Objectives

The Urban Renewal Plan for the project area, proposed urban renewal actions, and the renewal and redevelopment of the project area for predominantly nonresidential uses are related to definite local objectives as set forth in Section 102 by:

- (a) Providing for such mixture and density of land uses as will produce a balanced development consistent with the Plan objectives, land use provisions, building requirements, design principles, and other controls, as set forth in the Urban Renewal Plan;
- (b) Providing for the development of those light industrial uses which are consistent with the socio-economic and other objectives of the Plan;
- (c) Providing for the discontinuance of local, short and narrow streets and private ways, and for the establishment of a rational and efficient street network which reduces congestion, improves traffic flow, including truck access to and through the project area, and otherwise conforms to the objectives, design principles, and other controls of the Plan;
- (d) Providing for the redevelopment of Massachusetts Bay Transportation Authority (MBTA) facilities in such a way as to make them more convenient, attractive and efficient;
- (e) Providing for the adjustment of utility service lines, making them more efficient and capable of providing better and more uninterrupted service; and
- (f) Requiring new building development to contain appropriate allowances for open space, landscaping and vehicular parking and loading arrangements.

CHAPTER 8 : PROVISION FOR MODIFICATION AND TERMINATION

Section 801 : Interpretation

Interpretation of the objectives, general conditions, land use and building requirements, and other provisions of the Urban Renewal Plan by the Cambridge Redevelopment Authority shall be final and binding.

Section 802 : Modification

The Urban Renewal Plan may be modified at any time by the Cambridge Redevelopment Authority; provided, however, that if the general conditions, land use provisions, and building requirements, applicable to any part or parcel of land within the project area are modified after the disposition of any land within the project area affected thereby, the modification shall be consented to in writing by the purchaser or lessee, or by his successors or assigns, of the land affected by the proposed modification.

Whenever proposed modifications of the Urban Renewal Plan will substantially or materially alter or change the Urban Renewal Plan, the proposed modifications shall be approved by the Cambridge City Council and the City Manager, and by the Massachusetts Department of Community Affairs.

Section 803 : Duration and Termination

The Urban Renewal Plan shall be maintained and in effect for a period of fifty-five (55)^{15 16} years from the date of the original approval of the Urban Renewal Plan by the Cambridge City Council and the City Manager, and by the Massachusetts Department of Community Affairs; provided, however, that the provisions of Section 604 shall remain in effect for a period of one hundred (100) years from the date of the original approval of the Urban Renewal Plan.

¹⁵ Amended from 30 years to 45 years by Amendment 3, September 15, 1993.

¹⁶ Amended from 45 years to 55 years by Revised Amendment 8, November 14, 2012.