



MEETING OF THE BOARD OF DIRECTORS

AGENDA

NOVEMBER 13, 4:00 PM
CAMBRIDGE CITY COUNCIL CHAMBERS

CALL TO ORDER, ROLL CALL & CONFIRMATION OF QUORUM

- I. APPROVAL OF AGENDA** (Board Action Required)
- II. APPROVAL OF MINUTES**
October 2025 Regular Meeting (Board Action Required)
- III. COMMITTEE REPORTS**
 - A. Executive Committee: Angie Hengst - Chairperson**
 - 1. Natalie Chabot Resignation
 - 2. Tracy Ward - New CAO
 - B. OCC: Angie Hengst - Chairperson**
 - 1. Partner Meeting
 - C. Finance Committee: Frank Narr - Chairperson**
 - 1. YTD Financial Statements Thru September (Board Action Needed)
 - 2. Use of Property Sales Proceeds Report to City/County - October
 - 3. October/November Disbursements (Board Action Needed)
 - 4. 2026 Operating Budget
 - 5. Additional Check Signer (Board Action Needed)
 - D. Planning Committee: Tim Crosby - Chairperson**
 - 1. Promenade Update
 - 2. Design Guidelines Update
 - 3. Commercial Broker Update

IV. PUBLIC Q&A

V. NEW BUSINESS / BOARD MEMBER OPEN COMMENTS

VI. CLOSED MEETING

CWDI is not subject to Maryland's Open Meetings Act. However, In deference to our public partners we voluntarily declare that CWDI will enter into Closed Meeting based on Open Meetings Act Exceptions.

VII. ADJOURN



MINUTES OF THE REGULAR MEETING OF THE BOARD OF DIRECTORS

Thursday October 16, 2025

Cambridge City Council Chambers

CALL TO ORDER, ROLL CALL & CONFIRMATION OF QUORUM

A regular meeting of the Board of Directors (the "Board") of Cambridge Waterfront Development, Inc., a Maryland Non- Stock Corporation (the "CWDI" or "Corporation"), was held on October 16, 2025, at the Cambridge City Council Chambers. The Open Meeting was called to order at 4:02pm.

Board Members in attendance at the meeting included Angie Hengst, Frank Narr, and Tim Crosby, Gaver Nichols, Natalie Chabot and Michael Frenz, (Zoom) and local officials Glen Steckman, City Manager, Jerry Jones, County Manger.

Ms. Angie Hengst took the roll call and confirmed a quorum was present.

APPROVAL OF AGENDA

A motion was made and seconded to accept and approve the agenda with Frank Narr's addition of "board action needed" next to the financial statement for YTD Financial Statements Thru August. Crosby/Chabot (6/0)

APPROVAL OF September 11, 2025, BOARD MEETING MINUTES

A motion was made, seconded, and duly carried to approve the minutes. Crosby /Narr (6/0)

OUTREACH AND COMMUNICATIONS COMMITTEE (OCC) -Hengst

Press Release. The monthly Press Releases updates the community on the status of the project. This monthly press release replaces the president's message. Going forward a copy will be provided to Bill Christopher to post on website.

FINANCE COMMITTEE -Narr

Mr. Narr presented the YTD Financials statement through August for CWDI and CWDI Holdings. The Finance Committee is still projecting a \$38,000 surplus for the year. Those funds are projected to be used for the operating entity (CWDI) in 2026, which would enable the board to hire a full-time staff person.

A motion was made, seconded and carried to accept the financials through the end of August. Hengst/Crosby (6/0)

Mr. Narr noted that the City and County continue to receive the Property Sales Proceeds Report and were sent the one for September.

Mr. Narr presented the September/October expenditure report. A motion was made, seconded and duly carried to approve the expenditure for the month and additional expenditures not previously approved. Hengst/Crosby (6/0)

PLANNING COMMITTEE -Crosby

Design Guideline Update-October meeting went well with Ed Johnson and Brian Herman. Received final design revisions with graphics and forwarded to Lou Oliver for review and integration of graphics into guidelines. Will have a follow-up call with Lou to determine timing. Will not meet the original end of October deadline but confident will wrap things up in November.

Hotel Negotiations. Mr. Crosby reported good discussions with the Hotelier. The committee's focus on moving forward is (1) What is it, i.e. brand, qualifications, qualities, , and (2) having it clearly spelled out in written agreement signed by Hotelier. On a small pause due to the hotelier having death in the family. Will reconvene next week.

Commercial Broker RFP Status. Mr. Narr reported that six brokers signed an NDA and requested the RFP documents, but no one has responded yet. The RFP is open until the end of October. The Planning committee will review the submissions before the November board meeting and will interview candidates.

Family Fishing Pier. Mr. Crosby reported the State engineers liked the 2500 ft pier option. At 1250 ft line will add a 60x50 platform for a fishing vendor and bathrooms. Working with Ken Usab and will have a follow-up call Monday.

Phase I Infrastructure Discussion. Mr. Crosby reported that infrastructure design development (DD) plans for the entire site are nearing completion. The DD plans will provide more detail for more refined cost estimates (current rough estimate for Phase 1A is \$12.75 million). It is a big issue and there is no access to TIF cost until after the hotel is up and running.

Promenade Update. Frank Narr reported they are almost there but not open to the public yet. All pavers are in. Landscaper has identified specific plants for the planter boxes. The landscaping is to be done by the end of November. Promenade is to be completed by the end of year. (pictures in packet). Delegate Tom Hutchinson asked about the lights. Frank Narr stated they are waiting until Delmarva completes their work along Franklin Street, which can happen any day, and then the lights can be turned on.

EXECUTIVE COMMITTEE -Hengst

CAO Update. To be discussed **during the closed meeting session.**

Dredging Material. Ms. Hengst reported Larry White asked about storing dredging material on CWDI property. They met to discuss this. Issue is there is no end date and when the work will be done. After much discussion its committee agreed it would not be a good look for the waterfront project and voted unanimously not to allow it. A motion was made, seconded and carried to approve Crosby/Nichols (6/0)

PUBLIC Q&A

Ms. Hengst opened the floor to public comment/questions for a period of about 15 minutes.

Questions/Comments noted:

Doug Schultz asked about the progress of hiring a CAO. Ms. Hengst indicated that the board would be discussing that in closed session.

NEW BUSINESS/BOARD MEMBER OPEN COMMENTS

No new business or Board Member comments.

OPEN MEETING ADJOURNMENT AND RETURN TO CLOSED SESSION

There being no additional discussion, the open meeting was adjourned at 5:04 pm. A motion was made to begin Closed Session, seconded and duly carried. (6/0)

Actions from Closed Session - the board approved to move forward with contract negotiations with the discussed CAO candidate.

Next board meeting scheduled for November 13, 2025, at Cambridge City Council Chambers.

Minutes submitted by Natalie Chabot, Secretary

Cambridge Waterfront Development, Inc.

Balance Sheet

As of September 30, 2025

	TOTAL
ASSETS	
Current Assets	
Bank Accounts	
10000 BayVanguard Operating	45,452.05
10010 BayVanguard Grants	414,167.67
10020 BayVanguard Property Acquisition	182,546.73
Total Bank Accounts	\$642,166.45
Accounts Receivable	\$632,986.87
Other Current Assets	
12075 Prepaid Insurance	36,105.53
12080 Deposits	9,815.00
Total Other Current Assets	\$45,920.53
Total Current Assets	\$1,321,073.85
TOTAL ASSETS	\$1,321,073.85
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	\$14,220.76
Other Current Liabilities	
20200 Deferred Grants	795,173.55
20500 Due to CWDI Holdings	335,293.82
Total Other Current Liabilities	\$1,130,467.37
Total Current Liabilities	\$1,144,688.13
Total Liabilities	\$1,144,688.13
Equity	
32000 Retained Earnings	160,460.56
Net Income	15,925.16
Total Equity	\$176,385.72
TOTAL LIABILITIES AND EQUITY	\$1,321,073.85

Cambridge Waterfront Development, Inc.

Budget vs. Actuals: 2025 Operating Budget - FY25 P&L

January - September, 2025

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Income				
40100 State Government Grants				
40125 State of Maryland FY 23 Appropriation	76,441.56	76,000.00	441.56	100.58 %
Total 40100 State Government Grants	76,441.56	76,000.00	441.56	100.58 %
40200 Local Government				
40210 City of Cambridge	87,155.06	87,000.00	155.06	100.18 %
Total 40200 Local Government	87,155.06	87,000.00	155.06	100.18 %
40250 Operating Income				
40260 Property Leases	24.00		24.00	
40265 Docking Fees		6,000.00	-6,000.00	
Total 40250 Operating Income	24.00	6,000.00	-5,976.00	0.40 %
Total Income	\$163,620.62	\$169,000.00	\$ -5,379.38	96.82 %
GROSS PROFIT	\$163,620.62	\$169,000.00	\$ -5,379.38	96.82 %
Expenses				
62100 Contract Services				
62110 Legal Services	68,357.50	44,000.00	24,357.50	155.36 %
62130 Administrative Services	54,000.00	54,000.00	0.00	100.00 %
62140 Audit/Tax Services	18,550.00	25,000.00	-6,450.00	74.20 %
62170 Other Professional Services	2,800.00		2,800.00	
Total 62100 Contract Services	143,707.50	123,000.00	20,707.50	116.84 %
62300 Administrative Expenses	8,200.29	8,469.00	-268.71	96.83 %
62750 Public Relations & Marketing	1,400.00	2,000.00	-600.00	70.00 %
63000 Property Expenses	102,099.58	114,862.00	-12,762.42	88.89 %
Total Expenses	\$255,407.37	\$248,331.00	\$7,076.37	102.85 %
NET OPERATING INCOME	\$ -91,786.75	\$ -79,331.00	\$ -12,455.75	115.70 %
Other Income				
40300 Transfer from CWDI Holdings	540.95		540.95	
40700 Insurance Recovery	103,000.00		103,000.00	
49000 Interest Income	4,170.96		4,170.96	
Total Other Income	\$107,711.91	\$0.00	\$107,711.91	0.00%
NET OTHER INCOME	\$107,711.91	\$0.00	\$107,711.91	0.00%
NET INCOME	\$15,925.16	\$ -79,331.00	\$95,256.16	-20.07 %

CWDI Holding LLC

Balance Sheet

As of September 30, 2025

	TOTAL
ASSETS	
Current Assets	
Bank Accounts	
10000 BayVanguard Checking - Designated	5,003.08
10010 BayVanguard Savings - Designated	5,368.65
Total Bank Accounts	\$10,371.73
Other Current Assets	
12050 Due from CWDI	335,293.82
12070 Prepaid Expenses	52,305.00
12075 Prepaid Insurance	15,279.94
Total Other Current Assets	\$402,878.76
Total Current Assets	\$413,250.49
Fixed Assets	
15005 Gateway Property (East)	41,184.12
15015 Hospital Property	5,519,519.31
15025 Port Property	1,656,728.44
15035 Gateway Property (West)	890,387.17
Total Fixed Assets	\$8,107,819.04
TOTAL ASSETS	\$8,521,069.53
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	\$160,655.66
Other Current Liabilities	
20200 Deferred Grants	15,279.94
20700 Retainage Payable	109,362.15
Total Other Current Liabilities	\$124,642.09
Total Current Liabilities	\$285,297.75
Total Liabilities	\$285,297.75
Equity	
32000 Unrestricted Net Assets	8,300,789.04
Net Income	-65,017.26
Total Equity	\$8,235,771.78
TOTAL LIABILITIES AND EQUITY	\$8,521,069.53

CWDI Holding LLC

Profit and Loss

January - September, 2025

	TOTAL
Income	
40000 Federal Government Grants	
40010 EDA	1,650,511.37
Total 40000 Federal Government Grants	1,650,511.37
40100 State Government Grants	
40125 State of Maryland FY 23 Appropriation	6,709.23
40126 State of Maryland FY 24 Appropriation	211,131.65
40180 Rural MD Economic Development Fund	287,030.68
Total 40100 State Government Grants	504,871.56
40200 Local Government	
40215 City of Cambridge - ARPA	36,023.00
Total 40200 Local Government	36,023.00
Total Income	\$2,191,405.93
GROSS PROFIT	\$2,191,405.93
Expenses	
70000 Predevelopment Expenses	
70030 Project Soft Costs	346,480.06
70040 Other Contract Services	39,480.00
70050 Project Hard Costs	1,869,924.52
Total 70000 Predevelopment Expenses	2,255,884.58
Total Expenses	\$2,255,884.58
NET OPERATING INCOME	\$ -64,478.65
Other Income	
49000 Interest	2.34
Total Other Income	\$2.34
Other Expenses	
70200 Transfer to CWDI	540.95
Total Other Expenses	\$540.95
NET OTHER INCOME	\$ -538.61
NET INCOME	\$ -65,017.26

Cambridge Waterfront Development, Inc.

Bill Payment List

October 17 - November 11, 2025

DATE	NUM	VENDOR	AMOUNT
10000 BayVanguard Operating			
10/17/2025	2324	Delmarva Power	-72.18
10/17/2025	2325	City of Cambridge, MD	-1,644.76
10/17/2025	2326	MacLeod Law Group	-375.00
10/17/2025	2327	Simmons Center Market, Inc	-66.00
10/17/2025	2328	Dorchester Chamber of Commerce	-6,200.00
10/29/2025	2329	Miles and Stockbridge, PC	-10,000.00
10/29/2025	2330	City of Cambridge, MD	-314.01
11/06/2025	2331	Nichols Lawn & Landscape	-3,035.00
11/06/2025	2332	Bluebird Enterprises LLC	-6,750.00
11/06/2025	2333	City of Cambridge, MD	-1,646.76
11/06/2025	2334	P. Ryan Anthony	-100.00
11/06/2025	2335	Dorchester Chamber of Commerce	-6,200.00
Total for 10000 BayVanguard Operating			\$ -36,403.71

CWDI Holding LLC

Bill Payment List

October 17 - November 11, 2025

DATE	NUM	VENDOR	AMOUNT
10000 BayVanguard Checking - Designated			
10/17/2025	1233	GTA	-231.80
10/17/2025	1234	Lew Oliver Inc	-14,529.86
10/29/2025	1235	Morris & Ritchie	-19,855.00
10/29/2025	1236	Network Realty Partners	-4,550.00
11/06/2025	1237	W. R. McCain	-2,730.00
Total for 10000 BayVanguard Checking - Designated			\$ -41,896.66

CWDI Holding LLC

A/P Aging Summary

As of November 13, 2025

	CURRENT	1 - 30	31 - 60	61 - 90	91 AND OVER	TOTAL
Earth Movers, LLC			121,489.00			\$121,489.00
Morris & Ritchie		9,705.00				\$9,705.00
Network Realty Partners		3,850.00				\$3,850.00
TOTAL	\$0.00	\$13,555.00	\$121,489.00	\$0.00	\$0.00	\$135,044.00

Earth Movers, LLC
4438 E New Market Hurlock Rd Ste B
Hurlock, MD 21643 USA
4109436298
earthmovers21643@gmail.com

Invoice

**BILL TO**

CWDI
306 HIGH STREET
CAMBRIDGE, MD 21613
United States

SHIP TO

CWDI
306 HIGH STREET
CAMBRIDGE, MD 21613
United States

INVOICE #	DATE	TOTAL DUE	DUE DATE	ENCLOSED
10735	10/13/2025	\$121,489.00	11/12/2025	

DATE	ACTIVITY	DESCRIPTION	QTY	RATE	AMOUNT
	Services	EDA PHASE 1A PROMENADE IMPROVEMENTS FROM 9/2/25 TO 10/02/25	1	121,489.00	121,489.00
		BALANCE DUE			\$121,489.00

Service charge of 1.5% per month (18% per year) will be charged on all unpaid bills over 30 days.

APPLICATION AND CERTIFICATE FOR PAYMENT (EDA)

PAGE 1 of 3

TO CONTRACTOR: EARTH MOVERS, LLC
5016 RIVER ROAD
HURLOCK, MARYLAND 21643

PROJECT: CWDI / Chesapeake Conservancy

APPLICATION NUMBER: 13
PERIOD FROM: 9/2/2025
PERIOD TO: 10/2/2025

Distribution to:
☒ OWNER
☐ ARCHITECT
☒ CONTRACTOR
☐ CONSTRUCTION
MANAGER
☒ ENGINEER

FROM SUBCONTRACTOR:

AGREEMENT NO.:
EDA PROJECT NO. 01-79-15217

CONTRACT DATE: 8/21/2024
ENGINEER JOB NO. 21795X50

CONTRACT FOR: EXTENSION OF PUBLIC ACCESS PROMENADE
BIKE AND WALKING TRAIL PROJECT

CONTRACTOR'S APPLICATION FOR PAYMENT

Application is made for payment, as shown below, in accordance with the Contract.

Continuation Sheet, Document G703, is attached.

1. **ORIGINAL CONTRACT SUM** \$ 2,548,013.27
2. **Net Change By Change Orders** \$ -
3. **CONTRACT SUM TO DATE** (Line 1 + 2) \$ 2,548,013.27
4. **TOTAL COMPLETED & STORED TO DATE** (Column G on G703) \$ 2,295,675.74
5. **RETAINAGE:**
 - a. 5% of Completed Work \$ 105,759.85
(Columns D & E on G703)
 - b. 0% % of Stored Material \$ -
(Column F on G703)Total Retainage (Line 5a + 5b or
Total in Column I of G703) \$ 105,759.85
6. **TOTAL EARNED LESS RETAINAGE** (Line 4 less Line 5 Total) \$ 2,189,915.89
7. **LESS PREVIOUS CERTIFICATES FOR PAYMENT** (Line 6 from prior Certificate) \$ 2,068,426.89
8. **CURRENT PAYMENT DUE** \$ 121,489.00
9. **BALANCE TO FINISH, INCLUDING RETAINAGE** (Line 3 less Line 6) \$ 358,097.38

CHANGE ORDER SUMMARY	ADDITIONS	DEDUCTIONS
Total changes approved in previous months by Owner	\$ -	\$ -
Total Approved this Month	\$ -	\$0.00
TOTALS	\$ -	\$ -
NET CHANGES by Change Order	\$ -	

The undersigned Contractor certifies that to the best of the Contractor's knowledge, information and belief, the Work covered by this Application for Payment has been completed in accordance with the Contract Documents, that all amounts have been paid by the Contractor for Work for which previous Certificates for Payment were issued and payments received from the Owner, and that current payment shown herein is now due.
CONTRACTOR:

BY:  DATE 11-3-25

State of: _____ County of: _____

Subscribed and sworn before me this _____ day of _____ 20____

Notary Public:

My Commission Expires: _____

CERTIFICATE FOR PAYMENT

In accordance with the Contract Documents, based on on-site observations and the data comprising the above application, the Construction Manager certifies that to the best of his knowledge, information and belief the Work has progressed as indicated, the quality of the Work is in accordance with the Contract Documents, and the Contractor is entitled to payment of the AMOUNT CERTIFIED.

AMOUNT CERTIFIED..... \$ 121,489.00

(Attach explanation if amount certified differs from the amount applied for. Initial all figures on this Application and on the Continuation Sheet that changed to conform to the amount certified.)

CONSTRUCTION MGR:

By: _____ Date: _____ # _____

ARCHITECT: ENGINEER 

By: _____ Date: 11/3/25

This certificate is not negotiable. The AMOUNT CERTIFIED is payable only to the Contractor named herein. Issuance, payment and acceptance of payment are without prejudice to any rights of the Owner or Contractor under this Contract.

CONTINUATION SHEET (EDA)

AIA DOCUMENT G703

PAGE 2 of 2

AIA Document G702, APPLICATION AND CERTIFICATE FOR PAYMENT

containing Contractor's signed Certification is attached

In tabulations below, amounts are stated to the nearest dollar

Use column 1 on Contracts where variable retainage for line items may apply

PROJECT: CWDI / CHESAPEAKE CONSERVANCY
CAMBRIDGE HARBOR / PH 1A PROMENADE

APPLICATION NO: 13

APPLICATION DATE: 10/13/25

PERIOD TO: 10/02/25

ENGINEER JOB NO. 21795X50

JOB NO. EDA #01-79-15217

ITEM NO.	DESCRIPTION OF WORK	SCHEDULED VALUE	WORK COMPLETED		MATERIALS PRESENTLY STORED (NOT IN D OR E)	TOTAL COMPLETED AND STORED TO DATE (D+E+F)	% (G/C)	BALANCE TO FINISH (C-G)	RETAINAGE * SEE NOTE BELOW
			FROM PREVIOUS APPLICATION (D+E)	THIS PERIOD					
	BASE BID ITEMS (EDA)								4.15%
1	Mobilization	\$ 154,158.71	\$ 154,158.71	\$ -		\$ 154,158.71		\$ -	\$ 7,707.94
2	Erosion and Sediment Control	\$ 53,866.71	\$ 49,498.00	\$ -		\$ 49,498.00		\$ 4,368.71	\$ 2,474.90
3	Site Demolition	\$ 20,110.00	\$ 19,000.00	\$ 1,000.00		\$ 20,000.00		\$ 110.00	\$ 650.00
4	Site and Utility Development	\$ 815,167.00	\$ 795,979.72	\$ 10,000.00		\$ 805,979.72		\$ 9,187.28	\$ 39,048.99
5	Drainage & Stormwater Management	\$ 160,798.71	\$ 145,000.00	\$ 10,000.00		\$ 155,000.00		\$ 5,798.71	\$ 6,500.00
6	Final Grading & Temp Stabilization	\$ 64,359.71	\$ 57,000.00	\$ 4,000.00		\$ 61,000.00		\$ 3,359.71	\$ 2,150.00
7	Landscaping	\$ 845,055.72	\$ 704,997.00	\$ 70,000.00		\$ 774,997.00		\$ 70,058.72	\$ 30,749.85
8	Restoration of Graded and Disturbed Areas	\$ 25,198.00	\$ 13,000.00	\$ 7,000.00		\$ 20,000.00		\$ 5,198.00	\$ -
9	Temporary Facilities	\$ 39,896.71	\$ 39,896.71	\$ 4,489.00		\$ 44,385.71		\$ (4,489.00)	\$ 1,370.39
A1-1	Electrical Fixtures & Appurtenance:	\$ 325,492.00	\$ 293,245.60	\$ 15,000.00		\$ 308,245.60		\$ 17,246.40	\$ 12,912.28
	CONTINGENT ITEMS (EDA)								
C-1	SWM Maintenance	\$ 3,000.00	\$ -	\$ -		\$ -		\$ 3,000.00	\$ 150.00
C-2	Bio-Planter Media	\$ 5,000.00	\$ -	\$ -		\$ -		\$ 5,000.00	\$ 250.00
C-3	Temp Seeding and Mulching	\$ 6,000.00	\$ -	\$ -		\$ -		\$ 6,000.00	\$ 300.00
C-4	Armor Stone	\$ 15,000.00	\$ 15,000.00	\$ -		\$ 15,000.00		\$ -	\$ 750.00
C-5	3-8" Bedding stone	\$ 2,400.00	\$ 2,400.00	\$ -		\$ 2,400.00		\$ -	\$ 120.00
C-6	Geotextile	\$ 6,500.00	\$ 6,500.00	\$ -		\$ 6,500.00		\$ -	\$ 325.00
C-7	Geogrid	\$ 5,210.00	\$ -	\$ -		\$ -		\$ 5,210.00	\$ 260.50
C-8	MD No. 2 Aggregate	\$ 800.00	\$ -	\$ -		\$ -		\$ 800.00	\$ 40.00
			\$ -						
Totals:		\$ 2,548,013.27	\$ 2,295,675.74	\$ 121,489.00	\$0.00	\$ 2,417,164.74	94.86%	\$ 130,848.53	\$ 105,759.85

CHANGE ORDERS									
1				\$ -		\$ -		\$ -	\$ -
2				\$ -		\$ -		\$ -	\$ -
3				\$ -		\$ -		\$ -	\$ -
4				\$ -		\$ -		\$ -	\$ -
5				\$ -		\$ -		\$ -	\$ -
6				\$ -		\$ -		\$ -	\$ -
7				\$ -		\$ -		\$ -	\$ -
8				\$ -		\$ -		\$ -	\$ -
9				\$ -		\$ -		\$ -	\$ -
10		\$ -		\$ -		\$ -		\$ -	\$ -
Totals:		\$ -	\$ -	\$ -	\$0.00	\$ -		\$ -	\$ -

Project Totals:		\$ 2,548,013.27	\$ 2,295,675.74	\$ 121,489.00	\$ -	\$ 2,417,164.74	94.86%	\$ 130,848.53	\$ 105,759.85
------------------------	--	-----------------	-----------------	---------------	------	-----------------	--------	---------------	---------------

* Project construction is greater than 50 % complete. Retainage reduced and fixed at 10 percent of 50 percent of EDA Total Contract Value Until Substantial Completion. Refer to Project Manual *Section 01012 Paragraph 1.45 B* .

CAMBRIDGE HARBOR

PROPOSED LAND USE GUIDELINES











EDA

U.S. DEPARTMENT OF COMMERCE ECONOMIC DEVELOPMENT ADMINISTRATION

In partnership with

CHESAPEAKE CONSERVANCY, INC
CAMBRIDGE WATERFRONT
DEVELOPMENT, INC.













