

Regular Board Meeting  
Cambridge Redevelopment Authority

Wednesday April 15, 5:30pm  
Due to the COVID-19 pandemic, this meeting was held virtually via Zoom

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#### APPROVED Meeting Minutes

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At 5:33 p.m., CRA staff member Alexandra Levering read the following.

In response to the current COVID-19 State of Emergency, on March 12, Governor Baker issued an Order suspending certain provisions of the Open Meeting Law. The Order allows government bodies subject to the law to meet using remote participation, without presence of members of the general public, the chair, or a quorum of the public body in a physical location at a specified meeting location. In accordance with the Order, the CRA is holding this Board meeting virtually via Zoom, with the ability for the public to access and participate either through a computer or smart phone, or by calling in via a cell phone or landline.

After the explanation of how this meeting will be conducted, the meeting's agenda will start with the motion to approve a resolution regarding COVID-19 emergency meeting procedures.

Because of the nature of the available technology, we feel that, at this time, it will be most productive to have a more structured and formal arrangement than past CRA Board meetings. Except for Board members and Executive Director Tom Evans, all attendees are asked to mute themselves upon entry to the meeting. It would be great to see all your faces so you are invited to use the video and identification functionality offered by the Zoom application. Participants are asked to sign-in using Zoom chat's functionality or email [planning@CambridgeRedevelopment.org](mailto:planning@CambridgeRedevelopment.org).

There will be a public comment session at the beginning of the meeting and one at the end of the meeting. Those who are using a computer/phone video should raise their hand (in front of their face so that it is visible to the Chair) to be called upon. Once called upon to speak, please unmute your device's audio, state your name and address, and then speak freely. After speaking, we ask that you re-mute your microphone. If you are not on video, but still participating through Zoom, you may press the "raise hand" button in Zoom and you will be called upon to speak. You may also use the chat function of the Zoom application to type your question or comment. We will be reading these in the beginning of the meeting or at the end of the meeting if the beginning session has closed. If you are calling in via phone and have no access to video or the chat box, we will make sure to ask for other comments. Questions and comments may also be sent to [planning@CambridgeRedevelopment.org](mailto:planning@CambridgeRedevelopment.org). If you are experiencing technical issues, please email [planning@cambridgeredevelopment.org](mailto:planning@cambridgeredevelopment.org) or call 617-492-6800.

All Board material will be shared on the screen during the Zoom meeting and can also be found on the CRA's next meeting webpage.

The CRA is recording the meeting. No one else stated that they were recording the meeting.

#### Call

Chair Kathleen Born officially called the virtual meeting. A roll call of Board members was taken.  
Vice Chair Conrad Crawford – present  
Treasurer Christopher Bator - present  
Assistant Treasurer Barry Zevin – present  
Assistant Secretary Margaret Drury – present

Ms. Born also identified CRA staff attendees with a roll call. Executive Director Tom Evans and staff members Alex Levering, Carlos Peralta, Ellen Shore, Erica Schwarz were present. Hema Kailasam was not present.

Because this is a remote meeting, all votes will be taken by roll call and responses will be repeated for the record.

**1. Motion: To approve the resolution regarding COVID-19 emergency meeting procedures**

Since the resolution is posted and quite long, Mr. Bator did not feel the need to read the full resolution. Ms. Born summarized the resolution. The resolution confirms that the Governor of the Commonwealth declared a state of emergency on March 10 due to the outbreak of the virus and issued an emergency order that provided public bodies relief from the requirements of Section 20 of Chapter 30A, allowing alternative means of public access to the meetings of public bodies. The CRA Board is not required to hold a physical quorum at any geographic location, including its regular meeting at the Cambridge Public Safety building. The CRA will provide the public methods of observing this meeting and opportunities for the Board to hear public comments and questions regarding the meeting's agenda. This resolution will be effective immediately by a Board vote on April 15, 2020 and will remain in effect until rescinded or until the state of emergency is terminated, whichever happens first.

**Mr. Bator made the motion to approve the resolution regarding COVID-19 emergency meeting procedures. Ms. Drury seconded the motion. A roll call was taken by Mr. Evans, upon which he repeated each member's vote.**

**Ms. Born – yes**

**Ms. Drury – yes**

**Mr. Zevin – yes**

**Mr. Bator – yes**

**Mr. Crawford – yes**

**The motion carried unanimously.**

**Public Comment**

Ms. Born again reiterated the format for public comment for this meeting. Public comment will occur in the beginning of the meeting and again at the end of the meeting. Due to the nature of the remote meeting, a more formal structure for public comment will be used.

Mr. Evans said that Heather Hoffman has requested to speak as noted in the Chat functionality of Zoom. He requested that all microphones, except for Heather's be muted.

Ms. Hoffman thanked the Board for the emergency assistance package. They are excellent ideas and she hopes they all get approved. With respect to 75 Ames Street, she sees no problem with converting space that was expected to be used for noncountable square footage to countable square footage. However, she emphasized that there were problems with how the building was built. Boston Properties requested 300,000 square feet (sf) for which the City asked for very little in return. As it turned out, that building didn't need the entire 300,000 sf (there was an extra 50,000 sf) and that is how the public lost the roof garden. Now, another 12,500 sf is being added to what was already a bad deal. So, although this amount is small, one should not forget the previous bad consequences. Regarding the substation, she restated her comments made at the East Cambridge Planning Team meeting last week. The East Cambridge neighborhood did not cause this problem in any way. The developers surrounding the neighborhood and in Kendall Square are using the power that created this problem. The East Cambridge community is expected to pay the price to solve the problem by having this substation in their neighborhood. She is glad that the substation is moving. At some point, the developers should "bite the bullet." The community is not getting anything good out of the proposal.

There were no other requests to comments via Chat, email, or physical hand raises. Ms. Born reminded everyone of the other opportunity to offer public comment at the conclusion of the meeting.

## Minutes

### **2. Motion: To accept the minutes of the Annual Meeting of the Board on February 12, 2020**

There were no comments or edits.

***A motion was made to accept the minutes of the Annual Meeting of the Board on February 12, 2020 and place them on file. A roll call was taken by Mr. Evans, upon which he repeated each member's vote.***

***Ms. Born – yes***

***Mr. Crawford – yes***

***Mr. Bator – yes***

***Ms. Drury – yes***

***Mr. Zevin – yes***

***The motion carried unanimously.***

## Communications

### **3. Email Correspondences from Bjorn Poonen regarding 325 Main St public realm design elements**

### **4. Email Correspondence from Bob Simha regarding 325 Main Design review process and materials**

Ms. Born said that these emails came to the Board after design review meetings.

***A motion was made to place these communications on file. A roll call was taken by Mr. Evans, upon which he repeated each member's vote.***

***Mr. Bator – yes***

***Ms. Born – yes***

***Mr. Crawford – yes***

***Ms. Drury – yes***

***Mr. Zevin – yes***

***The motion carried unanimously.***

### **5. Letter from the Department of Housing and Community Development announcing the reappointment of Barry Zevin as the state designated CRA Board member**

There was a discussion about how many terms Mr. Zevin has served. He was on the Board before Mr. Evans started. Mr. Zevin said that the deadline for being sworn in was extended due to the pandemic. The other Board members offered their congratulations.

### **6. Letter from the Cambridge City Manager to the City Council requesting the reappointment of Chris Bator to the CRA Board**

Ms. Born said that the City Council referred the letter to the Neighborhood and Long-term Planning committee. As this committee is not meeting until the pandemic emergency is lifted, Mr. Bator will be serving on the CRA Board in a sanctioned holdover position.

***A motion was made to place both appointment letters on file. A roll call was taken by Mr. Evans, upon which he repeated each member's vote.***

***Mr. Bator – yes***

***Ms. Born – yes***

***Mr. Crawford – yes***

*Ms. Drury – yes  
Mr. Zevin – yes  
The motion carried unanimously.*

## **Reports, Motions, and Discussion Items**

### **7. Immediate CRA Small Business and Nonprofit COVID-19 Emergency Assistance Package**

***Motion: Providing all tenants of 93-99 Bishop Allen Drive permanent relief from April and May rental payments under current lease agreements***

***Motion: Approving the option for all active Forward Fund grantees to utilize unspent funds for emergency operation expenses, lifting the capital project expectation from the grant agreements, and executing the immediate disbursement of remaining fund commitment for the same purpose***

***Motion: Authorizing the Executive Director, in partnership with the City of Cambridge, to implement a Small Business COVID-19 Relief Grant Program applicable for establishments in East Cambridge and Kendall Square outside the CDBG NRS areas***

Ms. Born said that there will be more emergency assistance programs coming from the CRA. Mr. Evans said that the CRA wanted to find a way to do immediate relief actions with predefined relationships to minimize extensive procurement processes.

Over the month of March, Mr. Peralta said that CRA staff have been participating in discussions with City personnel and nonprofits in Cambridge regarding hardships being faced due to the pandemic. Many philanthropic entities are being asked to release restrictions on current grants. There is \$163,000 of Forward Fund infrastructure grants that were awaiting project completion. These nonprofits are asking the CRA to release these funds for immediate use towards payroll, rents that have not be deferred, and assistance programs for the community.

The second proposal helps the nonprofit tenants of Non-Profit Row, 93-99 Bishop Allen Drive, by releasing April and May rent obligations so that these nonprofits can use the funds to help with their programs. The loss of revenue to the CRA would be about \$70,000 for both months.

Lastly, the larger CRA COVID-19 relief program is a CRA small business relief program which would mirror the City's Small Business COVID-19 Relief Grant. The CDBG funds used for the City's program are restricted to small businesses in the Neighborhood Revitalization Strategy (NRS) areas. The CRA program would target brick and mortar establishments in East Cambridge and Kendall Square by providing grants of up to \$6,000 for financial assistance for mortgages, rents, perishable inventories, and employee wages. Ms. Levering explained the map, found in the Board packet, that shows the area boundaries. Mr. Peralta added that the East Cambridge Business Association will help with outreach. The funding for this program would come from the \$300,000 Forward Fund 2020 budgeted line item. Except for location, the CRA program would have the same eligibility requirements and scoring as the City's program. Nine points is the maximum score for an application. The CDD applications have been receiving between six to seven points. Mr. Peralta will remain in touch with City employee Pardis Saffari who will refer applicants who are ineligible for the City program.

In response to Ms. Drury, Mr. Evans said that the area for CRA assistance was restricted based on the legal and political rationale that the CRA could create a program quickly within its zone of influence in and near the Kendall Square Urban Renewal Project area and other already adopted programs. To Ms. Hoffman's comment, he noted that it made sense to focus CRA resources on the East Cambridge area, based on the historical involvement and the effects of Kendall Square's growth on this neighborhood. Mr. Evans said that legal is looking into the possibility for a citywide application. Ms. Drury said that the CRA does have a history with other parts of the City. If the program needs to be limited, she agrees that there is a good rational for putting East Cambridge first. However, she would like to understand what is involved for a citywide program. Mr. Bator shared these

sentiments. He said, as a first step, this limit seems sensible and reasonable. The CRA is a citywide redevelopment authority and it should not be limited because of its history.

Mr. Crawford would like to get a better understanding of the impact that the pandemic shutdown has on the retail and restaurants citywide. He supports the goal for a citywide presence. Mr. Evans said that CDD is not getting many applicants that are outside the NRS area. Looking at the City's retail plan, Mr. Evans said that there are hundreds of retail businesses.

Ms. Born said that the program being proposed today is only one program but that the City has plans to roll out other programs using the Mayor's Fund. Mr. Evans said that he and City officials are discussing details to offer additional lending at a favorable rate or no-interest rate to businesses citywide. The \$6,000 from the CRA will help in the short-term. A proposal might need to come to the Board before the scheduled May Board meeting to help businesses as soon as possible. Any loan program that the CRA creates would require bank partners.

In response to Ms. Born, Mr. Peralta explained that the rent relief would be a great help to the tenants of 93-99 Bishop Allen Drive. Mr. Evans spoke about rent release being requested of many landlords.

Mr. Bator thanked the staff for putting this together under time constraints. He is pleased that the CRA is doing this. Ms. Drury agreed. There were no other comments.

Mr. Evans asked that the first two motions be taken together.

***The motions:***

- ***to provide all tenants of 93-99 Bishop Allen Drive permanent relief from April and May rental payments under current lease agreements; and***
- ***to approve the option for all active Forward Fund grantees to utilize unspent funds for emergency operation expenses, lifting the capital project expectation from the grant agreements, and executing the immediate disbursement of remaining fund commitment for the same purpose were made and seconded.***

***A roll call was taken by Mr. Evans, upon which he repeated each member's vote.***

***Mr. Bator – yes***

***Ms. Born – yes***

***Mr. Crawford – yes***

***Ms. Drury – yes***

***Mr. Zevin – yes***

***The motion carried unanimously.***

Mr. Evans made a slight modification to the language in the third motion. Although CRA staff is working with the City, he said that the CRA will need to do most of the staffing of the program.

***The motion authorizing the Executive Director to implement a Small Business COVID-19 Relief Grant Program modeled after the City of Cambridge's Small Business COVID-19 Relief Grant Program applicable for establishments in East Cambridge and Kendall Square outside the Community Development Block Grant (CDBG) NRS areas was seconded.***

***A roll call was taken by Mr. Evans, upon which he repeated each member's vote.***

***Mr. Bator – yes***

***Ms. Born – yes***

***Mr. Crawford – yes***

***Ms. Drury – yes***

***Mr. Zevin – yes***

***The motion carried unanimously.***

## **8. 75 Ames Street – M1 Development Agreement**

***Motion: Authorizing the approval of a supplemental development agreement with the Broad Institute, substantially in the form presented on April 15, 2020, providing for 12,500 square feet of development rights within the MXD District of the Kendall Square Urban Renewal Plan***

Ms. Levering said that Tom Grimble, from the Broad, and Darren Baird, from Goulston & Storrs, were present to answer any questions. The entitlement agreement, between the CRA and the Broad Institute, lays out an agreement to purchase 14,000 square feet (not 12,500 as stated in the agenda) of commercial GFA for a use conversion on their M1 mechanical floor in the 75 Ames Street building. The M1 floor space had been reserved when the building was initially constructed. Over the course of six years, it has been determined that this space would be better used for office space. This conversion has been under consideration for a while. It was included in the Infill Development Concept Plan.

Ms. Levering showed an updated version of the agreement that includes some clarifications made by CRA legal counsel and the Broad Institute. A description of property is attached to the agreement. There are also renderings of the building that were discussed at the CRA March 4 Design Review meeting. Minor changes on the M1 floor affect the façade, primarily the replacement of louvers with windows that match the window design of the other levels. The presentation had renderings of the “before and after” M1 floor on each side of the building. There is no change on the north elevation. The floor plan being presented is more refined than the one in the Board packet and shows how the Broad Institute will be using the 14,000 square feet.

Ms. Born said that Ms. Hoffman was right in her comments and wished that the current CRA Board was in place at that time. Mr. Zevin said that this makes the case for changing the long-standing practice in Cambridge of not counting mechanical space towards height or FAR. In response to Mr. Zevin, Mr. Grimble said that there is no plan for a mezzanine. The extra square footage is due to the elevator and stairs not been counted previously. There are no changes to the egress elements. The drawing shows the existing floor plan.

Ms. Levering noted the change in square footage in the motion and the supplemental agreement language.

***The motion authorizing the approval of a supplemental development agreement with the Broad Institute, substantially in the form presented on April 15, 2020, providing for 14,000 square feet of development rights within the MXD District of the Kendall Square Urban Renewal Plan was moved.***

***A roll call was taken by Mr. Evans, upon which he repeated each member’s vote.***

***Mr. Bator – yes***

***Ms. Born – yes***

***Mr. Crawford – yes***

***Ms. Drury – yes***

***Mr. Zevin – yes***

***The motion carried unanimously.***

## **9. Alternative Substation Site Proposal for Parcel Two of the MXD District and future amendment of the Kendall Square Urban Renewal Plan**

Mr. Evans said that the memo in the packet is basically the same memo that was in the cancelled March Board meeting packet, as are the letters that were all transmitted to the City Council. The memo notes the CRA’s involvement in the project through the “Porkchop” parcel between Binney Street and the railroad. In the past day, more materials have been received by Boston Properties and the design team. Mr. Evans summarized the PowerPoint presentation to the East Cambridge Planning Team meeting last week, with some additional slides at the end.

The MXD has evolved through the Infill Development Concept Plan (IDCP). The Fulkerson Eversource substation siting became intertwined in CRA planning efforts. The two timelines in the presentation show the review of the MXD zoning update and the Kendall Square Urban Renewal Plan changes made in 2010. The IDCP was

subsequently amended, in two phases, first allowing construction of 145 Broadway (Akamai) and the second shifting GFA to 325 Main Street (Google). In the middle of last year, the City Manager started a process asking for alternative sites to a proposed Eversource substation site on Fulkerson Street. Under the IDCP, the MXD plan included 145 Broadway, the second commercial building at 14 Cambridge Center (CC), and residential development on the Blue Garage, all on the north parcel. To accommodate Google's expansion on parcel 4, the GFA on 14 CC was shifted to 325 Main Street. The configuration of housing on the Blue Garage is the most relevant for tonight's conversation. The original plan for the Fulkerson site for 40 housing units was approved in 2016. Eversource purchased the entitled property in 2017. The community quickly identified challenges with building such a large industrial facility in close proximity to the Kennedy Longfellow School, and Ahern Field, and residential neighborhoods. Moving it closer to Kendall Square was suggested as the need for this facility was due to the expanded commercial development in Kendall. The CRA first got involved because the "Porkchop" parcel was initially eyed as a location. The CRA transferred this parcel to the City a little over a year ago with an open space covenant to fulfill a long-standing commitment for open space in the MXD district. This site has been planned for years as a park and for an extension of the Grand Junction multiuse path. Although it is a one-acre space, and close to Kendall Square, its shape is awkward and there are extensive subsurface infrastructure challenges. The CRA has participated in a design process with Stoss Landscape Architecture for this park and construction was scheduled for 2021. As an alternative, Boston Properties suggested the North parcel, within the MXD district. This site currently has a parking garage for the commercial developments on parcel 2 (an area between Sixth Street, Galileo and Binney), with spaces for 1100 cars and 100 bikes. It is bounded by the East and West service drives. It also contains two small parcels of open space on either end. Eversource began its technical review of the site at the end of last year to see if a substation would work here. Boston Properties' suggestion of relocating the current garage underground impacts the housing schedule and open space for that site. Because the site is not vacant, there are also timing and site preparation challenges for this site. Eversource has said that the electrical infrastructure of the site would allow for cabling from both the high-voltage transmission from the grid and distribution out to the community.

The proposal would need an amendment to the urban renewal plan and the MXD zoning. The substation would need to be affirmed as an allowable use in that area. The substation would replace the current parking. The parking would be put underground. The residential development would be built in one single residential development about 400 feet tall rather than two buildings bookending the garage. There would be some building infrastructure that would rise to about the height of the existing garage. The building would maintain the 25% below market housing component. Because of challenges with mixed tenancy buildings, BXP has proposed that it be an all rental building. Two additional commercial buildings would be considered for the site. Looking at images of the north parcel in the presentation, Mr. Evans said that there would be impact to the park and some of the trees alongside the garage. Enhancing the service roads to become more interesting would be investigated. The small park off of Binney would be slated for additional development. The substation would be in the middle of the parcel and a commercial building would be on the north end of the parcel. A slide in the PowerPoint presentation noted the connectivity issues that Eversource needs to resolve. They need to bring transmission lines from four different sites - the East Cambridge substation near the power plant at Broad Canal, Union Square in Somerville, and two locations across the Charles River. The high-voltage transmission lines need to go under the Charles River, City streets and a series of railroad tracks. Beyond the wiring and technical issues, the CRA would focus on maintaining a strong public realm, understanding transportation and environmental impacts, the impacts on residents and workers, as well as an overall focus on enhancing the urban design for the north parcel.

The CRA planning process would include a zoning petition, urban renewal amendment, and a MEPA process. Eversource has a separate state review process under the DPU Energy Facilities Siting Board. Mr. Evans noted that the slides shown so far were shown at the ECPT meeting last week. Since then, BXP has provided more information. The current aggregate GFA for the district is just over four million square feet. The proposal would increase the aggregate commercial to 4.5 million sq. ft. and a total of 5 million sq. ft. overall development. A slide showed the location of the currently planned residential development and the proposed residential (in yellow), the proposed Eversource substation in red, and the commercial development in blue. The next slide showed the same concept in a section view. He noted that all of the housing would be delivered at once (inclusionary, middle income and 5% 3-bedroom units required under the zoning). By converting to a full rental program, the units would be slightly smaller so there would be up to 500 units of housing, of which 100 would rent at below market rate. BXP is looking to create a tight floor plate on the residential tower and larger floor plates of about 30,000 square feet for the commercial building, comparable to those already on the block. There is a request that the approximately 75,000 square feet of GFA of the substation be exempt from the GFA cap in the district. With the

garage gone, the CRA will focus on opportunities to increase connections across the north parcel to the Volpe site. With the streetscape enhancement on Binney and Broadway, the side streets could be used as open space connectors rather than alleys. Ian Hatch, from BXP, spoke about the next slide which explained their 800,000 sq. ft. GFA requirement. He said that this is the quantity of development rights that BXP feels is necessary to maintain the economic feasibility of the project in the context of its costs. The costs are separated into three buckets – facilitation, infrastructure, and forfeited development value. The temporary relocation for existing parkers in the blue garage during construction is a nontrivial expense. Staff, engineering, and design costs are also considered. The infrastructure costs are staggering for demolishing the garage, replicating the parking underground, and threading the electrical distribution and transmission lines through the planned and existing development. There is also no potential for future development because of the substation. The significance of all of these is emphasized through the prism of risk.

Mr. Evans spoke about the last slide which highlighted the CRA process. The process used in 2015 for the urban renewal plan amendment #10 and the corresponding MXD zoning built on the implementation of the K2 Plan. After the K2 plan was published, the CRA began a MEPA EIR process that was reviewed by the Board and then sent to the State. After that process played out, the CRA put together a zoning petition and a corresponding plan amendment. All those documents went to City Council in 2015. After they were approved, the CRA had to get the state to approve the urban renewal plan amendment. The entitlement pathway from there involved the special permit and Infill Development Concept Plan and finally, the development agreement with Boston Properties. The pathway for entitlement in this Eversource project would be different. Unlike the community planning process of K2, this is not a planned development increase, but rather a response to a request from the City to look for alternative sites. This is a proposal that is fully understood before the petition process.

Mr. Evans expects that the CRA would submit the zoning petition and look for local approval of the urban renewal plan amendment to expedite the decision-making process with the City. Shortly after that, the CRA would begin the MEPA process and get DHCD approval of the plan amendment. Mr. Evans is not sure how MEPA would scope the urban renewal plan amendment, which is what the CRA needs to follow, along with the substation's requirement for its own MEPA approval. There could be two separate environmental review processes with the State. The development would proceed with a new IDCP and a special permit from the Planning Board and be executed through the development agreement with BXP. The timeframe for executing the local decision on the plan amendment and the zoning is the end of this calendar year or early next year. This timeframe is based on the State's review process for Eversource and having this site approved by the Energy Facilities Siting Board.

Mr. Zevin noted that the above ground substation also puts it close to inhabited space. In response, Mr. Evans said that he expects Biogen and Boston Properties to have third party reviews of the proposal. Mr. Hatch confirmed that BXP would privately engage an entity to ensure BXP's tenant safety. Michael Tilford, from BXP, added that BXP currently has multiple properties in proximity to substations. BXP is comfortable with the proposal. Before beginning any engineering or reviews, this proposal would need to be deemed as feasible and an acceptable response. Mr. Tilford emphasized that this is BXP's proposal to the City's request to present alternatives to the Fulkerson site.

Mr. Zevin said that this proposal gets the housing built quickly in a relatively tall thin building. He had always assumed that there would be a request for more commercial development on the Binney Street end sooner or later. Moving the substation to the denser MXD area is concerning. Mr. Tilford said that the engineering will provide the information regarding EMF shielding and any risks. In response to Mr. Zevin, Mr. Tilford said that the ultimate configuration of the substation will be determined by Eversource. He agreed that the removal of the garage is an opportunity to redesign the connectors towards Volpe and the existing streets.

In response to Mr. Crawford, Mr. Tilford said that there is a contractual obligation for the current 1100 parking spaces in the garage. Many of the leases have extension rights. BXP is open to discussing alternatives to lower the maximum ratio in an effort to decrease parking. In response to Ms. Drury, Mr. Tilford said that the Blue Garage principally serves the people in north parcel, mainly Biogen and transient parkers. The demand for parking far extends the existing supply. Mr. Evans noted that there are employees working in Kendall companies during times when public transportation isn't running.

Ms. Born said that this is just the first conceptual discussion with the CRA Board regarding this proposal. Nothing will be decided tonight. Mr. Bator would feel better about the proposal if a State regulatory body would bless the



location due to its proximity to residents and working people. Mr. Tilford said that he will have more information at the next meeting regarding DPU's review of the environmental impact. Mr. Crawford added that Energy Facility Site Board would review improvements to existing infrastructure.

There were no other Board comments. Looking at the time and the number of remaining items on the agenda, Ms. Born decided to open the meeting to public comment at this point.

*Ilan Levy* said that the substation location won't affect children as much as it would on the Fulkerson site. He asked for confirmation that the required number of parking spaces would decrease if the ratio specified in the zoning decreased. He noted that Eversource has finished a process for a new substation in the middle of a residential area in East Boston without issues. Mr. Evans replied that in the current MXD zoning, which is mimicked in the Volpe zoning and the MIT Noma-Soma project, commercial development has no requirement to provide parking. It is capped at .8 or .9 per 1000 square feet of commercial space, depending on the mix of lab and office space, which computes to about one space per every three or four employees. On the residential component, there is a minimum of .4 parking spaces per housing unit or 40 parking spaces for 100 units. Mr. Evans expects to try to push this amount down to possibly .25 in a new zoning process. Bringing down the maximum allowable parking spaces for commercial developers in the zoning is a topic for discussion with the CRA Board, the Planning Board, and Boston Properties. Although it doesn't help with traffic issues, there might be other ways to provide parking in a smaller footprint of space. Mr. Tilford restated that the current parking commitments would be hard to change.

*Chris Matthews* said that even though he is pro-development in Cambridge, he would like a better understanding of the value for allowing commercial development so that neighborhood mitigations can be discussed fairly. He estimated a commercial up-zoning of 800,000 square feet to be worth approximately \$320 million. Mr. Tilford needed more information to confirm that amount but is open to further discussing this. As far as benefits to expect, Mr. Tilford said that BXP is a market-based participant in the community and provided a market-based solution. Ms. Born noted that the conversation today might be very different than the conversation in three months. Mr. Tilford said that cost of submerging the parking is substantial.

*Chuck Hinds* said that in talking with Divco West last year, he was told that there is a provision in the zoning for a parking garage on Cambridge Crossing if the MBTA asks for it. Have the parking garage built there and shuttling people over from North Point would be less expensive and easier, as well as reduce traffic in Kendall Square. Mr. Evans said that the concept is intriguing. A dedicated bus lane would be needed to ease the last mile of getting to one's office. The existing contracts most likely expect a walk to the office versus another vehicle trip.

Mr. Evans relayed Heather Hoffman's words that she had entered into the Chat. She already expressed her opinions and thoughts at the beginning of the meeting. She reiterated that we are privatizing the benefits and socializing the costs.

Mr. Evans noted that the Executive Session later tonight will be discussing the timing of the housing at 135 Broadway and its pricing based on that timing in the Boston Properties development agreement.

## **10. Annual Investment Report from Morgan Stanley on the CRA holdings with US Bank**

David Javaheri, from Morgan Stanley said that his report is in the Board packet. He gave a brief summary of the performance through the end of March – month-to-date, quarter-to-date, year-to-date, and from when the account was opened. The conservative CRA strategy was advantageous in the current decline. At the end of March, the allocation of equities was only 12%. When the large infusion of cash came to the portfolio at the beginning of March, it was decided to leave this in a treasury money market since the economy was declining. Overtime, the account will get back to the 30% maximum, as specified in the CRA Investment Policy. The other investments are in treasuries. Looking at the month-to-date column, the portfolio lost 1.4%. Mr. Javaheri spoke about the benchmarks he uses for comparison purposes. With respect to the quarter-to-date, the portfolio went down 3.5%. The year-to-date number is the same. Over the last 12 months, however, the portfolio is up 1%. In the last three years, the portfolio averaged about 3% per year. Since inception, the average has been 2.5%. The returns are to be expected for such a conservative portfolio.

Mr. Evans said that the Finance Committee (Mr. Bator, Mr. Zevin, Ms. Kailasam, and Mr. Evans) discussed the process of reentering the market gradually. Mr. Bator added that it makes sense to get back into the market slowly and sensibly. He said that 12% in equities is too low; 30% is very conservative and is an appropriate level for a public entity.

In response to Ms. Born, Mr. Javaheri said that prior to the \$20 million coming into the portfolio, the CRA equity allocation was at 30%. The \$20 million diluted the portfolios allocation so that the equities percentage dropped to 12%. Due to the stock market turmoil at the time, a decision was made to keep the money in legal listed money markets until the Finance Committee met to make the decision to reenter the equities market. All large infusions of money are dollar cost averaged over 3 or 6 months.

#### **11. Design Review Committee Reports from March 4th and April 1st, 2020**

Ms. Born said that the notes in the packet are based on the Design Committee's review of various items. Because of the time, Ms. Born said that there was no reason to go through these but would take any comments or questions.

There were no comments. Ms. Born said the documents will be placed on file.

#### **12. Third and Binney Food Truck Program Update**

Mr. Peralta said that the request for proposals was released in early January. Based on feedback from previous season vendors, the season was planned to start in mid-March, which was to be the earliest start for the program. The deadline for proposals was February 14, allowing time for the accepted trucks to get all their certification and inspections completed. Due to the pandemic, the City has put a hold on inspections. Mr. Peralta listed the names of approved trucks. The CRA received 25 proposals. Preference was given to Cambridge residents, new businesses, minority or women owned businesses, and returning vendors in good standing. There was a good mix of new and returning vendors. There is also a dessert truck this year. Pop-up events are encouraged. Many of the vendors are anxious to start. The poster for the program was put on hold until the season can officially start as each vendor's situation may change.

#### **13. Designer selection process for streetscape design and engineering services for Main Street, Broadway, and Third Street**

***Motion: Authorizing the Chair to enter into a design services contract with Sasaki for the design of conceptual streetscape plans within the Kendall Square Urban Renewal Plan area.***

Ms. Levering said that, in collaboration with Cambridge City departments, there was a consultant procurement process for streetscape design work for all the streets in the KSURP that were not included in the Broadway/Binney/Galileo project. These streets radiate out from Galaxy Park, which include Main Street to Galileo Way, Third Street to Binney, and Broadway to Ames Street. CRA and City staff felt that, with the upcoming development planned on the Volpe site, the Constellation Center, and large parts of Main Street currently under construction, it would be beneficial to establish a concept that ensured that the streetscapes were designed to meet Cambridge's multi-modal accessibility standards. It was also important for these streets to be integrated with the Broadway/Binney/Galileo streetscape designs. The CRA staff released an RFP to find a consultant team on January 20. Four proposals were received. Interviews with three of the firms were conducted on March 2. The interview team consisted of staff from CRA, TPT, DPW and CDD. The team is recommending Sasaki and HDR for reasons that are stated in the Board packet memo. Ms. Levering said that the project is expected to be completed in two phases. Phase 1 will be a quick-build design for Main Street to catch up to the opening of Main Street after the completion of some of MIT's SoMa projects. Phase 2 will develop a more robust concept plan for the rest of the project area and consider alternatives for a more visionary concept for Main Street for future implementation. To meet the short time frame for Phase 1 and because of the cancellation of the March Board meeting due to COVID, a short-term 3-month \$10,000 contract with Sasaki was initiated to begin initial

work documenting existing conditions, beginning data collection, and doing some base mapping work. This contract is included as an attachment in the Board packet, as is Sasaki's RFP.

Steve Engler, from Sasaki, said that he is excited to be working on the project. Sasaki has been working on the implementation of the Alta design along Broadway and Binney with Boston Properties. Mr. Zevin noted that the Eversource project could tear up the just completed construction. Ms. Levering said that Mr. Engler is currently working on this very issue with Boston Properties for the Binney/Broadway/Galileo project so they will have a deep understanding of what Eversource needs to do. HDR has experience doing utility research work. Mr. Evans stressed the importance for a vision for Broadway before the Volpe and Eversource work occurs. He doesn't expect any streetscape implementation to occur on Broadway until those projects were completed. He added an integrated vision will be useful as Third Street is being reimaged as a retail corridor.

***The motion authorizing the Chair to enter into a design services contract with Sasaki for the design of conceptual streetscape plans within the Kendall Square Urban Renewal Plan area was moved.***

***A roll call was taken by Mr. Evans, upon which he repeated each member's vote.***

***Mr. Bator – yes***

***Ms. Born – yes***

***Mr. Crawford – yes***

***Ms. Drury – yes***

***Mr. Zevin – yes***

***The motion carried unanimously.***

#### **14. 93 - 99 Bishop Allen Drive project update and consultant selection process**

***Motion: Authorizing the Chair to enter into a professional services contract with STV/DPM for construction project management services related to the renovations of 93-99 Bishop Allen Drive.***

***Motion: Authorizing the Chair to enter into a professional services contract with the TSNE MissionWorks for the property management services at 93-99 Bishop Allen Drive.***

Ms. Schwarz noted that there are three memos in the Board packet, one of which does not require a vote. She talked about this issue first. The first memo is about the scope and the design. When the building was purchased in October, there was an expectation that approximately \$2 million would be spent for renovation as the building hadn't seen a major renovation since the 60s. This was based on estimates at the time that were focused on life safety and accessibility. However, it was understood that there might be other goals for the building that would exceed this estimate. The memo summarizes all of the work. It includes work that is absolutely necessary like ADA accessibility and fire safety. It lists work needed to upgrade the HVAC and electrical systems. It includes work to make functional improvements to the building's use as a nonprofit center, such as a single entryway, improved mailroom, and common spaces where tenants can interact. The last item on the list is relocation and swing space. Looking at the bottom of page 4, the life safety and accessibility work alone have cost estimates totaling \$1.7 million. Staff would like to get an estimate for each of the items in the chart and then come back to the Board with a final building scope and budget, which is very likely to exceed \$2 million. The rest of the memo contains conceptual designs of the building. Although these designs have been altered, the main concepts have not changed. There will be one main universally accessible entryway into the building on the 99 side with an ADA compliant ramp. The existing elevator shaft can be reused with a larger car that can accommodate strollers and wheelchairs. There is a plan to have a more secure mailroom, a hallway that crosses between 93 and 99 on every floor so one can walk from one end of the building to the other, more common meeting rooms, a shared kitchen, and some coworking space for seasonal staff, interns, or occasional workers. The next steps include discussions with Charlie Sullivan about the historic façade and discussion with the tenants about building functions and layouts.

Mr. Zevin liked the idea of having one entrance. In response to Mr. Zevin, Ms. Schwarz said that the tiny spaces in color are tenant spaces that are based on the square footage tenants have now. Some of the small spaces are bathrooms or electrical rooms. Mr. Zevin suggested having a more open plan. Mr. Evans said that the tenants have an interesting array of space uses. The goal is to make the building more efficient while accommodating

existing programs. At this point, the key items of the design are using the central corridor so that the main entry and the elevator service all the tenants.

Moving to the next memo, Ms. Schwarz said that there is a need for an Owner's Project Manager for the building. Staff ran a procurement process and got five responses, of which two rose to the top as being fully qualified and strongly aligned with this type of project. Both firms had experience with Chapter 149, brick masonry buildings, and occupied buildings. Both candidates were interviewed. STV/DPM was preferred. This proposal was planned for the March Board's agenda but as that meeting was canceled, staff did enter into a small contract of less than \$10,000 just for an early design phase. STV/DPM have already provided invaluable advice. Now, staff is recommending that the CRA enter into a contract for the full project through its completion. Ms. Schwarz noted that two members of the STV/DPM team were on the Zoom call, James Riefstahl and Bob Labrecque.

***A motion authorizing the Chair to enter into a professional services contract with STV/DPM for construction project management services related to the renovations of 93-99 Bishop Allen Drive was moved. A roll call was taken by Mr. Evans, upon which he repeated each member's vote.***

***Mr. Bator – yes***

***Ms. Born – yes***

***Mr. Crawford – yes***

***Ms. Drury – yes***

***Mr. Zevin – yes***

***The motion carried unanimously.***

Mr. Peralta said that when the building was purchased last year, the Board approved a sole source selection contract with the then current property manager, Senne Management. The intention was that a larger procurement process would be done after nine months. In January, an RFP for Facilities Management was posted. Four proposals were received, one of which was incomplete. Two entities were interviewed. TSNE Mission Works, which currently manages the Link, has experience managing occupied buildings during construction, managing nonprofit spaces, and it has positive tenant relationships. Staff is recommending a 3-year contract starting mid to early May.

***A motion authorizing the Chair to enter into a professional services contract with the TSNE MissionWorks for the property management services at 93-99 Bishop Allen Drive was moved. A roll call was taken by Mr. Evans, upon which he repeated each member's vote.***

***Mr. Bator – yes***

***Ms. Born – yes***

***Mr. Crawford – yes***

***Ms. Drury – yes***

***Mr. Zevin – yes***

***The motion carried unanimously.***

## **15. Staff Report & Quarterly Financial Report**

Mr. Evans touched upon the main topics written in his staff report. Staff has made a quick transition to remote work in March. Staff is still learning the best remote format for conducting public meetings. Applications are being received for the open planner position which will support the CRA with traditional planning elements, external communication, and neighborhood-based planning efforts. The Margaret Fuller Neighborhood House project is focusing on space planning and understanding how the building can function. Preliminary financial models are being evaluated with a combination of new construction and the potential to do some rehab on the existing building, all financed primarily by revenue from a new housing project on their parking lot. There is a decision point with the MFHN under the CRA's current agreement this summer which might need to be pushed back.

The Foundry construction was halted initially due to an Eversource line that runs underneath the site and then construction ceased throughout the City due to the virus. Work continues with the Foundry Consortium on a job description for their future Executive Director. A term sheet for a lease with them will come before the Board probably next month. When the date for delivering the building is known, Anne Columbia can start working on

brokering leases and marketing the building. Staff continues to work through the governance process with KSTEP and hopes to get all the agreements in place for the bus shelter. Mr. Evans would like to use KSTEP funds to advance shuttle services in the Kendall area. Through the work with Just-A-Start on the open space design for Rindge Commons in Alewife, the CRA urban designer contractor, Gamble, has been looking at designs for improved connectivity to the surrounding area. There is a final draft of the workforce development report that was worked on with the City. The goal is to bring it to the CRA Board within the next few months after a decision is made on how to roll it out given all the meeting suspensions due to the virus. Much of the data might seem dated given the change in the economy.

Ms. Kailasam was still in India and unable to attend the meeting. Ms. Shore quickly summarized the financial reports. She said that Ms. Kailasam is introducing two new reports on a quarterly basis – the balance sheet and the cash flow statement. The budget vs. actuals report and the charts will remain as is. The CRA received \$20 million for the sale of development rights which went into the money market account. The negative net income is primarily due to the loss of investment value due to the state of the economy. In light of the late hour, Ms. Shore asked if there were any questions rather than going through the report in detail.

There were no questions or comments.

### **Additional Public Comment**

Ms. Born asked whether anyone from the public wished to comment. No one replied.

Mr. Bator confirmed that the Board had concluded all of the business set forth on the regular agenda and the Board meeting. Ms. Shore explained that this Zoom meeting would end. All attendees of the Executive Session should access the Executive Session Zoom link.

***The motion to convene in executive session for the purpose of discussing the Cambridge Center Development Agreement with Boston Properties related to multi-family residential development within the MXD District of the Kendall Square Urban Renewal Plan was seconded.***

***A roll call was taken by Mr. Evans, upon which he repeated each member's vote.***

***Mr. Bator – yes***

***Ms. Born – yes***

***Mr. Crawford – yes***

***Ms. Drury – yes***

***Mr. Zevin – yes***

***The motion carried unanimously at 8:28 p.m.***