

Regular Board Meeting
Cambridge Redevelopment Authority

Wednesday, September 12, 2018 5:30pm
Robert Healy Public Safety Center / Cambridge Police Station / Community Room
125 Sixth Street, Cambridge, MA

APPROVED Meeting Minutes

Before the Regular Board Meeting, a public site tour of Block 4 of the Kendall Square Urban Renewal Area was conducted to discuss the context for the proposed development at 325 Main Street (formerly Three Cambridge Center). This was followed by a Design Review Committee meeting at the Police Station, 125 Sixth Street, Cambridge, where topics related to the tour were discussed. Signage ideas for Bank of America at 88 Ames Street and Cambridge Innovation Center's Galaxy Park entry of 245 Main Street were also presented. Besides CRA representatives, there were attendees from Cambridge Community Development, Boston Properties, Lemon Brooke, Bank of America, and Cambridge Innovation Center.

Call

After the Design Review Committee meeting ended, Chair Kathleen Born called the regular Board meeting to order at 5:52 p.m. The meeting was recorded by the CRA. Other Board members present were Vice Chair Margaret Drury, Treasurer Christopher Bator, Assistant Treasurer Conrad Crawford, and Assistant Secretary Barry Zevin. Executive Director Tom Evans and other CRA staff members, Ellen Shore, Jason Zogg, Carlos Peralta, Alex Levering.

Public Comment

No requests for public comment were made.

The motion to close public comment was seconded and carried unanimously.

Minutes

1. Motion: To accept the minutes of the Joint Meeting of the CRA and Planning Boards on July 31, 2018

There were no comments.

The motion to accept the minutes of the Joint Meeting of the CRA and Planning Boards on July 31, 2018 and to place them on file carried unanimously.

Mr. Evans said that these minutes would be forwarded to the design team and the Cambridge Development Department.

2. Motion: To accept the minutes of the Regular Meeting of the Board on August 8, 2018

There were no comments.

The motion to accept the minutes of the Regular the Board meeting on August 8, 2018 and to place them on file carried unanimously.

Communications

3. February 28, 2018 Letter from the Cambridge Community Development Department regarding Planning Board comments related to preliminary Bank of America signage concepts

Mr. Evans said that although the letter from the Cambridge Community Development Department (CDD) was received in February it was held back until the appropriate time to come before the entire Board. The feedback in the letter was included in Design Review Committee discussions and the consensus of that committee was that more revisions of the signage should be done before a motion comes before the Board.

A motion to place the CDD letter on file carried unanimously.

Mr. Evans distributed a letter from Larry Bluestone. Ms. Born noted that the letter from Mr. Bluestone was written by him as a citizen, not as a CRA consultant as he has been in the past. Although his letter was addressed to the Design Review Committee, he requested that it be communicated to the full Board. Although this item was not on the agenda, Ms. Born said that the letter suggests a reason to discuss the topic tonight.

Mr. Zevin agreed with the content in Mr. Bluestone's letter. He added that for years, Kendall Square has been an example of how not to do an urban place. With the last two buildings, progress has been made to change this reputation. In the proposed building's current form, Mr. Zevin feels that this could be an embarrassment. Ms. Born was impressed by Mr. Bluestone's boldness. Mr. Evans explained that the letter was sent to BxP; he did not know if the letter was shared with the architect. Ms. Born noted the controversy surrounding this project and anticipates some tough decisions. She reminded everyone about abiding by protocol surrounding public discussions. Chuck Redmon, CRA consultant on the project, was interested in other building design ideas that were envisioned by Boston Properties and its architect before this one was selected. There was agreement that Mr. Evans should get more elucidation from Mr. Bluestone regarding the issues stated in his letter. Ms. Drury suggested that the Board send a list of concerns to BxP and that they know of the CRA's increasing concerns with the proposal. Mr. Evans said that some of the concerns were heard by BxP during the Design Review. Mr. Evans said that before the joint meeting, Bob Simha and the East Cambridge Planning Team voiced support for the new scheme, which moves Commercial Building B farther from the neighborhood. Mr. Evans noted that the CRA's design review regulatory process gets complicated with requested design detail clarifications from design reviews as well as sequencing the approvals of district-wide plans with those of the building designs. Multiple issues were discussed - the floor plate size in the building submission versions versus the size in the Infill Development Concept Plan, the public views of the building, the effect on existing views from other buildings and the Roof Garden, the minimum requirement for space between buildings, understanding of the actual floor plan in the design submission, and the looming nature of the building. While the K2 plan's designing guidelines are used for rationalizing the way to get a special permit, CRA does not agree these are the appropriate principles for creating a landmark building. Mr. Zevin does not want to get dragged into details of the building before it is agreed that the change in location of Commercial Building B is satisfactory. Ms. Born said that the need for large continuous floorplates is not the purview of the CRA Board. The focus is how the building presents itself externally and to protect the public realm. There was a discussion of the area being re-parceled into one. The building code will require separate exit stairs in 325 and 355 Main Street, but the replacement for 325 Main Street will be a Type I fireproof building, like 355, so it's not clear that any fire separations would be required between the two.

There was a discussion about whether it is economically wise to create one very large building to accommodate one tenant which could preclude usage by another tenant in the future. There was also a discussion of the CRA easement on Pioneer Way through the food court and whether it was a buildable site. This is an easement like the one through the Marriott.

Mr. Evans suggested focusing on a select number of issues. Mr. Zevin spoke about a two-story hole created at the roof garden level, reducing the width of the building to something bridge-like and transparent between 325 and 355, and then letting the architect design whatever above that. Mr. Evans said that there is a hearing in October, in three weeks. This conversation should get to BxP. In addition to speaking with Mr. Bluestone and notifying BxP of the concerns, Mr. Evans suggested more frequent public design conversations with the CRA Design Review and representatives from the Planning Board. Once BxP submits a proposal, wind and other studies would be needed for substantive changes. Mr. Zogg said that there is an expectation that things will

change after October 2, but not before, so twice-a-month meetings could be useful in October and November. There is already one Design Review Committee meeting in October and one in November.

In response to Ms. Drury, Mr. Evans explained that BxP has a permit to build a 400,000 square foot building on Binney Street. The decision now is whether, through the amended special permit and the CRA's approval of the amended IDCP, the square footage can be moved to 325 Main Street. They cannot pursue a building at 325 Main Street without that permission. According to the guidelines, the special permit process has to show that six or so conditions are met saying that this is better. There is no as-of-right construction allowed. The CRA needs to find consistency with KSURP goals. Building on this site is actually in the K2 plan. Mr. Evans emphasized that the major housing component of 300,000 square feet of residential, including 25% affordable units, will not get built without this permission. It is a mixed-use project but it is not stacked in the same building.

Mr. Redmon will be writing a report which he said would have the same concerns as Mr. Bluestone. If the height limit is increased, and a setback created, there can be more square footage on the site. Mr. Evans will convey the tenor of the Board's conversation to BxP and get some design review meetings scheduled after October 2nd.

The motion to place the letter on file carried unanimously.

Ms. Drury requested that the motion be amended so that it can be brought up again.

The motion was amended. The motion to table the correspondence from Larry Bluestone for further discussion carried unanimously.

Reports, Motions, and Discussion Items

4. Report: Kendall Square / MXD Open Space Survey

Ms. Levering distributed a one-page summary about the survey. The Open Space Survey was conducted in two rounds. The first survey results were collected in June and July. At the last Board meeting, the survey was reopened and closed again just a few days ago. The reasons for the survey were to get public sentiment and information about current uses of the open spaces in the Kendall area, as well as to understand where the CRA is with respect to its implementation plan's metrics for Open Space. In both rounds, results were collected online via a Google form that was distributed through emails, list serves, social media, and a website pop-up. An email with the survey was sent to Akamai, the KSA, ECBA, ECPT, and 3rd Square. In-person surveys were also done in the first round with the help of intern Alexander Rogala at seven different parks and once at the Kendall Square Farmer's Market. A poster-sized map of the spaces attracted passersby. A total of 186 results were received. Various statistics were taken. The same questions were asked online and in person. Most responders worked in Kendall Square, followed by those living in or near Kendall Square. The report in the Board packet contained the exact wording of each question. Kendall Plaza was the most visited park, followed by Sixth Street Walkway. Respondents indicated that they visit six of the seven Kendall open spaces at least occasionally. Danny Lewin Park was the most unknown or unused space. The major reason to visit the Kendall parks was for commuting, followed by lunching or taking a break from work. Using the spaces for an event received the fewest responses. Many responders valued the existence of open space because of their greenery and landscaping. Places to sit were appreciated as were walking paths and shade. The results also suggested a reason to develop and/or raise awareness of the programming that already takes place in Kendall's open spaces. The top suggestions for additions were to implement more programming, create greener open spaces, and to add more seating options and other park amenities. More transportation features such as bike racks and blue bikes were also desired. Ms. Levering said that some answers are seasonal. For example, more people will request shade in the summer than in the winter.

Ms. Born was surprised by the low response for dog friendly spaces and athletic fields. Mr. Bator agreed that different responses would be expected in other parts of the City where playgrounds and athletic fields are a major desirable feature. Mr. Crawford wished more teens would have participated. Ms. Born said that this is an energetic urban response which should inform the programming for the area. In response to Mr. Crawford, Ms. Levering said that there was one request for a spray park but not swimming in the Charles.

Mr. Evans said that a future round could expand to include Binney Street Park and Rogers Street Park. Mr. Crawford suggested adding the Grand Junction from BU to the Somerville Line. In response to Mr. Zevin, Ms. Levering noted that parks that might disappear were intentionally not included.

5. Design Committee Report: Signage Review

Motion: Approving the conceptual signage proposal for Bank of America at 88 Ames Street on Parcel 4 of the Kendall Square Urban Renewal Area

Ms. Born explained that this proposal was discussed in the Design Review Committee meeting and Bank of Americas was asked to come back.

A motion to table the motion approving the conceptual signage proposal for Bank of America at 88 Ames Street on Parcel 4 of the Kendall Square Urban Renewal Area carried unanimously.

Motion: Approving the conceptual signage proposal for CIC at 245 Main St Street on Parcel 4 of the Kendall Square Urban Renewal Area

Ms. Born said that the Design Review Committee was enthusiastic about the signage. There was a discussion of the process with the previous tenant's signage. Mr. Zogg said that there is still clarification needed for the west-facing side of the sign.

A motion to approve the conceptual signage proposal and to authorize staff to review the final dimensions, fabrication, and installation details, for CIC at 245 Main St Street on Parcel 4 of the Kendall Square Urban Renewal Area carried unanimously.

6. Update: Opportunity Space RFQ for 255 Main Street, MXD Infill Development Concept Plan, Kendall Square Urban Renewal Project Area

Mr. Evans explained that the Opportunity Space is an outgrowth of the Infill Development Concept Plan. There is an open RFQ seeking program providers for the 8th floor area. The goal is to begin conversations with a number of potential workforce and economic development service providers. The initial response has been intriguing. At this time, it is unknown how many operators will fit together on the same floor. The idea is to have a suite of different interlocking outreach and training programs that can use the space concurrently with overlapping missions. Mr. Evans has spoken to various groups that have an interest in the concept.

At the same time, staff is working with Boston Properties (BxP) and the Nonprofit Center (NPC) to create an operating model. NPC is working on a 3-year licensing operating agreement with BxP to be the concierge for the space. They would schedule and manage the space. The concept is a "work in progress" but the Kendall Square location has piqued interest. The pricing model of NPC is still being discussed. The goal is to avoid duplication of services among providers while providing resources to the underserved community that reduce barriers to entering the tech economy. Mr. Evans said that Skillworks, a national sub-nonprofit of the Boston Foundation, wants to launch a pilot evaluation center offering skills-based assessment testing.

Mr. Evans said that some classrooms, open offices, and meeting areas should be ready by Q1 2019. Construction is beginning now on a portion of the 8th floor for BxP property management offices. How the CRA folds into the shared space still needs to be decided. Mr. Crawford would like to see programs that encourage diversity, ethics, and humanities.

7. Update: Foundry Redevelopment Process

Mr. Evans said that the design team hopes to put together a feasibility study in the next month that will compare the costs of constructing an addition versus staying within the building's skin. Opening up the inside of building, with no addition, creates a business plan problem since there's less square footage to drive the operating revenue of the building. On the other hand, besides increased costs, an addition on a landmark building creates a more complex review process. Mr. Evans is meeting with Michael Black tomorrow. The Inspector General approved the

Construction Manager at Risk (CMaR) process. The City has issued an RFQ for general contractors. In a typical public building procurement process, a full bid package is sent after a full design is completed and the lowest bidder wins. This can create conflicts if corners are cut to win the bid process, followed by multiple change order requests. With the CMaR process, the contractor is brought in earlier in the design process. Six proposals were received. Three will be selected for interviews in the next few weeks.

With respect to operations, the CRA continues to have conversations with MIT/Lemelson on behalf of the Foundry Consortium. Throughout the summer, they have been conducting lots of outreach regarding the arts, performing arts, and maker-space components. They are figuring out their business model. They are putting resources into the programming of the building but they need technical help with the mechanics of operating the building. The CRA might need to provide them with capacity building resources now from funds already allocated to the Foundry. This could also provide some leverage to acquire other grants. A letter of agreement is being drafted with Lemelson/MIT to outline timelines and expectations for obtaining building management experience, commercial real estate brokerage and legal services, and establishing a 501c3 separate from MIT. They need funding to build capacity. There is a meeting next week with the MIT legal team.

Mr. Crawford said that the CRA staff will build its knowledge capacity and gain institutional expertise. Mr. Evans said that Lemelson/MIT have spent time gaining knowledge to confirm what CRA had learned. Lemelson/MIT is very well positioned to run the educational programs. Mr. Bator emphasized that the Foundry Consortium needs people who are solely dedicated to the project. Mr. Evans said that the CRA could help them distribute an RFP, following public procurement procedures, to find a management company. The Foundry Consortium's proposal stated that they would need to hire a building property firm as well as create a nonprofit; the CRA needs them to do this sooner than later. They also need to form a board.

Mr. Evans will keep the Board updated.

8. Report: Real Estate Advisory Services On-Call Contracts

Motion: Authorizing the Chair and Executive Director to enter into two 3--year professional services 'house doctor' contracts with HR&A and Columbia Real Estate Services for real estate advisory services related to the Kendall Square Urban Renewal Plan, the Foundry Demonstration Project, and general strategic planning purposes.

Mr. Evans said that staff is moving forward with two contracts. HRA, who has worked with the citywide planning process, including work on Alewife, has expertise in large strategic big picture feasibility projects. Columbia could help with the Foundry as they have run business plan models for the Foundry in the past and can function as a broker with respect to prospective leases. Mr. Evans clarified that the motion at the end of the report in the packet is incorrect. The motion in the agenda is the correct motion.

The motion authorizing the Chair and Executive Director to enter into two 3-year professional services 'house doctor' contracts with HR&A and Columbia Real Estate Services for real estate advisory services related to the Kendall Square Urban Renewal Plan, the Foundry Demonstration Project, and general strategic planning purposes carried unanimously.

9. Staff Report and Monthly Financial Update (Mr. Evans)

Mr. Evans said that Erica Schwarz was hired as the Community Project Manager to start at the end of October. She will work on the Opportunity Space and the Foundry projects. She has had leadership positions at the Southwest Boston Community Development Corporation in Roslindale. She has lots of community experience.

The CRA audit should be ready for the CRA Board's review in October. The CRA audit is dependent on the audit of the Cambridge Retirement System (CRS), which is received by the CRA auditors very late each year. Now that the City's audit is dependent on the CRA's audit for their Comprehensive Annual Financial Report (CAFR) due on 12/31/18, and the City and the CRS have the same auditor, the City was able to push its auditor to give the CRA information sooner. After approval, the CRA audit will be sent to the City.

Coming up on the calendar are the audit, the Foundry letter agreement, the Infill Development Concept Plan Amendment, finalization of the operation plan for the Innovation Space, and some budget revisions.

The Sixth Street Walkway is progressing. Most of the hardscape materials are there and the ends are being worked on now. Brand new plaques were made. Some signage work needs to occur. The plan is to open the path in October but unfortunately, not in time for the ULI walking tours.

The Cambridge Arts Center unveiling celebration of their mural at Parcel 6 was rescheduled to this Friday at 4:30pm due to the weather. The façade of the new Akamai headquarters building is nearly complete with the exception of the screening around the mechanical floors. The final design issues regarding the ground and streetscape are still being discussed. There is an RFP for landscape maintenance as the last three-year contract is expiring. The scope is less than in previous years since the Porkchop has been given to the City. Mr. Evans spoke about a CRA entry into the affordable housing realm by possibly helping with the public realm and landscape elements. There have been conversations with Just-A-Start and one occurring soon with the Housing Authority. Mr. Evans hopes to have a proposal soon.

Regarding the budget, adjustments are needed in the professional services as well as other refinements. The biggest outlay of money this year will be \$2 million to the City at the end of September or early October for the Foundry, but there hasn't been a conversation as to what will trigger that transaction. Mr. Evans said that the MOU states this should occur around the same time that the City does the appropriation of the \$20 million of their capital funds. It not clear, however, if the feasibility study will be done in time for the Foundry appropriation to be included with the other free cash appropriations at the tax levy hearing so it might happen as a separate appropriation. The CRA is planning to give the City \$2 million now, \$1 million in the middle of the project, and \$4 million at the end.

Adjournment

The motion to adjourn carried unanimously at 8:45 p.m.