

Regular Board Meeting
Cambridge Redevelopment Authority

Wednesday, May 17, 2017, 5:30pm
Robert Healy Public Safety Center / Cambridge Police Station / Community Room
125 Sixth Street, Cambridge, MA

Approved Final Meeting Minutes

Call

Chair Kathleen Born called the meeting at 5:34pm. Other Board members present were Vice Chair Margaret Drury, Assistant Treasurer Conrad Crawford and Assistant Secretary Barry Zevin. Treasurer Christopher Bator was absent. Staff members present were Thomas Evans, Carlos Peralta, Jason Zogg and Ellen Shore.

The CRA and John Hawkinson recorded the meeting.

Public Comment

As there were no members of the public who wished to comment, public comment was closed.

Minutes

1. Motion: To accept the minutes of the Annual Meeting of the Board on April 12, 2017

There were no modifications.

A motion to accept the minutes and place them on file carried unanimously.

Communications

2. Memorandum date April 26, 2017 Regarding Veolia Repairs and Improvements North and South of Broadway within the Kendall Square Urban Renewal Plan

Mr. Evans explained that this is a coordination memo that documents a series of conversations between CRA staff, DPW, and Veolia regarding work that Veolia has requested to do on their steam infrastructure that runs along the Grand Junction Park (GJ) and the Pork Chop parcel (soon to be Binney Street Park.) The goal is to minimize the disruption to both public park areas. According to a CRA easement on the property, a request can be made for facilities to be moved. There is no action required by the Board. Veolia would pay for necessary repair work to the GJ. Some trees might need to be replaced. The work would be done by the current CRA landscaping contractor, Brightview, who conveniently now employs the project manager responsible for the initial GJ installation.

Mr. Zevin expressed frustration with Veolia's request to tear up a portion of the GJ after stating that they would not need to do any work. To avoid similar scenarios in the future, Mr. Evans will request the condition of their pipes running under CRA public ways, starting with the Sixth Street Walkway. Mr. Zogg will be asking Veolia for a sign explaining the construction. Mr. Evans will be asking for park enhancements as compensation.

In response to Mr. Crawford, Mr. Evans explained that steam is not a regulated utility so there are no reports filed with the Department of Public Utilities. Mr. Crawford requested that there be community notifications of street shutdowns to the surrounding neighborhoods.

The communications will be filed.

Reports, Motions and Discussion Items

3. Report: Kendall Center Plaza and Roof Garden Public Programming

Mr. Evans said that a requirement of the Ames Street residential development agreement with Boston Properties (BP) was to enhance programming on public parks, namely the Kendall Plaza and Rooftop Garden. This is the annual report of the Kendall Center programming planned for the year.

Sara Goldstein and Laura Sesody from BP gave a Powerpoint presentation. Ms. Goldstein spoke about the returning events occurring on the Kendall Plaza this summer throughout the week: a noontime concert series on Tuesdays, a farmer's market on Wednesdays, an after-work concert series on Thursdays, and a partnership with the Community Arts Center and students from the Port neighborhood on Thursdays. A Soofa bench was recently installed on the Plaza. A KSA little library book exchange kiosk is also on the Plaza. A Live Well Expo event was held in April 2017 with various vendors offering information related to health, wellness, sustainability, and transportation.

Ms. Goldstein summarized other events that occurred on the Plaza last summer - a temporary art installation with Cambridge Science Festival, the Now+There interactive promise marquee, and the Play-Me-I'm-Yours street piano project.

On the Rooftop Garden, there will be a fitness series after work, a garden education series, and cooking/tasting classes. A Soofa bench and a KSA little library book exchange kiosk are also on the Rooftop Garden.

Garden beds were recently installed at Parcel 6 in coordination with Green City Growers and the CRA to provide an educational program for students in the Community Charter School in Cambridge. There is a proposal to start an Artisans Market in partnership with the Cambridge Arts Council. BP is looking for public art installation proposals. Ms. Goldstein spoke about the social media outreach channels.

In response to Mr. Zogg's question regarding the Main Street banners, Ms. Sesody replied that BP is ready to go to print. There have been issues with the sizing. BP needs to provide a bond for the installation. The City will install brackets the same day that the banners go up so they are the right height. BP hopes to be done before the next CRA Board meeting.

Mr. Crawford is pleased to see the various programs and partnerships.

Ms. Born asked about the method of notifying people on the ground level about events that are happening on the Rooftop Garden. Ms. Sesody replied that a tall popup sign placed on the ground near the arcade didn't hold up but there will be stationary signage. BP has considered wrapping a column next to the Coop entrance. Social media is the primary communication channel. Mr. Evans said that the Soofa Sign can be used but it is unclear how much people are engaging in that manner.

In response to Mr. Zogg's question about obtaining data on the usage of public spaces, Ms. Sesody said that people counters are only used for classes. The usage for drop-in events is more anecdotal. In response to a question regarding vendor selection for the Farmer's Market, Ms. Sesody replied that there is a farmer's market manager who tries to keep the market local, varied, and balanced. An audience member thought that it should have more produce. Ms. Sesody added that it is important for vendors to sell enough in order to make it worthwhile for them to continue participating.

In response to Ms. Hoffman, Ms. Sesody expected the Community Arts Council table to remain in the Farmer's Market. The Artisan's Market concept is being development. Ms. Hoffman suggested adding an information table to the Farmer's Market.

Mr. Zevin noted that the programmable ceiling in the Google arcade is blank. Ms. Born suggested adding community participatory fitness dance events to engage the public. There was a discussion about other group fitness events.

Mr. Zogg moved the conversation to BP updates that were not on the agenda. Mr. Evans added that these are not in public areas. Ms. Sesody spoke about the string lighting that the Marriott is interested in installing above the Champion's patio. She then discussed the seating and plantings for Legal Sea Foods' new Fish Bowl fast-casual eatery that replaces the private eating area space in the restaurant. Ms. Sesody said that she would confirm if alcohol will be served. Mr. Zogg walked through the map of the space. Mr. Evans said that there is currently an interim sign and expects them to come before the CRA Board for review when it is finalized.

The report will be placed on file.

4. Presentation: Verizon Antenna Installation on Kendall Center Yellow Garage (Mr. Zogg) *

Motion: To approve the location and design of a Verizon Antenna upon the Yellow Garage within Parcel Three of the Kendall Square Urban Renewal Area

Mr. Evans explained that the land use controls in the MXD do allow the inclusion of telecommunication equipment but the design guideline process isn't clear so staff decided to bring the discussion to the Board. This proposal has a substantial amount of mechanical screening,

Michael Giaimo who was representing Verizon Wireless explained that Verizon is currently leasing space from Boston Properties (BP) in the stairwell penthouse of the yellow parking garage at 75 Ames Street. The proposal is to install antennas on top of the existing penthouse behind a screen wall. The screen wall would consist of radio signal-permeable fiberglass but painted to match the existing surface or some other color that the CRA Board chooses. He showed pictures of the stairwell with, and without, the added screen wall from various angles. There would be a secured mechanical room within the garage and cabling through the inside of the building. The height of the new screen is 6'4". There was a discussion about the color of the panel. Mr. Zevin would rather not hide the equipment but noted his opinion isn't popular. He would like to see a color distinction. Mr. Evans suggested possibly continuing the graphic on the glass. Ms. Born thought yellow would be distinctive and fun. She also suggested breaking up the two yellow bands with a gray band. Mr. Zevin suggested a black band rather than gray to continue the black bands used on the stairwell delineating the floors. Mr. Evans noted that BP wasn't present so a decision could not be finalized.

In response to Mr. Crawford, the 2015 date on the site drawings is when the process started. The yellow garage was actually the second garage but the first one on Broadway was put on hold until that building is redeveloped. The antennas will enhance the coverage and capacity in the Kendall Square area.

The motion to approve the location of a Verizon Antenna upon the Yellow Garage within Parcel Three of the Kendall Square Urban Renewal Area, subject to design review by staff and Design Review committee members regarding the screen coloring, was seconded and carried unanimously.

5. Presentation: Replacement Signage Proposal from Brammer Bio at 250 Binney Street Manufacturing Facility

Motion: To Approve the Conceptual Design of replacement signage for the Brammer Bio manufacturing facilities at 250 Binney Street (14 Cambridge Center) within the Kendall Square Urban Renewal Area

Steve Bavordo (sp?) from Brammer Bio explained that the company acquired two facilities from Biogen as of January 1st - 250 Binney Street in Cambridge and 61 Medford Street in Somerville. Brammer Bio is a commercial manufacturing facility for gene and cell therapy to enable clients to improve the health of patients. He gave a background of the company. There was a discussion of the business. Ms. Born noted that the building is designated to be redeveloped. The Brammer Bio representative noted that they have an 18-year control on the lease. The company was happy to keep 100 Biogen employees from losing their jobs. Mr. Crawford suggested that the representative speak with the planners of Cambridge Historical Society's themed event of "What Does Cambridge Make?" to highlight his company's presence.

Mr. Evans confirmed that there will be limited shipping and receiving operations in the Kendall Square facility, much like it was with Biogen. Pictures of the current signs on Cambridge Center and Binney Street were shown along with the proposed new signs. The sizes, materials, backlighting, dimmer controls and basic nature of the signs remain the same; only the façade is changing.

The motion to approve the Conceptual Design of replacement signage for the Brammer Bio manufacturing facilities at 250 Binney Street (14 Cambridge Center) within the Kendall Square Urban Renewal Area was seconded and carried unanimously.

6. Presentation: Replacement Outdoor Graphic Proposal from Sebastian's Café along Ames Street at 415 Main Street

Motion: To Approve the Outdoor Graphic Proposal for the Sebastian's Cafe at 415 Main Street (7 Cambridge Center) within the Kendall Square Urban Renewal Area

Mr. Evans noted that although there is no door on Ames, the address is still Main Street. A second door was added to Ames Street. Mr. Syed Ali from Sebastian's proposed changes to the pineapple graphics on the four window panels along Ames closest to the loading dock. These panels were installed ten years ago to hide the kitchen area but are now faded and peeling. One of the new panels is transparent above the zipper to view the kitchen and catering crew.

The Board liked the zipper idea. Ms. Drury would like to see more transparency on all the panels. Mr. Ali said that there is shelving on the other side of the panels. There was a discussion about the billboard sized wording on the rightmost panel. Mr. Zevin suggested matching the scale of the letters used for the Order Ahead on the leftmost door. He also suggested another awning to increase the presence. Mr. Evans suggested switching the colors on the panels to a purple background to match the awning and green vegetables to make it more unifying. The full panels appear as if the windows are being papered over. Mr. Evans explained that the CRA Board is sensitive to Sebastian's loss of space on the corner. Ms. Born encouraged more creativity and livelier signage. Mr. Zevin suggested blade signs for visibility on Main Street as well as lowering the height of the opaque graphics to the height of the doors to allow more light.

Mr. Ali said since construction is almost done, he was hoping to do a relaunch in June.

The motion to approve the Outdoor Graphic Proposal for the Sebastian's Cafe at 415 Main Street (7 Cambridge Center) within the Kendall Square Urban Renewal Area, with modifications as discussed and reviewed by staff, was seconded and carried unanimously.

Mr. Evans asked Mr. Ali to send revisions to him, Mr. Zogg and Mike O'Hearn from Boston Properties.

Mr. Zevin questioned the Cambridge Trust temporary window signage. Mr. Evans explained that these were put up while they were waiting for City Council to approve their awning. Mr. Zogg was told that these would be coming down this weekend.

7. Update: Foundry Project Revised Approach

Mr. Evans explained that staff has been working with the City on a new structure for the Foundry redevelopment. This presentation is part of a series of public discussions to get the word out on the new approach. He distributed a one-page document framing the approach, the implementation strategy, and the overall program. A meeting flyer was also passed around regarding the Community Meeting being held in two weeks.

Ms. Kathryn Madden said that the Foundry Advisory Committee was shown this presentation yesterday and, because the discussions do not involve real estate, the meeting was public. A goal is to achieve the building vision as well as measuring its success. An increase in public capital investment allows an increase in the amount of community and public use in the building. There have been preliminary design studies to test out the program. There are structural deficiencies that need to be taken into account. Conceptual cost estimates are being refined and financial operations are being modeled. A preliminary program needs to be

decided. Outreach is now occurring to engage the community to discuss the mix of uses. There needs to be assurance of oversight of the community uses and a sense of trust that this will be maximized over the life of the building. The procurement strategy is being redefined as a public building where the City would run a public construction procurement process. The various roles of the CRA and City need to be defined. Due to the complexities of design, cost, program and operations, there needs to be a working team of a construction manager, a designer and an operator. The proposed timeline would be to select a designer by the end of the year.

Summarizing, Ms. Madden said that the demolition occurred over a year and a half ago. The Foundry Advisory Committee is written into the 50-year lease as a watchdog group. The petition for landmark status was submitted last fall. The neighboring residential development was approved in 2016.

Ms. Madden noted that the vision, which can be found in most every document, including the Demonstration Plan, needed to be more specific. An operational vision should highlight its location between an Innovation District and a neighborhood. She spoke about measuring success by adhering to the building's vision with the help of the Foundry Advisory Committee's ongoing consultation, designing spaces that integrate the building's attributes with the program, and requiring regular reporting and forecasting on quantity, quality, and use of community/public spaces. Success would also be measured on the ability of the project to achieve self-sustaining operations with an optimal balance of rent for public, community, and market-rate spaces.

Although it is hard to predict the future, there are basic program concepts, with large or high traffic, which will not likely change, such as a lobby, a black box assembly space, a community room, and a café/kitchen. There are other modular spaces that could change based on need such as classrooms, studios, galleries, and offices. Ms. Madden explained that although spaces are created, many different things can happen in those spaces. From research done throughout Cambridge and the surrounding areas on comparable program scale, size estimates were derived for the various spaces and a proposed conceptual program was developed. The sum of community and public uses is estimated at a program area of 23,000 square feet (sf). The office market uses would be about 15,500 sf for a total of 38,500 sf of net space. This 60/40 split would be financially supportable. Ms. Madden stressed that the Foundry building is not bigger than 50,000 sf, especially with possible historic preservation restrictions. There was a discussion about the exact size of the building. Ms. Madden said that the basement would not be used. Mr. Zevin thinks that 50,000 sf is too high, and as the quality of the space improves, that amount would decrease.

Ms. Madden noted that an important finding from the preliminary design studies revealed that the existing floors were designed for offices, not assemblies. In addition, the existing floor-to-floors heights are claustrophobic and unusable for most of the uses. The revised approach rebuilds the first floor and puts the assembly spaces at street level with higher ceilings. Other floor areas would be selectively removed to add light. Mr. Evans added that this would require a change in land use controls, either through a variance or zoning, in order to build a building with no parking. A discussion occurred about removing the vestibule to get more space versus the preservation of this aspect of the building. There are lots of options for designing the building layout. The 40% market rate uses make the 60% affordable community uses possible. The annual operating cost is estimated to be \$1 million. The City and CRA are projected to fund the initial capital costs of \$25M. There are three uses - market, community, and public - each having respective rents/fees. Mr. Evans noted that taxation on income, vacancy, and parking are just some factors that need to be evaluated. Ms. Born said that tiered charges are not unusual for public buildings.

The next steps are public outreach to various groups for a proof of concept. The demonstration plan needs an amendment and a project management structure needs to be developed. A designer needs to be selected. A public construction bidding process needs to occur. Then an operator needs to be selected. Mr. Evans feels that a nonpublic entity would be a better choice for this role. Mr. Evans said that the economics of the building would most likely pass through the CRA which gives the CRA more oversight. The operator would be on a tenured cycle. In response to Ms. Drury, there was a discussion of other operator examples. Mr. Evans said there are lots of models where a public entity has a retail component or models that do arts programs. However, a model of a cross-subsidized interaction of commercial tenants

and creative artistic tenants has not yet been found. Ms. Madden noted that the \$1 million operational budget includes six staff positions.

Ms. Heather Hoffman noted that music rooms need more soundproofing than what classroom spaces might provide. There was a discussion of other places to research. Mr. Evans distributed a working map showing the distribution of venues in Cambridge with data collected with help from the Arts Council and CDD. There weren't many places east of Prospect Street with the exception of the Multicultural Arts Center. Mr. Evans said that a special focus group will be created so that the performance space meets as many needs as possible. There was a discussion about the needs and desires for this type of space.

Ms. Madden restated the major question is whether this development model is on the right track. Mr. Andrew Meyer from Industry Labs said that the model hasn't changed except for the increased public money and the shorter lease to the operator. He suggested adding another 15,000 square feet to increase the revenue stream. There was a discussion about expanding the space, the \$25 million target, market rate space tenants, and the historical land-marking issues. Mr. Evans added that the management structure and the operation plan should not overburden the CRA. It should keep the City segregated from the tenant decision-making but also allow control and trust of the selected operator. Mr. Evans explained that an updated Demonstration Plan will be written that allows the CRA to adaptively manage the building over time. Mr. Evans said that, so far, the public has responded favorably. He hopes the Demonstration Plan could go before the City Council in a summer meeting or in September. Mr. Evans said that the State doesn't vote on the Demonstration Plan. Mr. Evans explained that the CRA will not hire a designer or seek an operator until there is certainty from the political decision makers that this is the way forward. The CRA and the City want to know if the path is correct before proceeding with any predevelopment work.

Mr. Evans will continue giving monthly status reports to the Board. coUrbanize cards were passed out to solicit public feedback. He asked the Board to promote dialogue. Flyers for the community meeting were distributed.

Mr. Evans said that an Request For Information might be chosen as a route to inform potential operators about the project. Mr. Evans is interested in providing building tours. Discussions with the City have been oriented around procurement since the City is contemplating a public construction project. Mr. Evans said that meetings have also been held with representatives from the arts, economic development, education and human services.

8. Monthly Staff Report and Financial Update

Mr. Evans said that staff continues to work on the selection for a new staff person. A student intern from the Mayor's summer youth program is expected to be on site and will help with Kendall Square data collection. Staff continues to organize the multitude of its documents. Just before 11CC was demolished, the CRA was able to obtain some furniture that was designated for recycling. At some point, staff hopes to hire a public records archivist.

In the future calendar, Boston Properties (BP) will be coming to the Board with a final design for the Sixth Street Walkway and other park designs in the area. They would like to present their retail plan for 88 Ames Street Residences. There has been a request to talk about the Volpe redevelopment with relation to the CRA owned Parcel 6. A personnel policy update is also another project that is on the staff to-do list.

Mr. Zogg continues to move the Streetscape Project forward. There has been a pause with Alta's contracting time until the City makes some final decisions with respect to traffic, bus lanes, and parking. There are also discussions with Boston Properties with respect to rebuilding the sidewalk better than it was before the demolition of 145 Broadway. There was a long discussion of the current pedestrian route during construction, which will last about two years.

The Octahedron will not be going to the City of Pontiac as their funding from the state of Illinois was needed for more critical matters. The CRA is researching other avenues.

Checks to the 2017 Forward grant awardees are being processed as the required paperwork from the recipients are received. A delayed 2016 Forward Fund grant for the Charles River Boat Launch that required DCR coordination seems to be finally moving forward.

Unfortunately, the National Endowment of the Arts grant was denied so other options are being investigated to renovate the globes in Galaxy Park. The globes are structurally intact but don't look as nice as everything else.

Staff is still working on the Windsor Street project. It is probable that the CRA will apply for a Community Preservation Act grant for external restorations on behalf of the City.

Ames Street is proceeding and BP will be talking about their retail program at a future Board meeting. The streetscape plans are being discussed because of bus rerouting due to MIT's project and whether the new EZ Ride routes should become permanent. Demolition of 145 Broadway is happening and the CD documents are being reviewed. The signage procedure has been discussed and BP will be presenting this to the Board in July, along with other building identity items. Excavation along the Sixth Street Walkway has determined that constructing a new sidewalk there would not threaten the tree roots. A discussion occurred regarding the effect of the Volpe development to the Sixth Street Walkway, Binney Street and Parcel 6. Mr. Evans will request to meet with MITIMCO and the City regarding the issues.

The CRA expenses are staying within budget. Boston Properties has been invoiced \$3 million for the KSTEP contribution. An adjustment of the budget will be needed to reflect this. The professional services amounts are somewhat less than expected at this point in time. The streetscape contractor was put on a temporary hold as previously discussed. A records management consultant has not yet been hired. The budget also planned for contracting with a landscape architect to enhance the design of the interstitial spaces between the Broad, Whitehead, MITIMCO, Boston Properties and the Residence Inn. However, the surprising issues with Veolia have taken up a great deal of staff time which has kept staff from working on planned projects.

Mr. Evans said that the KSTEP MOU was signed by the City Manager. It now needs to go to the State.

On the Windsor Street project, another structural engineer was hired for a second opinion which confirmed that the building is well built.

The report was placed on file.

9. Update: CRA Investment Policy

Motion: To approve the proposed amendment to the Cambridge Redevelopment Authority Investment Policy, in order to Authorize the Treasurer, Assistant Treasurer and Executive Director to allocate up to thirty percent (30%) of its portfolio to annuities, consistent with prudent investor principles.

Mr. Evans explained that although investment advisor Mr. David Javaheri advised changing the policy to allow a 50% allocation in equities, only 30% is being proposed. The policy currently states that 80% of funds need to be fully collateralized so this motion changes that number to 70%. This was discussed at the last Board meeting but a policy proposal did not come before the Board. Mr. Evans stated that the CRA Treasurer is in full support of the motion but is unable to vote since he is absent tonight.

A motion to approve the proposed amendment to the Cambridge Redevelopment Authority Investment Policy, in order to authorize the Treasurer, Assistant Treasurer and Executive Director to allocate up to thirty percent (30%) of its portfolio to annuities, consistent with prudent investor principles was seconded and carried unanimously.

Adjournment

The motion to adjourn the regular Board meeting at 9:15 p.m. carried unanimously.