

Regular Board Meeting  
Cambridge Redevelopment Authority

Wednesday, June 21, 2017, 5:30pm  
Robert Healy Public Safety Center / Cambridge Police Station / Community Room  
125 Sixth Street, Cambridge, MA

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DRAFT Meeting Minutes

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### Call

Chair Kathleen Born called the meeting at 5:34pm. Other Board members present were Vice Chair Margaret Drury, Treasurer Christopher Bator, Assistant Treasurer Conrad Crawford, and Assistant Secretary Barry Zevin. Staff members present were Executive Director Thomas Evans, Project Manager Carlos Peralta, Program Manager Jason Zogg, Office Manager Ellen Shore and CRA Strategic Planner Kathryn Madden.

The CRA recorded the meeting.

### Minutes

#### **1. Motion: To accept the minutes of the Annual Meeting of the Board on May 17, 2017**

There were no modifications.

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

### Communications

#### **2. Report from City Manager regarding Awaiting Report Item Number 17 - 4 regarding the Foundry**

The Board unanimously approved that discussion of this item would be deferred to the following agenda item #3.

### Reports, Motions and Discussion Items

#### **3. Report: Foundry Redevelopment Update**

Mr. Evans noted that the Board packets contained the presentation given at the Community Meeting at the Dante Alighieri Center at the end of May, which, based on feedback, had slight modifications from the presentation to the CRA Board on May 17. The Community meeting had 50-60 attendees. In early June, this presentation and the letter from the City Manager, as referenced in agenda item #2, was submitted to City Council for discussion. There was a Foundry Advisory Committee meeting in June and Mr. Evans has met with the Cambridge Nonprofit Coalition. Mr. Evans distributed supplemental materials that were created in response to feedback from these meetings.

Although stated elsewhere in the document, the Operational Mission was amended to include specific wording to emphasize the target audience and goal for the Foundry redevelopment. Specifically, the Foundry will seek to provide access for all Cambridge residents, especially lower income communities, to the dynamic, creative and entrepreneurial work and learning environment of Kendall Square.

The Basic Program Concepts slide was updated to clarify the utilization of space and the economic business plans for the operation of the building. There are five main spaces that will be anchors in the building design – lobby, black box, community room, café/kitchen, and workshop. Since these are central to

the public functions of the building and, among other reasons, they will be located on the first floor. Other spaces - classrooms, multipurpose rooms, studios, gallery, and innovation office space - can be relocated and resized as needed. The building is about 50,000 square feet (sf). With about 77% efficiency, there is 38,500 sf of usable space. Mr. Evans said that lease discussions are usually based on gross square footage. There is a 60:40 ratio of community use to market-rate commercial use. The community use is divided into free event public spaces and rented community tenant spaces. Some funding for the building is provided by the community tenant spaces such as rented artist studios and membership-based maker-space, as well as ticketed theatre events. Mr. Evans suggests removing the parking and opening up the floors to create better high bay spaces. There have been discussions to add limited square footage to the west wing of the building.

Mr. Evans estimated the cost to operate the building to be about \$1.4 million - \$700,000 for basic maintenance, \$400K for programming and outreach staff, and 20% for a capital reserve to replenish the fixtures and fit-outs for all the different uses. With respect to the building's revenue, 32% would come from the community tenants paying \$6-30/sf and 68% would come from the commercial office space at around \$50/sf. There have been discussions regarding occasional event fees on portions of the public space for private events. Any decrease in commercial office space would increase the burden on the community tenants by either increasing the rate or by reducing the program, both of which are not the goal.

The Next Steps slide was also updated to indicate the public outreach efforts being done and the upcoming plans to move the process forward. Mr. Evans noted that he would like to offer building tours to be timed with a summer announcement for a Request for Information (RFI). This would be the beginning of a procurement process to find an operator team to make the Foundry building dynamic.

Kathryn Madden explained the information-seeking process in more detail. She emphasized that this is different from a request for interest. The goal is to gain information from experienced individuals or organizations on all aspects of operating and programming the building. These include public outreach, scheduling and coordinating programs, leasing, facility maintenance, relationship building, communication, budget management, success measurement metrics, etc. Mr. Evans stated that a Request for Information is a growing best practice in procurement. One needs to talk to people who have experience so that the RFP is better defined, especially for projects that are not standard off-the-shelf. Through the Demonstration Plan, the CRA has procurement flexibility. Nonparticipation in the RFI does not exclude an entity from the selection process.

Mr. Evans said that the Demonstration Plan needed to be amended by the CRA Board and City Council. Mr. Evans would like to simplify some of the implementation steps as he feels they are overly prescriptive. The management structure is being discussed with the City. The CRA is currently doing the initial feasibility work. The City will take on the project design and construction as a public project. The City is the master landlord and owner of the asset and the CRA is the tenant or client. There is a meeting later this month with the East Cambridge Planning Team and then a hearing of the City sub-Council's Neighborhood and Long Term Planning, Public Facilities, Arts and Celebrations Committee.

Ms. Born noted that Councilor Mazen had joined the meeting for the discussion. She asked everyone to sign the attendance sheet, especially if one wanted to enter a comment.

In response to Ms. Born, Mr. Evans said that the operator and designer selection will overlap since the RFI process would start before a designer was selected. A feasibility level of analysis might require that the designer be informed of the fit-outs. There is the issue of funding an operator before there is a building to operate where any rents can be collected. A 149A Construction Management at Risk process would overlap with the contractor selection. The City would like to be at the helm of the design and construction selection. CRA would be the helm of the operator.

Councilor Mazen spoke about his vision of the Foundry. He mentioned that art exhibitions, arts studios, and a working kitchen + restaurant, or other subsidized teaching retail are possible uses in the Foundry. He mentioned subsidized nonprofit office space and the synergies that can be created for out-of-school time teaching and training. He said that he would like the selected operator to promise to meet two difficult goals

in mind. One goal is outreach into the community. The other goal is to offer a job-training pipeline into job placement. He cited examples. While these goals are difficult to achieve, he hopes the Foundry can provide the opportunity to enrich the community.

Mr. Crawford said that he appreciated the vision to service the community and agrees that this is a focus. Ms. Madden added that the RFI will get the discussions going with experts on how to accomplish this vision. She said that the operational costs for the building included a staff dedicated to that vision. Ms. Madden said that the CRA Board has always wanted to serve underrepresented communities. Councilor Mazon added that some of the components could be done piecemeal and that there is no end to local expertise. The job is bringing them together. Mr. Bator noted that even in the earliest Foundry discussions, this CRA Board has always been committed to space for arts and job training within the Foundry. Mr. Zevin noted that the arts aspect could happen in many places but that the Foundry is particularly well located to support connections with the tech community in Kendall Square. He also noted that “apprenticing” and learning onsite in a biotech field requires sophisticated equipment that might make it difficult to achieve in the Foundry.

Mr. Evans asked to open public comment since many attendees were now present for the Foundry agenda item.

#### Public Comment

*Ms. Heather Hoffman* noted that there is a lot of development going on in the area. Since the Foundry is not able to satisfy all the desires and needs, the omitted ones might be attainable from another developer. The developers should pool their resources and work together. She urged developers to join forces with the Foundry team as they have best understood the idea of community benefits and are further along. She also added that she liked the lighting display and would like confirmation that they won’t be overly bright.

*Ms. Manjushri Prakash* said that after reading the materials she understands that the City wants to make the Foundry a pivot into the working class community. She suggested refining the building to draw teenagers to the Foundry for spontaneous interaction. There should be more thought into the articulation of the program so that it is an active part of the community. She also mentioned the possibility of public housing.

There were no other people who requested to comment.

The motion to close public comment carried unanimously.

Mr. Evans summarized that the programmatic conversation tonight was informative. A discussion of the process and the program will continue. A discussion about the CRA’s role in the lease will take place later tonight in the closed Executive Session.

#### **4. Presentation: Sixth Street Walkway Redesign**

##### ***Motion: To Approve the Conceptual Design of improvements to the Sixth Street Walkway consistent with the Infill Development Concept Plan of the Kendall Square Urban Renewal Area***

Mr. Jason Zogg said that since Design Review Committee met a few months ago, specific design details have been worked out, additional testing of the tree roots have occurred, as have discussions with Jeff Lefcourt, the City arborist. Mr. Zogg said that Board guidance on a few issues is needed in order for staff to move forward on the project.

Mr. Joel Smith from Sasaki gave a PowerPoint presentation. He emphasized that preservation of the oak trees was of utmost importance. In addition to the City arborist, Sasaki consulted with a Bartlett arborist to investigate the root structure. With respect to lightning, the proposal calls for using the existing supports and conduits to avoid interfering with the trees. A few light poles will be moved to highlight some gathering

spaces. There will be a separation between bikes and pedestrians. The less invasive flexi-pave material was selected for the bike path, as it's porous and requires less depth than concrete. This material has been field-tested and the DPW has used it within Cambridge. Mr. Zogg added that this material was used on the curved path to in the Grand Junction Park.

Ms. Born is concerned about the effect on the trees from the Volpe project's plan for a 500-foot building along the walkway near Broadway and multiple east-west pathways. Mr. Smith said that oaks are shade tolerant. Mr. Zogg said that staff level discussions about integrating the Volpe pathways have occurred although the plans haven't been overlaid. In response to Mr. Crawford, neither arborist mentioned any tree health concerns by having the same type of tree on the walkway. There are no new trees in the plan.

One slide showed that the elevated bike path is designed and integrated for preservation of the trees. The steepest grade on the path is 4%, which is ADA accessible. An existing stairway will be repurposed. He showed examples of the proposed lighting fixture that conforms to DPW's standard and the wooden faced trash / litter receptacles. A slide showed the placement of the proposed new natural wood seating, with backing and arms interspersed to deter skateboarders, rather than refurbishing the existing benches. An audience member said that the receptacles did not appear rodent proof but Mr. Smith had not heard of any issues. Photometrics will be done on the bike path to see if lights on the building façade are needed. Mr. Zogg said light poles on both sides of the path will remain at the social spaces but the other light poles along the Volpe side are being removed. A cast-in-place concrete was proposed to replace the current concrete pathway with a different scoring pattern near the gathering spaces. In response to Mr. Zevin, Mr. Zogg said that staff will work with Boston Properties and Sasaki on the bike path end indications as soon as the streetscape design with Alta is finalized. Mr. Zevin said that there needs to be a more robust light pole base or no base at all since similar ones used in other parts of the City have not held up well.

With respect to the plantings, seeding with a shade and drought tolerant Creeping Fescue lawn mix was chosen. This conservative approach was taken due to the lack of lighting and the minimal 3" depth available from the red oak root structure. Although the existing irrigation appears to be in good shape, more investigation is needed. The irrigation would be used primarily for establishment. The hedge on half the walkway along Volpe property would remain. Mowing would not be required to keep it in its more natural state. Mr. Evans stated that if a shaggy look was desirable, the landscaping specifications in the development agreement with Boston Properties would need to change to remove the mowing requirement.

The Flexi-pave color selected is green with a different green color to indicate the east-west connector intersections. Mr. Evans stated that green is standard color for bike lanes. Mr. Zevin preferred using a brown color similar to that used on the Grand Junction. There was a discussion about lane color and modes of transportation. There was an agreement that bright green should be used to indicate points of conflict and maybe the ends of the path. Color samples were expected soon so concerned Board members could view them.

Ms. Born repeated her concern regarding the adjacent Volpe development's effect on the 6th Street Walkway. Mr. Evans said that discussions are needed with the City. He added that the space one would want from a building to the trees on the path should match the distance from the Biogen buildings. Ms. Born said that design standards indicating setbacks are the best way to ensure the tree safety. The 6<sup>th</sup> Street Walkway was a significant part of the Open Space Plan and needs to be taken into consideration. Mr. Evans noted that the studies have shown that the tree roots are more dependent on water and nutrients from the side away from the path. Mr. Crawford added that the path's importance to the City is reflected by its renaming in memory of a fallen Cambridge police officer. Mr. Zogg reminded the Board that the path is only eight feet wide as DPW wanted it to be as narrow as possible to protect tree roots. He also suggested embedding the existing memorial CRA employee plaque, currently on a small stand near Broadway, into the concrete pavement. This would resurrect a past CRA design standard by inlaying brass street name plaques into concrete near the street that pedestrians would be crossing. Mr. Smith said that the two Soofa benches were expected to remain. Mr. Zogg said that coordination with Veolia is needed for potential replacement of their condensate pipe and steam return line that runs crosses beneath the path.

*The motion to approve the conceptual design of improvements to the Sixth Street Walkway consistent with the Infill Development Concept Plan of the Kendall Square Urban Renewal Area carried unanimously.*

## **5. Update: 88 Ames Street Residences**

Mr. David Stewart, from Boston Properties (BP), gave a PowerPoint presentation. He gave a quick update of the delivery schedule and provided an update of the retail portion of the space. The base of the building is now up to the fifth floor of the concrete. Once BP gets to the sixth floor, the building will rise very quickly. The bottom half of the building should be open by June 2018 and the top half will be ready in August before the September move-in period. He pointed to the location of retail on the first floor. The entire second floor is retail. There is a sum total of 16,000 square feet. There are three retail spaces. Retail space #3 includes the second floor, which will have an elevator and stairs. Because leases have not been signed, Mr. Stewart was not at liberty to name the users but described the uses. Retail space #1 is a Mediterranean quick serve food establishment. Retail space #2 is a growing coffee house from the west coast. Retail space #3 is a retail financial services firm that is relocating from within the neighborhood. It will have active uses on the ground floor.

Mr. Evans said that the signage piece would need to come back to Board. Mr. Stewart anticipated the signage to come in portions. Mr. Stewart said that the Mediterranean grill place and the coffee shop have been inquiring as to the logistics needed for outdoor seating. Mr. Evans noted that even with the current active construction, people like sitting and eating in the shady Pioneer Way area, so adding more seating options in this area should be considered.

Mr. Stewart did not know if the second floor would be dark at night and weekends when the financial group is closed. The third floor has micro units and an amenity room. The fourth floor is an amenity floor with an outdoor terrace. The corners would not be changed except for bike rack rearrangement or planters.

Mr. Evans explained that staff is currently reviewing the first signage package which might go to the design review committee in mid-July before the Board meeting.

## **6. Update: Revised Signage Proposal from Sebastian's Café along Ames Street at 415 Main Street**

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

Mr. Syed Ali, from Sebastian's, said that based on feedback received from the last meeting, revisions were made and resubmitted. The lettering was re-sized to match the overall façade. The vinyl panels on both sides were approved. Mr. Ali has contacted the awning maker of Cambridge Trust (CT) so that the projection of Sebastian's two awnings will match the projection of the CT awnings. There will be a flat awning over each door, of different widths, using Sebastian's logo and color. Mr. Zevin said that matching the projection is very important. Mr. Zogg noted that the CT awning needed to be open on the end like the awning of CT.

Mr. Ali would like to have a pineapple blade sign coming off the façade between the two doors. The picture was in the Board packet although the brown color would be painted purple. There was a discussion of the exact placement, including the height of the blade sign since this was not depicted in the presentation. Mr. Ali will contact Boston Properties to ensure that the building panel can support the structure. Staff will work with Sebastian's regarding the height placement.

*The motion to approve the revised signage proposal, with comments from the Board directing Staff review, for the Sebastian's Cafe at 415 Main Street (7 Cambridge Center) within the Kendall Square Urban Renewal Area with assurance that the awning projection was seconded and unanimously carried.*

## **7. Discussion: Parcel Six Disposition and the Volpe Redevelopment Plan**

Mr. Evans distributed a letter from the past regarding the disposition plan for Parcel 6. When the GSA was beginning their development process, the CRA submitted this letter saying that the CRA deferred the selection of the developer to the GSA. According to CRA counsel, because Parcel 6 is in the KSURP, the state procurement rules for property disposition are not mandated, so the CRA is allowed to work directly with a developer rather than going through an open bidding process. Parcel 6 is a key corner to the redevelopment of the Volpe property. Staff has had initial meetings with MITIMCO. This parcel is part of the rezoning petition. The CRA will be recipients of any zoning entitlement increase. The disposition process will need to be mapped out with assistance from Foley Hoag, presuming that this Board would continue cooperating with the GSA selected developer, and not try to develop this as a separate parcel. At one time, the previous board had entered into a now-expired disposition agreement with another developer to build a very small micro-unit residential project on the Parcel 6 site. There might be the need for an executive session to decide how to proceed with terms with MITIMCO. Based on evaluation work by HRA, development in the Kendall Square area is worth \$80-\$100 per square foot depending on parking, affordable housing requirements, etc. For a 6,000 square foot lot with a 4 FAR, the site could be worth about \$1.5 to \$2 million dollars if there were no other constraints. However, the site does have contamination and its small size makes it hard to develop in isolation. In response to Ms. Born, Mr. Evans said that there is no electrical vault on the site. Mr. Zogg said that there is an above ground power line that goes across the site. Mr. Evans added that there is an access easement across the site to the benefit of the federal government, possibly due to a plan to have that land be a service drive at some point. By law, the site would need to be appraised. In response to Ms. Born, Mr. Evans explained that the result of the appraisal does not need to be public until after the transaction is completed. Information about real estate negotiations can be withheld if it is to the benefit of the redevelopment agencies.

## **8. Presentation: Artistic Lightscape Discussion**

**Motion: To authorize the Executive Director to pursue the acquisition of an artistic lighting installation from Lucy Activewear for utilization in Kendall Square and other open spaces.**

Mr. Crawford explained that the Lucy Light Forest was created as an introductory ad campaign for the Lucy active wear company, which is a competitor of Lululemon active wear. While he worked at the Department of Conservation and Recreation (DCR), this installation was presented to him as a temporary artistic structure for the Esplanade that would celebrate the euphoric moments that people experienced when exercising. The motion activated interactive light and sound experience was a popular viewing event during the ten days in October 2013. Mr. Crawford did not believe it ever went to other areas so it has been stored for over four years. Mr. Crawford got a call that Lucy was closing down and was seeking a home for the installation. Mr. Crawford had initially thought the city in Illinois, where the Octahedron was potentially going, would be interested. As this was no longer an option, the CRA staff has been investigating ownership.

Mr. Peralta gave a PowerPoint presentation. The installation consists of 10,000 non-blinding amber solar powered LED lights. The physical length of the installation depended on the installation and that any amount of lights could be used. The poles need to be stuck in the ground. Although there would be no cost for the lights themselves, there are costs for transporting them from Minnesota to Cambridge, for installation, programming, maintenance, the solar trailers, and winter storage. The CRA could potentially partner with other organizations and rotate the installation throughout the City. Mr. Peralta listed potential areas for the installation. The installation, as it exists today, can withstand the cold and rain, but not snow. Mr. Zogg said that the installation would exist from late summer into fall and then go into storage. The artist could be paid to replace the current connectors with more robust connectors. The connecting wires would need to be covered with wood chips or something similar. Before installation, any irrigation would need to be shutdown. Caution is needed to protect any tree roots and grass reseeding would be required afterwards. The artist estimated about 30-person hours to install all 10,000 lights. The lights are currently stored in the solar trailers but other containers could be built if the trailers were not purchased. There is also a legal appeal for a suit from another light artist over the use of the word "forest" in the installation's name. There are many unknowns regarding this project but to continue researching, the CRA would need to pay for the current rental space in Minnesota.

Mr. Zogg emphasized reasons why the CRA would consider ownership with phrases in the CRA vision statement, the mission statement, the strategic plan, the KSA district identity desire for public art in Kendall Square document, and the K2 plan, regarding the desire for public art in Kendall Square.

There was a long discussion. Although the Board found the project to be visually exciting and innovative, there were too many unanswered questions. The transportation logistics, unknown condition of the materials and ongoing installation/maintenance costs were too high to support the initial capital investment. However, the Board was very inspired in pursuing a public arts program.

Staff will inform Lucy of the decision to forgo ownership of the installation.

## **9. Monthly Staff Report and Financial Update**

Mr. Evans summarized his report. The key issue with the Streetscape design is the coordination with Boston Properties regarding the edges along 145 Broadway and the Sixty Street Walkway. A landscaping vision might be ready for the review by next month. All parties finally signed the KSTEP MOU and the working group will decide on the governance structure. Two 2017 Forward Fund awardees have requested their funds be put on hold for technical reasons. A Community Preservation Act grant for \$180K was submitted for 105 Windsor brick work and roofing repairs. There has been discussions with a local arts group who works with students to create a mural of some kind for the Parcel 6 fence along the Volpe property. Mr. Peralta recruited an additional truck to fill in one of the open days created by the absence of the Chicken and Rice Guys truck. Much staff time has been spent with Volpe steam issues on both the Grand Junction and Parcel 7 (the Porkchop / Binney Street Park). The building at 145 Broadway is now gone. The initial mock-up viewing of the glass façade is now open to the public. Mr. Evans suggested viewing this in sunlight. Due to the anticipated revenue, the budget picture is changing and will be discussed in the next agenda item. The expense pie chart shows that the major cash outlay is in the transportation category due to the streetscape project and KSTEP, followed by the Foundry and the Forward Fund grant distributions. The redevelopment budget is based on the Foundry, which will be discussed in executive session.

Mr. Evans proceeded to the next agenda item.

## **10. Update: CRA 2017 Budget Revisions**

***Motion: To approve the proposed amendment to the 2017 Cambridge Redevelopment Authority Budget***

***Motion: To approve the establishment of a separate investment account reserved for the Kendall Square Transit Enhancement Program fund.***

Mr. Evans distributed an updated version of the amended budget. The main objective for an amended budget is to integrate the income expected from the negotiated development agreement with Boston Properties, the denied National Endowment for the Arts grant for refurbishing the globes in Galaxy Park, and a pass-through of the KSTEP funds. The updated handout shows the budget that was approved last year. The yellow lines show proposed changes. On the second page, the outreach budget is adjusted for public Foundry meetings and possible room rentals and other outreach avenues such as coUrbanize site.

The adjustment to the other rental line was to fix a miscalculation since the discounted rate for the local storage unit in Somerville was only discounted in the first year of use, not the second. The last page of the budget shows a to-be-determined amount in the Foundry Fund line item until a determination is made, which will be discussed later. Financial commitment to the KSTEP commitment and the Wellington Harrington sprinkler program as approved in February were also added to the budget.

Overall, the budget went from a year running in the red to a year with significant revenue. Although the revenue was expected, this was not finalized when the budget was passed in December 2016. The biggest professional service expense is the streetscape design with Alta Design + Planning. Mr. Evans stated that

staff has been conservative with requests for legal work. Mr. Evans expects the KSTEP funds to be used for actual transit enhancements as opposed to planning transit enhancements. Mr. Bator stated that he has had discussions with Mr. Evans and Mr. Crawford about how the \$23 million from Boston Properties should be invested. Mr. Evans explained that the second motion is to be transparent regarding the KSTEP fund's existence.

*The motion to approve the proposed amendment to the 2017 Cambridge Redevelopment Authority budget was made and seconded. A role call was taken.*

*Christopher Bator - yes*

*Margaret Drury - yes*

*Kathy Born - yes*

*Conrad Crawford- yes*

*Barry Zevin – yes*

*The motion carried unanimously.*

*The motion to approve the establishment of a separate investment account reserved for the Kendall Square Transit Enhancement Program fund was moved and seconded. A role call was taken.*

*Christopher Bator - yes*

*Margaret Drury - yes*

*Kathy Born - yes*

*Conrad Crawford- yes*

*Barry Zevin – yes*

*The motion carried unanimously.*

Ms. Born said that the CRA Board would now convene in executive session for the purpose of discussing potential revisions to the 50-year lease of the Foundry Building at 101 Rogers St. from the City of Cambridge, to facilitate the redevelopment of the Foundry building through the Foundry Demonstration Project Plan. Because the Board has concluded all of the business set forth on the regular, the Board will not reconvene in open session thereafter.

*The motion to move to Executive Session was made and a role call was taken.*

*Christopher Bator - yes*

*Margaret Drury - yes*

*Kathy Born - yes*

*Conrad Crawford- yes*

*Barry Zevin – yes*

*The motion carried unanimously.*

The Board went into Executive Session at 8:58pm.