

Regular Board Meeting  
Cambridge Redevelopment Authority

Wednesday, March 20, 2019, 5:30pm  
Robert Healy Public Safety Center / Cambridge Police Station / Community Room  
125 Sixth Street, Cambridge, MA

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## FINAL Meeting Minutes

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Before the regular Board Meeting, a Design Review Committee meeting was held to continue the discussion of the Schematic Design Proposal of 325 Main Street, Phase Two of the MXD Infill Development Concept Plan, Kendall Square Urban Renewal Plan. Besides CRA representatives, there were attendees from Boston Properties, Pickard Chilton, and Lemon Brooke. Suzannah Bigolin from the City Community Development Department and Hugh Russell from the City Planning Board were also in attendance.

### Call

After the Design Review Committee meeting ended, Chair Kathleen Born called the regular CRA Board meeting to order at 5:50 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, Carlos Peralta, Alex Levering, and Erica Schwarz were also in attendance.

### Public Comment

*Heather Hoffman* said she knows when she's been beaten with respect to the proposed building at 325 Main Street. She said it was fitting that Google dropped the motto of "Don't be evil." Their new building will cast a tremendous amount of shade on the roof garden and now a large amount of it will require artificial turf because of the lack of sunlight. She quoted Ted Kennedy - "When does the greed stop?"

There were no other people wishing to comment.

The public comment section of the meeting was closed.

### Minutes

#### **1. Motion: To accept the minutes of the Annual Meeting of the CRA Board on February 13, 2019**

There were no comments. The motion to accept the minutes and place them on file carried unanimously.

#### **2. Motion: To accept the minutes of the Joint Meeting of the CRA Board and the Planning Board on February 26, 2019**

There were no comments. The motion to accept the minutes and place them on file carried unanimously.

### Communications

There were no communications.

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

### **3. Continuation: Schematic Design Proposal of 325 Main Street, Phase Two of the MXD Infill Development Concept Plan, Kendall Square Urban Renewal Plan**

**Motion: To approve the Schematic Design Proposal for the Phase Two Commercial Development at 325 Main Street, conditioned on ongoing review in accordance with the Design Review and Document Approval Procedure and the satisfaction of the requirements of the MXD Infill Development Concept Plan, Kendall Square Urban Renewal Project.**

Ms. Born said that immediately before the Board meeting, there was a Design Review Committee meeting with Boston Properties, Lemon Brooke and Pickard Chilton. Ms. Born noted that items #3 and #4 are considered a single project under the Infill Development Concept Plan. Ms. Drury requested to hear about the timing for the 145 Broadway residential building before voting on a motion for the 325 Main Street commercial building. Ms. Born noted that two members on the Board were not present for the Design Review meeting. Mr. Bator asked for a summary of the meeting. Melissa Schrock, from Boston Properties, explained that in today's design review meeting, Ms. Born was first brought up-to-date as she was the only CRA Board member who was not present at the joint Planning Board and CRA Board meeting on March 12. Ms. Schrock spoke about the refinements that were made in response to comments at that joint meeting. The walking treads of the plaza-to-the-terrace stairs were widened. The stair section that goes from the terrace up to the garden was shown in more detail. A plan was given for plants that will grow in the planter underneath the stair as well as on the terrace. The Main Street retail storefront was modified so that the retail space on the ground and second floors is differentiated from the commercial space on the third floor. Refinements were made to the 355-325 interface. At the "gasket," a section of curtain wall will be added to 355 in the language of the new building but on the dimensional module of the old building, resolving the seam between the two buildings. Ms. Schrock summarized the various opinions regarding the amount of articulation on the North façade, which will be discussed in design review. Although there were concerns about the building being too dark, the design review meeting attendees went outside to see that the architectural materials show darker when indoors and do brighten up outside. A planting diagram of a more colorful selection was shown for the terrace.

The Board discussed whether to take a vote now or wait until they heard about the housing component. Ms. Born said that design review will continue after tonight's vote. Mr. Bator said that there has been progress. Mr. Crawford said that the changes will make it nicer to walk down the street. He felt confident in the technical approach and capacity of the team to deliver on the planting plan. Mr. Bator was unsure that the "pop" of the fins would be considered elegant over time. Ms. Born said that she was happy to see a better intersection of the two buildings, specifically the entrance to the building. She said that the entrance fits with the other apertures of the building but she would prefer for it to be more irregular. Mr. Zevin said that he wished that the GFA had not be transferred to this site. He wished that Google and Amazon would commission buildings more like the exemplary corporate headquarters of the last century (Johnson's Wax, John Deere, others) but lamented that this is a different world. This impossible design problem has been handled as well as it could be. It has gotten better and trusts the architects to hold the line when needed and investigate changes as appropriate. Ms. Born complemented the design team of Pickard Chilton and Lemon Brooke on their knowledge and openness to comments.

The Board will hold the motion until after agenda item #4.

### **4. Update: Phase Two Residential Development at 135 Broadway, MXD Infill Development Concept Plan, Kendall Square Urban Renewal Plan**

Mr. Evans said that the approval of the Infill Development Concept Plan amendment had a condition that the design for 135 Broadway would go before the design review committee by March 2019 and if that were not possible an update would be presented to the Board.

David Stewart and George Needs from Boston Properties (BxP) spoke about the project. BxP will not make the first quarter timeframe. The initial plan was for an apartment component and a condo component, with a lobby for each. However, the option of going all condo is being considered. This is a complex market to analyze. BxP

needs another six to eight weeks to make the decision. Stantec has been working on the apartment/condo strategy so if this becomes the choice, BxP could come to the Board immediately. If the choice is the all-for-sale option, then more time would be needed to make modifications. In response to Ms. Born, Ms. Schrock said that the condition in the zoning for phase 2 says that BxP will have started construction of 135 Broadway before getting the certificate of occupancy for 325 Main Street. In response to Ms. Drury, Ms. Schrock said that BxP is committed to meeting that requirement.

Ms. Drury requested that the motion be modified to have BxP give a status of this project at each Board meeting. Mr. Crawford added that housing is the key benefit to the community. In response to Mr. Zevin, Mr. Stewart said that this all-for-sale consideration came from feedback while leasing 88 Ames Street. Mr. Stewart explained that the all condo building has different unit sizes, window sizes, window placement. Higher floors would have more glass on the corners. It would also change the unit count and the mix of unit sizes, but not the 20+5 mix. The height remains the same. About 10-20 more parking spaces would be needed in the Blue garage but the area's parking demand would be negligibly impacted. Ms. Born reminded everyone that this was permitted as a mixed-use project - commercial and housing, which needs to be completed by the timeline indicated. Ms. Schrock assured the Board that this will occur. Although not a majority of its business, BxP has similar mixed-use projects in other markets in the country. Mr. Zevin noted that this project starts with the demolition of a portion of the garage --not with digging a hole in the ground. In response to Ms. Born, Mr. Evans and Mr. Stewart agreed that the exact language for commencement of the project is imprecise. Mr. Stewart said that there will most likely be separate packages because the garage coordination is different than the building proper. The design review will be done as a whole.

At this point, Ms. Born suggested the Board to go back to the motion in agenda item #3. Ms. Drury requested an amendment to the motion (See underlined text).

*MOTION: To approve the Schematic Design Proposal for the Phase Two Commercial Development at 325 Main Street, conditioned on ongoing review in accordance with the Design Review and Document Approval Procedure and the satisfaction of the requirements of the MXD Infill Development Concept Plan, Kendall Square Urban Renewal Project, with special attention to the requirement that construction on the residential project at 135 Broadway be commenced before the granting of an occupancy permit for 325 Main Street, and that Boston Properties be requested to come to each CRA Board meeting to report on the progress of the housing project at 135 Broadway, until the start of design review*

The motion was seconded and carried unanimously.

##### **5. Clover Signage Proposal – 355 Main Street**

**Motion: To approve the signage proposal for Clover restaurant at 355 Main Street, Kendall Square Urban Renewal Project, Parcel Four.**

Ashley Jimenez from Sign Design and Lucia Zazayeri from Clover introduced themselves. They proposed a 32" x 32" flag-mounted, double-sided, internally-lit sign. The entire sign would be lit but it is dimmable. The sign is brushed aluminum to be uniform with the building. She offered other aspects of the materials. The sign will be mechanically fastened to the roof and the wall.

Mr. Zevin had done his own observation on the site and stated a number of issues with the proposed installation versus the reality of the building. It is also a violation of the CRA signage policy regarding backlit signs. The CRA had forced Bank of America's blade sign to conform. Ms. Jimenez said that her install manager met the electrician and both have confirmed the size.

Ms. Born suggested including a 90-degree view of the sign in the rendering. Mr. Evans added that showing the position of the sign with respect to the building would be useful. Mr. Zevin said that the working drawings of the building would be good to have. Mr. Evans added that the property owner's confirmation would be helpful. Ms. Born liked the sign and would like to help Clover move forward. Ms. Jimenez will get a rendering for the Board. Mr. Zevin noted that the current Clover sign was never approved. Ms. Born said that the City's sign ordinance is stricter and limiting, although it is more cut-and-dry. Ms. Born emphasized that CRA attention includes the way

that signs are fastened and located on the new buildings in the MXD district. In response to Ms. Drury, Mr. Evans said that the policy discourages back-lit signs. A process with Bank of America was done to have them conform.

Mr. Evans would like the Board to review the sign once the requested information is provided. The date for the next design review meeting, and CRA Board meeting, is April 10. Clover would like to get as much signage in place before the start of the big construction project at 355 Main Street. Regarding backlit signs, Ms. Born said that this could be a special situation since this will be next to a construction zone shortly. Mr. Evans said that he would have more information of the pedestrian path during construction at the next meeting. Mr. Evans suggested that the Board make some decision now on this backlit sign before Clover spends more time on their proposal. There was a discussion of the reason for discouraging backlit signs. Ms. Jimenez said that Clover's sign only uses a 24V power supply; it will not look plastic-y or cheap.

In response to Ms. Born, Mr. Evans said that the sidewalk treatment will be similar to what MIT is doing across the street. Ms. Born said that Clover might want to reconsider investing in a sign that might not be visible during construction of 325 Main St. There was a discussion regarding the best place for Clover's sign given the construction that will be occurring soon. Mr. Evans said that the approval of the construction management plan requires CRA review of the wayfinding/signage package during the construction period. Mr. Evans showed a map of the plan which Boston Properties will formally propose at the next Board meeting. Mr. Evans suggested contacting Eric Mo from Boston Properties regarding the construction logistics. Mr. Peralta will work with Clover.

No motion was made.

#### **6. Presentation: Adaptor Retail Space Design – 255 Main Street**

***Motion: To approve the Schematic Design of the Adaptor project, and amended the Infill Development Concept Plan condition for the Phase One Commercial project, to allow the occupancy of 145 Broadway with the initiation of substantial construction of the Adaptor - Kendall Square Urban Renewal Project, Parcel Four.***

Mr. Evans said that one of the conditions of the initial Infill Development Concept Plan was an increase in ground floor activation along the streets of Broadway and Main. This activation was contingent upon the occupancy of 145 Broadway. Sasaki was present to talk about the design but Boston Properties is requesting a bit of relief on the timing requirement. They would like to propose that, due to the complexity of the proposal, the Adapter would be under construction but not operational by Akamai's expected October date of occupancy.

Sasaki representatives Victor Vizgaitis and Ben Kou gave a presentation. Michael Tilford from Boston Properties could not attend. The space includes four bays to the right of the entrance of 255 Main Street. The area is only nine feet deep. This is a small amount of usable space. It currently houses MBTA ventilation louvers, some mechanical equipment, and boxes. The MBTA would still require ventilation. Getting approvals through the MBTA takes time. This atypical space is called the Adapter as it will be constantly "adapting" to accommodate different vendors, retailers, exhibitors, or even lecturers. The idea is to drive a sense of presence, not necessarily income. Mr. Vizgaitis explained how the golden ratio, related to the Fibonacci series, was used in thinking about the interior design of the space and the façade. The 26-foot tall by 50-60 feet wide space would have different openings, operable doors, and windows. He spoke about the options of opening up different pieces depending on the weather. There will be one restroom and some serviceable maintenance closets but the rest is very flexible. Blue Bikes will not be moving but some individual bike racks might be relocated. An operable door pivots to make a canopy. The goal is to activate the street for the neighborhood. Planning is in the early construction drawings phase. He showed some options for the façade materials, as well as potential seating plans for cold weather and warm weather. The venting color and materials are part of the design.

Mr. Crawford preferred the perforated metal material rather than the acrylic façade. Mr. Zevin started a discussion of the actual usable depth due to the alignment of the existing openings and the internal columns that need to be taken into account. Mr. Evans noted that the CIC entrance's glass box has similar angled design language. Mr. Bator thought the design had wit and imagination. He liked how the metal louvered sections looked like window shutters. Signage is another aspect being worked on by the design team. Ms. Born suggested using some interesting lighting. She added that Boston Properties would need to manage the turnover to keep it fresh. Mr. Zevin said perforated metal can collect dirt. Mr. Vizgaitis said that the timeline is looking at the fall.

Since Boston Properties was not present, the Board decided to table the motion until April's Board meeting.

#### **7. Update: Parcel Six 2019 Food Truck Program**

Mr. Peralta said that this fourth season starts Monday, the earliest start time since the program's inception. Many trucks want to run year-round but snow clearance of the parking area would need to occur. Mr. Peralta chose food trucks that have been in business less than 3 years with no more than one truck or one brick-and-mortar store. He spoke about each food truck and their food selections. There is one trailer. Many of the trucks play music. In response to Ms. Born, the City food truck program has not affected the CRA program. Trucks are allowed to be on site from 8am-9pm. Only two trucks can currently fit. The site could handle more food carts. It's possible that food trucks could fit on the Grand Junction sited at some point. In response to Mr. Zevin, Mr. Peralta has not heard any complaints from neighboring restaurants. The Board liked the colorful poster.

#### **8. Update: Foundry Redevelopment Demonstration Project**

***Motion: To authorize the Executive Director to enter into a professional services contract with the selected (property management firm) to provide consulting advice to the Cambridge Redevelopment Authority and future operational service work to the Foundry Consortium in accordance with the Foundry Demonstration Project Plan.***

Ms. Schwarz said that there have been great interviews with strong candidates for the property management opening but more work is needed before a final selection can be made. Staff will ask the Board for approval at the next Board meeting in April. Interviews involved City personnel, CRA staff, and the Lemelson/MIT Foundry Consortium.

The design process for the Foundry is moving into the schematic design phase in a positive direction to support the programs and mission of the Foundry. The Foundry Consortium is progressing to form their nonprofit operator. CRA staff is providing feedback on their drafted bylaws and helping them decide their Board's composition. An application form was given to them to help analyze the choices. The Foundry Advisory Committee has two openings which were just posted on the City's website. The deadline for applying is April 26. The CRA will help publicize these openings. The CRA participates in the selection process but the City Manager makes the final determination. As for the public art selection, three finalists gave presentations to the selection committee. After a rigorous discussion, an artist was selected and a public announcement of this selection is expected within the next week. The Consortium's by-laws are being reviewed by their own lawyers on a pro bono basis. Mr. Evans said that writing the sublease is the next step which will require CRA counsel. The formation of the nonprofit is on schedule, but requires approval by the federal government. The Foundry Consortium might get a fiscal sponsor if necessary to start operating

#### **9. Update: Forward Fund Program Notice of Funding Availability**

Mr. Peralta said that the Forward Fund application process starts tomorrow. The application will be on the website by tomorrow. He has met with the Nonprofit Coalition and they are happy about the changes to the program, particularly the rolling application period. All selection committee members are willing and able to meet three times to select applicants - June, September and December. Mr. Peralta plans to come to the Board each time with an announcement of the awardees. Lillian Hsu was disappointed that the arts would not be funded in 2019. There are 2017 and 2018 funds that are waiting for projects to finish.

#### **10. Update: Non-Profit Office Building Preservation Initiative for 93-99 Bishop Allen Drive**

***Motion: To authorize the Executive Director to prepare a response to bid documents for the purchase of 93-99 Bishop Allen Drive consistent with the goal of the Memorandum of Understanding with the Cambridge Community Foundation to preserve and enhance office space for Cambridge non-profit organizations.***

Mr. Evans said that there are many details to discuss in executive session regarding the financial position of a CRA offer. He would like to get authorization to make an offer. If the offer is accepted and a purchase and sale situation follows, there would need to be authorization for the final transaction. Bid materials were received last

week from Cushman and Wakefield on behalf of Enroot. They are not public documents so they are not part of the Board package. Mr. Evans feels confident that a competitive bid can be made by the CRA. He suggested a slight revision to the motion to focus on the use of the building for local community service providers.

*The motion to authorize the Executive Director to prepare a response to bid documents for the purchase of 93-99 Bishop Allen Drive consistent with the goal of the Memorandum of Understanding with the Cambridge Community Foundation to preserve and enhance office space for Cambridge community service providers was seconded and carried unanimously.*

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

Mr. Evans said that the first image is a picture of the CRA's storage unit in Somerville. These now-organized boxes of documents are a combination of documents that had been scattered in the basement of 90 Broadway five years ago as well as hundreds of documents archived from the office, based on selection criteria. King Information Systems has set up a new filing system in the office and an Access database for these offsite documents. The goal is to move out of Iron Mountain and into this one location in Somerville.

The Opportunity Space officially opened March 6. It has been rebranded as "The Link Kendall Square" with its own logo. The space has some temporary furniture now but more furniture is being donated by Google. The classrooms are set up and ready. A final punch-list is being addressed. The Non-Profit Center has hired an onsite staff person to handle the day-to-day operations. Per Scholas and Open Ag are currently leasing space. Another organization, called Tech Talent Exchange will move into the space sometime in April/May. The CRA office is being reconfigured to give more space to the Link program.

Upcoming on the calendar is an investment report from Morgan Stanley, a Boston Properties report on their public programming, a draft cooperation agreement with the Margaret Fuller Neighborhood House (MFNH) to move forward with a redevelopment plan, the schematic design of 325 Main Street, and review of 135 Broadway.

In response to Ms. Born, the City is working with a Foundry building plan that has a wider three-story addition. The mechanicals are moving inside the building, but the building will still be 50,000 square feet. The MFNH have had two local community meetings that have gone well. They are giving the community plenty of notice, starting with abutters and then moving out into the community. CRA staff has been meeting with various members of the MFNH Board. The many MIT COOP signs have been installed. Signs for the Kendall Florist were approved administratively. Staff is working with them on access to the sidewalk for flower placement. Boston Properties is trying to accommodate the haircutter into the old Ambit space.

Regarding the budget, the income goals have not been met since the building at 325 Main Street was just approved. Design development documents are expected in the office tomorrow with a permitting process sometime in the summer. Income from CRA investments has been on track. The payroll will be slightly reduced for a few months. There was a payout for unspent time. The large amount of expenses for supplies is mainly due to the archive process and office reorganization. At least for the current year, the office rent is remaining the same but payment goes to the Non-Profit center instead of Boston Properties. Staff is looking into whether the CRA should use its current telecom services or use the Link's. There are some issues with security and the fact that the CRA is not entirely cloud-based. Staff is waiting for a corrected invoice regarding snow management services. There will be a budget adjustment necessary in the marketing graphic design account since work expected in 2018 on the Transport Kendall project and the Central Square Bid shifted into 2019. The CRA commitment to the Central Square BID is done. The 2017 and 2018 Forward Funds payouts are waiting for projects to complete. The timing for the \$2 million payment to the City for the Foundry isn't expected until the fall. Before he left, Jason Zogg finalized the governance for the KSTEP so a meeting should be called soon. An announcement of the groundbreaking for the Squirrelwood Project was just received, so a \$300,000 check will go to Just-A-Start in a month or two. In addition, a budget adjustment would be needed to account #8700 if the 93-99 Bishop Allen Drive offer goes forward. The sale of development rights for the Google building would be expected when the permit is pulled in the June-July timeframe. Mr. Evans said it depends on which permit is tied to the payment. However, there is a selective demolition permit now to separate the building from the T head house. Then Boston Properties will apply for a foundation permit which will include taking down 3 Cambridge Center and doing some site work. It doesn't change the price which is tied to schematic design approval.

At 8:25 p.m., the Board had concluded all of the business set forth on the regular agenda.

At 8:25, a motion was made for the Board to convene in Executive Session for the purpose of discussing a potential real estate transaction for property at 93-99 Bishop Allen Drive, the open discussion of which might compromise future negotiations. Since the Board has concluded all of the business set forth on the regular agenda, the Board will not reconvene in open session after the Executive Session.

A roll call was taken.

Mr. Zevin - yes  
Mr. Crawford - yes  
Ms. Born - yes  
Ms. Drury - yes  
Mr. Bator – yes

The motion carried unanimously and the Board moved to Executive Session at 8:33 p.m.