



Regular Board Meeting
Cambridge Redevelopment Authority

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

APPROVED Meeting Minutes

Call

Chair Kathleen Born called the regular CRA Board meeting to order at 5:43 p.m. 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 CRA staff members, Alex Levering, Ellen Shore, Erica Schwarz, and Carlos Peralta were also in attendance. The meeting was recorded by the CRA.

Public Comment

Heather Hoffman said that, with respect to the Google signage proposal, she is vehemently opposed to signs that are up high, especially lighted signs. She is in favor of whimsical, cool-looking signs that are at the pedestrian level. Signs should not be billboard substitutes. She is pleased to see that the Foundry project is moving forward and that the East Cambridge community will actually receive something. Finally, she spoke about the importance of open space in the Rindge Towers project where people will be crammed into an already crowded space. Open space is being overlooked in the City and the world in general. Open space should be well designed but also extensive, permeable, and beautiful.

Steve Kaiser said that he now feels that it is important for the CRA Board to get involved in Alewife planning. The connectivity in the area is horrible. He questioned why a building would be built on the busiest section of that site. In response to another question, Ms. Born said that the CRA was invited by Just-A-Start to get involved in the connectivity aspect of the project. Mr. Kaiser urged the CRA to get involved in a list of other unstudied issues. He spoke about his work on the history of the Inner Belt, offered tips on PowerPoint presentations, and offered to do a presentation of his Donnelly Field findings to the Board.

No other members of the public wished to comment.

The motion to close the public comment section of the meeting carried unanimously.

Minutes

1. Motion: To accept the minutes of the Regular Meeting of the CRA Board on October 16, 2019

There were no comments.

The motion to accept the minutes of the Regular Meeting of the CRA Board on October 16, 2019 and place them on file carried unanimously.

Communications

There were no communications.

Reports, Motions, and Discussion Items

2. MXD Development Update

Ms. Levering showed a map of the MXD district. One Broadway now has a grocery store, Brothers Marketplace, which is a subsidiary of Roche Brothers. There was an opening on November 12.

The building at 325 Main Street, or 3CC, is fully demolished, although much material is still in the process of being removed from the premises. MEP work is underway in the loading dock. Pedestrian wayfinding signage in the Green garage has been updated. There is a webcam. Info panels about “what’s to come” will be installed on Friday or Monday. Mr. Evans added that the public is using the pedestrian windows installed along the walkway by Boston Properties. There were also video cameras on the machines that were demolishing the building.

The DNatrium of the Broad Institute is progressing with the hiring of Cambridge Seven and a company called Micro that specializes in museums with a science focus. A soft opening is planned on DNA day in April 2020. Construction should be completed by the summer. There will be more information on this as well as the M1 expansion after an update meeting tomorrow. Another topic with the Broad will be tying the DNatrium into the Ames Place Open Space project. Mikyoung Kim is working on conceptual designs of Ames Place Open Space.

145 Broadway is substantially complete. There was a celebration and opening on November 1 which was attended by the governor, other public figures, and members of the CRA Board. A certification of completion has been signed and the CRA has received a letter of credit for outstanding punch list items.

For the Broadway / Binney / Galileo streetscape project, Boston Properties with their consultants VHB and Sasaki have submitted 100% streetscape designs for their area of the project. Staff recently attended a Cambridge public planting committee meeting, and is in continuous discussions with the City and Boston Properties regarding ideas and comments on the 100% designs.

Mr. Peralta spoke about the Volpe utility connection. Preliminary discussions have occurred with the Volpe construction team and Veolia regarding the connection of Potter Street and the Sixth walkway. Unfortunately, the pedestrian portion of the Sixth Street Walkway will be closed during this work which is tentatively planned for the spring of 2020. The walkway will remain open during cap and cut work planned for a couple of days within the next month.

Mr. Crawford commended the maintenance work done on the Sixth Street Walkway and the bike path during the high acorn count season. He added that the Kittie Knox bikeway is a densely used resource. He will be watching the steam construction and expects pedestrians to move over to the bike path during construction. Mr. Evans said that a walking detour is planned.

In response to Ms. Hoffman’s concern about the application to cut down 27 street trees, Mr. Evans said that the City’s application included all the trees, but the goal is to keep as many as possible. The trees are scattered in multiple places. Some of the trees are not doing well. Replacing trees is challenging due to underground utility issues. The designs are being analyzed to mitigate or reduce the impact. The CRA is sensitive to the issue and is looking at ways to add more trees to the planting plan in other places. Mr. Bator said that that the bend on Galileo Way from Broadway onto Binney Street has the trappings of a grand avenue which is deserving of distinguished trees that would enhance the grandness. Mr. Evans said that the oak trees currently outside of 145 Broadway were chosen for their wind mitigation capacity. The plan is to have a double row of trees for as much of the street as possible. The utility issues are in the southbound direction. Mr. Evans asked that any emails about this subject get forwarded to him.

Mr. Zevin suggested that the consultant look at the other three corners of the protected intersection because of the island accident. Although the island is now signed, it might be unnecessary since the existing light cycle prohibits conflicts between vehicles turning right and bicycles going straight through the intersection. Ms. Levering said that the CRA has drafted comments to make the area safer.

3. MXD Signage Review Update

Mr. Peralta spoke about the signage for 325 Main Street, the Google building. On October 1, two signs and one art sculpture were presented to the CRA Design Review Committee by representatives from Boston Properties (BXP) and their consultants. CRA members Kathy Born and Barry Zevin, and Planning Board members Tom Sieniewicz and Hugh Russell, and City Project Planner Liza Paden were present in that meeting. The document in the Board packet describes the penthouse sign, the street level sign, and the art sculpture. Recommendations made by the committee members are listed in the Board packet memo. There have been ongoing discussions with BXP during this month. An updated package was received today although it has not yet been reviewed by CRA staff. Next Wednesday, December 4, from 3:30 - 5:30 pm, there will be a Design Review Committee meeting in the same location as tonight's Board meeting. Tonight's Board packet does not have these updates. Mr. Zevin emphasized that an edge-lit sign may project unwanted light onto the neighbors on either side.

In response to Ms. Drury, Mr. Evans said that he would look at Article 7 to verify whether the size of the street level sign would be approved in other districts zoned for office space. Mr. Evans said that business signage tends to be more constrained. There was a discussion of the size allowed for retail signage versus business signage. Ms. Drury liked seeing the large addresses on the building. Mr. Evans confirmed that the size meets CRA guidelines. Mr. Zevin noted that it is replacing a larger sign but that it is lacking the whimsical quality that the other sign had. Ms. Drury suggested taking another look at the CRA guidelines before there are huge signs on multiple buildings. The guidelines were last updated a year ago.

4. Innovation Space Operations Plan - 2019 Update

Ms. Levering said that this is the first annual compliance report for the market rate innovation space and the below market rate space that is being provided by the Link. Brendan Sullivan, from the Cambridge Innovation Center (CIC) gave a PowerPoint presentation, which was included in the report found in the Board packet. CIC's work focuses on the shared office space sector. CIC now has three locations in Kendall Square – 1 Broadway, 101 Main Street, and 245 Main Street. In December 2018, CIC submitted a plan with Boston Properties, in compliance with the innovation regulations. Tonight's plan is an update for the year as of November 14, 2019. The presentation showed how CIC has met the guidelines for each of the five requirements. In response to Mr. Peralta, Mr. Sullivan said that CIC would be getting back to the CRA about the screen in the glass front that faces Galaxy Park.

Michael Tilford, from Boston Properties, continued the presentation with an annual update on the Opportunity Space, now called the Link space. Of the 105,200 square feet of innovation square feet associated with the 145 Broadway building, 17,599 square feet is filled by the Link. The space was completed in April-May 2019 and is occupied by CRA and a number of other tenants that meet the mission of the space. The phasing plan has not changed from when it was initially submitted. The square footage exceeds the amount of space that was associated with 145 Broadway. Additional square footage will be required, associated with the Google building. The space is primarily on the eighth floor but expansion plans are being discussed. One possibility is taking over the space currently used by the Boston Properties property management team on the eight floor. Mr. Tilford showed a slide with the utilization of the space. There are still vacancies so more outreach is needed particularly for the off hours. A color-coded floorplan showed the layout of the tenants in the space and the shared resources. Mr. Tilford said that this fills a majority of requirements stipulated in the approved plan.

In response to Mr. Crawford, Mr. Tilford said that there could be more events. Per Scholas uses their space five days a week but mainly during normal working hours. There should be more demand for nighttime events. Ms. Schwarz added that Faisal Abid, the Link Space property manager, said that there were 25 events in October but mostly during the day. The space is used primarily for nonprofits that need a space for trainings, meetings, or conferences. Anyone can use the space but tenants have first rights. Fees for non-tenants vary depending on whether the user is a nonprofit or for-profit entity.

In response to an audience member, Nicole Williams, who is a Sustainable Business Network board member, Mr. Evans said that outreach for the Link relied heavily on the knowledge of The Nonprofit Center and Third Sector

New England who were populating the space from the overload of their Boston center. There has been personal outreach to known nonprofits by the users of the space. The CRA is starting to work on an MOU with the Cambridge Nonprofit Coalition for their assistance in making connections to Cambridge-specific nonprofits. In response to another question regarding the use of the space by entrepreneurs, Mr. Tilford said that the Link space is focused on serving nonprofits with an educational focus. The focus also leads to workforce development as a direction for people to possibly become entrepreneurs. Mr. Tilford added that CIC is filling the requirement for entrepreneurial space. In response to Ms. Williams' question about the number of Cambridge nonprofits using the Link Space, Mr. Evans spoke about each of the tenants. There is a mix of Cambridge companies newly forming within the space and companies expanding their presence into the Boston / Cambridge area. Recruitment of organizations is still occurring. Ms. Born clarified that the presentation tonight focuses on the compliance with the requirements of the MXD zoning for start-up space, as well as a separate requirement to target nonprofits in the workforce development field. Mr. Evans said that there have been conversations with CIC about an entrepreneurial support program that would focus on non-MIT based startups. Erin Euler, from CIC, added that she is working on creating pathways for people coming out of the Link to get jobs with companies housed in CIC. Ms. Schwarz said that she would resend the initial announcement that was sent when the Link was launched. Mr. Evans welcomed suggestions for additional outreach avenues.

5. Foundry Update – Foundry Consortium Capacity Building Funding

Ms. Schwarz referenced a memo in the Board packet. She said that the project is moving forward. Mr. Crawford was pleased that the pedestrian throughway on the north side of 195 Binney on Rogers Street now allows him to walk through the back of the block along the Foundry. Ms. Schwarz added that the participatory art display is on Bent Street.

The Cambridge City Council approved the full \$35 million appropriation for construction related costs. This includes the \$7 million of CRA funds. Cambridge Seven has completed their design development drawings. The City is expected to have detailed costs estimates in the next month based on those drawings. The project is scheduled to go to the Historic Commission on December 5 and a time will be scheduled for permitting before the Planning Board. W.T. Rich has set up construction staging and they will be starting abatement work inside the building and demolishing the building's interior. They are also finalizing an agreement with Verizon for access to the building.

The Foundry Consortium, which incorporated last month, had a celebratory event. They held their first board meeting this past Monday, at which the by-laws were approved and they discussed the hiring of an executive director and other administrative needs. During the CRA budget discussion later tonight, the option for the CRA to help support that search process will be addressed.

In the meantime, CRA staff is drafting terms for the lease with the Foundry Consortium that is tentatively scheduled to be signed around April. The Board will be given a preview of the bullet points. To clarify, the CRA has a master lease with the City and it will have a lease with the Foundry Consortium. The Foundry Consortium will have subleases with the tenants.

The Foundry Advisory Committee (FAC) retains its role of advising the City Manager and the CRA. The Foundry Consortium Board is the operating entity that will steward the organization and the mission of the building. In response to Ms. Drury, Ms. Schwarz said that there is a requirement in the bylaws that the FAC and the Foundry Consortium board must meet at least once a year but their board would like to meet more often. The first meeting of these two groups will be sometime in March. Mr. Evans said that the tax filing, which is included in the packet, includes the current board. The by-laws allow for a board of eight to fifteen people. They are recruiting for additional board members. There is a lot of nonprofit knowledge on the Foundry Consortium board.

6. Affordable Housing Open Space Connectivity Plan – Rindge Avenue

Ms. Levering discussed the key points of the memo that is included in the Board packet. A few months ago, Just-A-Start (JAS) reached out to CRA staff for assistance with open space and connectivity for a new mixed-use project currently underway at their current Rindge Towers apartment site in Alewife. A map of the site was shown. There are currently three almost identical tall affordable housing buildings east of Route 16. JAS owns the

property closest to Route 16. The new development is called Rindge Commons. The phased-approach plan will build two new buildings on the surface parking lot, add affordable housing units, retail space, and a new JAS education and training center. As expressed by residents in community meetings, improved connectivity is very important for the area and the project. In further discussions with JAS and CDD staff, it was decided to broaden the scope to a larger Rindge area neighborhood, including the affordable housing units owned by the Cambridge Housing Authority. To that end, CRA staff drafted and submitted a scope of work to Gamble, the CRA on-call landscape architects. Gamble submitted a proposal that is enclosed in the Board packet. Staff hopes to sign a notice to proceed with Gamble. The CRA is excited to be invited into this opportunity. In response to Ms. Born, Ms. Levering said that JAS will be involved in community meetings but this is now a larger project. Any design should consider the entire area. CRA staff has also met with City departments, such as housing, transportation, and environment. The Envision Plan also needs to be considered. In response to Ms. Drury, Ms. Levering said that there has not yet been any communication with representatives of the shopping center. Mr. Bator said that he would like to see a connection to Danehy Park. The northern edge of the shopping center site was also discussed. Mr. Evans noted that because this section of Cambridge has practically no public rights of way, creating connectivity will most likely require negotiations for private property easements. Mr. Crawford suggested framing discussions on desire lines and informal commuting patterns. Mr. Zevin started a discussion about the tracks and possible terra-forming.

Ms. Hoffman said that the list of stakeholders on page 4 of the document should include the actual people who live there. She also noted that the embankment is owned by the DCR so they should be engaged now.

7. Draft 2020 Budget

Mr. Evans said that an initial review of a draft budget occurred with the Treasurer and Assistant Treasurer and it is still being refined for a budget motion in December. He explained the structure of the spreadsheet. The regular view of the 2019 budget versus actuals appears to the left of the thick grey line. He noted the two options for formatting the 2020 budget which are both shown to the right of the thick grey line. Option A lumps the income and expenses into the main budget and Option B isolates the budget items specifically related to the Bishop Allen building. If option A is chosen, other reports can be generated which can detail all the income and expenses for the building.

Looking at the report, the blue color is the income section. The primary operating revenue for 2020 comes from the Boston Properties PROTO's land payment. The Broad Institute's M1 project is delayed so its expected 2019 income will hopefully be received in 2020. Rent from Bishop Allen and continuing license agreements are included in the operating revenue figure. The other income amount is the guaranteed interest and dividends from the CRA investments plus an estimated return on the fiscally conservative portfolio which does have a little exposure to equities. The total budgeted income is about three million dollars.

The increased expense for salaries is due to two or three new hires. The search process to hire a Director of Finance is currently underway. Mr. Evans said that the position could pay for itself through thoughtful management of CRA finances and developing strategies beyond what is offered by the investment advisor. A second hire would focus on communications and outreach for all CRA work, including the Link and community planning efforts in Alewife. The third hire would be for an additional planner to assist with the workload. It is possible to blend the last two positions. He noted that the 2020 budget amounts for salaries and other fringe benefits reflect a ramping up of these new hires as they would not all start in the beginning of 2020. However, the budget for 2021 would incorporate the full amounts for the additional staff.

Many of the other operating expenses shown in the orange portion of the budget are stable. There is a very large increase for insurance due to the high cost of insuring 93-99 Bishop Allen, a really old building that has not had any renovations since 1965. On the bottom of page 2, there are also added expenses for property management due to the Bishop Allen building. As mentioned before, these specific expenses can be lumped together or broken out as shown with Option B.

In professional services (green colored section), the consultant load is similar to last year's except for the need to hire a designer as well as engineers for the Bishop Allen building. The cost for construction management oversight or an owner's rep might be tracked in this section as opposed to the capital investments section of the

budget. Mr. Evans said that capital costs for the building have not yet been included into this budget. He hopes to make capital investments to the building by the end of 2020 and have the renovations completed by the time the leases are renewed in 2021. In addition to Bishop Allen, professional services work is planned for Kendall, Alewife, and the Margaret Fuller Neighborhood House projects which have a fair amount of design work. Transportation planning in Kendall continues to be another focus of CRA work.

The purple section of the chart shows the redevelopment investments which include the mortgage payments and the Forward Fund. Mr. Evans said that due to the timing of a Forward Fund recipient's project, the annual budgeted amount for a given year's Forward Fund doesn't always get dispersed within that year. The unspent funds are carried into the following year(s). Staff will be reporting on the last five years of the Fund with possible changes. The 2020 budget is currently consistent with last year's funding. In response to Mr. Bator, Mr. Evans said that although more money was offered, nonprofits are finding it hard to match the funded amount, which is a current requirement. A feasibility grant without a financial match might be more helpful to nonprofits. Mr. Peralta is surveying past grant recipients for feedback on changes to make that would be beneficial. The other major expense, which was delayed from this year to next year, is the \$2 million contribution to the Foundry design since the City just completed its appropriation process. A check is expected to be cut in the spring. Mr. Evans explained that the budget is reported on a cash basis rather than an accrual basis as this method clearly depicts when actually money is received and distributed. Besides the issue of tracking the Forward Fund multi-year expenditures, staff is looking into a better process for tracking contracted dollar amounts that also span across multiple years.

Mr. Evans spoke about using the earnings from the \$9 million Foundry fund investment towards helping the new nonprofit Foundry Consortium start-up. An MOU with the Foundry Consortium nonprofit is being drafted with specific terms for this money. In addition to the \$200,000 already given to Lemelson/MIT, the 2020 draft budget includes another \$120,000 to run an executive director search and then pay the executive director who can get other funding onboard. The budget also has some buffer so that the CRA can be responsive to any future unplanned asks. Mr. Bator confirmed that he and Assistant Treasurer Mr. Crawford agreed that spending this earned income for this reason is appropriate. Mr. Evans said that an updated version will come to the Board in December for consideration. Mr. Evans said that he is expecting Boston Properties to receive an approved building permit from the City for 325 Main Street this year which would then trigger payment from Boston Properties to the CRA.

At this time, Ms. Born needed to leave the Board meeting and asked Vice Chair Margaret Drury to finish running the meeting.

8. Proposed 2020 Calendar of Regular CRA Board Meetings

Before leaving, Ms. Born noted that there was no date selected for the month of April. Ms. Shore apologized for omitting the date of April 15. Mr. Evans said that the February meeting is the annual meeting. There was a discussion followed by an agreement to move the January meeting date to January 22. Mr. Peralta suggested adding the design review meeting dates to the calendar. The rest of the calendar will be revisited in the December Board meeting. Ms. Drury said that it is better to keep the date of the meetings to the third Wednesday of each month if possible.

9. Report: Monthly Staff Report

Mr. Evans said that most of the Kendall projects were discussed in the MXD report that Ms. Levering previously presented. A couple dozen applications have been received for the open position of part-time Finance Director. Staff has implemented new systems for cybersecurity. In December, there are plans to close out the designer selection procurement process for Bishop Allen. The 135 Broadway project is progressing slowly. There should be an update on 325 Main Street with respect to the public realm improvements as well as a visual mockup of those improvements, if the weather cooperates. In January, a presentation on the status of the workforce development work being done with the City is also planned. As previously mentioned, another draft of the 2020 budget will be brought to the Board next month. A procurement process is in progress for a real estate financial consultant to assist with analyzing the various options for the Margaret Fuller Neighborhood House's (MFNH) multifaceted development plan that includes market rate affordable housing, the renovation of an existing historic

building, and some kind of new facility. The deadline for responses is this Friday. The MFNH has hired a new executive director. A minor revision to the MFNH MOU is needed since the go-or-no-go decision date on housing has slipped from December due to the leadership changes. Staff is trying to accelerate the Kendall Square Transit Enhancement Program (KSTEP) process to set up a new governance structure. The City, MassDOT, and the T have been invited to determine what near-term transit improvements can be made. Bishop Allen design teams are being interviewed this week. A \$2 million renovation budget has been set aside but it is possible that this might not be enough. The two main expenses for the building are the heating system and circulation in the building, especially the elevator and other accessibility upgrades. Mr. Evans said that surprises can occur with historic renovations. Staff continues to work with the City on the Grand Junction multi-use path north and south of the park. There is a significant amount of design work occurring now. The path was designed in a way that did not preclude transit along the Grand Junction corridor. The T wants to preserve that option. One of the six rail vision options shows a Grand Junction connection on the map in the State's long range planning. This option got a strong endorsement from the MBTA fiscal control board. There was a discussion of future transit lines. Mr. Evans said that the KSA continues to be cited in the Globe regarding transit. Mr. Evans is glad to see that the Grand Junction is part of the transportation conversation.

At 7:48 p.m., the motion to adjourn the meeting carried unanimously.