



Regular Board Meeting
Cambridge Redevelopment Authority

Wednesday October 21, 2020 at 5:30pm

Due to the COVID-19 pandemic, this meeting was held virtually via Zoom

APPROVED Meeting Minutes

At 5:35 p.m., Alex Levering read the opening statements:

In response to the current COVID-19 situation, the Governor has suspended certain provisions of the Open Meeting Law allowing government bodies to meet using remote participation. In accordance with the Order, the CRA is holding this meeting virtually via Zoom webinar, with the ability for the public to participate either through a computer, smart phone, or by calling in via a landline. In a Zoom webinar format, all attendees, except panelists, will have their videos suspended and be muted unless specifically unmuted by the host. There will be an opportunity for public comment at the start of the meeting and at the discretion of the Board Chair. To provide public comment, please press the "raise hand" icon at the bottom of your screen and you will be called upon to speak. Once you are called on, you need to unmute yourself. You may identify yourself but are not obligated to do so. After stating your comment or question, you will be re-muted. Alternatively, you can use the Q&A function to type a question or comment and it will be read during the public comment session. If you are calling in via a landline and have no access to computer or smart phone, you can call the CRA's main line at 617-492-6800 and press extension 11 to bypass the opening messages. Comments can also be emailed to planning@CambridgeRedevelopment

The Board meeting materials can be found on the CRA's next meeting webpage. This meeting is being recorded by the CRA, including all video, audio and QA messages.

Call

Chair Kathleen Born called the virtual meeting. A roll call of Board members and a confirmation that the meeting was audible to them was taken.

Vice Chair Conrad Crawford – was not present Treasurer Chris Bator - present Assistant Treasurer Barry Zevin - present Assistant Secretary Margaret Drury – present

CRA staff member in attendance were Executive Director Tom Evans, Alex Levering, Carlos Peralta, Ellen Shore, Erica Schwarz, Hema Kailasam, and Fabiola Alikpokou.

As this is a remote meeting, all votes will be taken by roll call and responses will be repeated for the record by Mr. Evans.

Public Comment

Elena Sokolow-Kaufman, said she was representing the Cambridge Nonprofit Coalition and the voices of 50+ Cambridge serving nonprofits. She offered suggestions for consideration for the CRA Covid relief program. She requested that the remaining funds be offered to any Cambridge nonprofit organization. Agencies that are currently providing in-person services should be prioritized. These include childcare and youth serving programs, as well as those that provide support to the in-housed, those running food access programs and likely some arts and culture programs. As nonprofits are stretched thinly because of increased demand and challenged capacity, the application process should be as simple as possible. A short application, a quick turnaround, and minimal

reporting requirements would be appreciated. She noted that with the cold weather quickly approaching, supplies are needed for indoor and outdoor programming. She specified various Covid related items.

Heather Hoffman thanked the Board for access to the public pedestrian easement through the Marriott lobby. However, she added that it could be better marked for those not familiar with the area. She'll be going to the Volpe center meeting that is occurring tonight.

Mr. Evans noted that some CRA staff member will be leaving the Board meeting to attend the Volpe meeting as well.

Nicola Williams, a member of the Sustainable Business Network board located in Nonprofit, thanked the Board for the work being done at the 93-99 Bishop Allen Drive building. She noted the improvement of the historic façade, the proposed outdoor seating and greenery, as well as the sustainable ways of the renovation.

There were no other requests for comment

A motion was moved by Ms. Drury to close public comment. A roll call was taken by Mr. Evans, upon which he repeated each member's vote.

Mr. Bator – yes Ms. Born – yes Mr. Crawford - absent Ms. Drury - yes Mr. Zevin – yes The motion carried.

Minutes

1. Motion: To accept the minutes of the Regular Meeting of the Board on September 16, 2020

This item was accidentally skipped.

Communications

2. October 1, 2020 Letter approving temporary walkway barriers in Marriott lobby allowing the reopening of the pedestrian easement across 50 Broadway (Two Cambridge Center)

Mr. Evans said that two documents are combined together. The front cover letter is a letter from the CRA to Boston Properties allowing them to put up a temporary barrier along the corridor. The proposal came to the CRA in response to a letter that the CRA had sent to them in September asking for a plan to open the easement. Boston Properties and the Marriott were very responsive to the situation. It was made clear that this corridor is temporary and further conversations will occur. Graphics will be included

In response to Mr. Zevin, Mr. Evans described the materials used. He added that he expects a graphics package soon which will include graphics, wayfinding, and the fact that this installation is temporary. Mr. Evans said that the Marriott is open in a limited capacity. The Starbucks In the Marriott is closed.

3. Written communications received since the publication of the October meeting notice

There were no other written communications.

Mr. Crawford joined the meeting.

A motion was moved by Ms. Drury to place the communication on file. A roll call was taken by Mr. Evans, upon which he repeated each member's vote.

Mr. Bator – yes Ms. Born – yes

Mr. Crawford - abstain as he had just joined the meeting

Ms. Drury - yes Mr. Zevin – yes The motion carried.

Ms. Shore asked for the minutes to be approved. There were no comments. Ms. Shore thanked Mr. Zevin for his proofreading.

A motion was moved by Ms. Drury to accept the minutes of the Regular Meeting of the Board on September 16, 2020 and place them on file. A roll call was taken by Mr. Evans, upon which he repeated each

member's vote.
Ms. Bator - yes
Ms. Born - yes
Mr. Crawford - yes
Ms. Drury - yes
Mr. Zevin - yes
The motion carried unanimously.

Reports, Motions, and Discussion Items

4. Review of 2019 Audit

Motion: To accept the 2019 Financial Audit, place the report on file and transmit the report to the City of Cambridge and the State of Massachusetts

Ms. Kailasam introduced Chad Clark of Roselli, Clark and Associates. Mr. Clark started by saying that the CRA had a very good 2019. There was an additional influx for the year of about \$20.6 million due to the sale of development rights which drove the net position to \$57.1 million. It is nice for the CRA to have resources to adapt to situations such as its Covid response. Most of the money is held fairly liquid in the form of cash and investments.

There are not a lot of accruals that are making up the year net income amount. There is just under \$33 million available for allocation. Besides the \$20.6 million, the CRA made \$2.6 million just in investment income that added to the bottom line. There was a recovery of the 2018 losses. The accounts receivable is starting to grow. The largest part of the \$3 million of accounts receivable is the agreed upon deferrable of one of the buildings for the development right payouts from Boston Properties which will be received over the next 8-10 years. This is the only one of its kind. The notes payable is growing with the Covid loans although these are not reflected in the 2019 audit. The 2019 notes that are payable are with three area entities. The largest amount of \$550,000 is a long-term loan with a maturity date of about 40-50 years, with the probability that it will be forgiven if the entity continues to use the property as agreed. That loan is still on the books, however, but there is an allowance on it since collection isn't anticipated. The capital assets jumped significantly due to the purchase of a building for \$9 million. Some office equipment and Galaxy Park were previously the only fixed assets. Offsetting the approximately \$9 million is a \$7 million mortgage. This was a cash flow decision as the CRA did have the cash. The choice was made to utilize future rents to pay down the mortgage and pair up the revenue with expenses. This was a solid decision which allowed the CRA to keep financial resources liquid. Although there is a management company involved, leasing property is a new endeavor for the CRA, and should be evaluated from a financial perspective, using benchmarks and targets. Lastly, there is still about \$13 million of the net position that is restricted to KSTEP and the Foundry projects. The project consulting costs have increased slightly but a large portion of this was the \$2M payout for the Foundry.

Mr. Roselli then spoke about the Management Letter. The chart shows a large jump in the unrestricted net position from \$8M to \$41M which should be able to carry the CRA for quite a few years. He jumped to the Informational items which highlighted topics that should be kept in mind. The most important is network security as public entities are targets. He noted a few examples. Spam and phishing emails are more sophisticated and harder to detect. As the CRA grows in staff and vendors, opportunities for issues increase. A future GASB modification is coming in 2022 where all operating leases will be recorded as a capital lease. The office lease will be reflected as a long-term liability on the balance sheet. Regarding the Operational Items, he focused on three

items. He suggested using fund-based accounting software rather than Quickbooks for more sophisticated project tracking. He understood that tracking of the Covid assistance loans was outsourced. However, he suggested using loan tracking software for the other loans since the terms are all different. Finally, he suggested verifying the list of CRA retirees that receive GIC and Cambridge Retirement payouts.

Mr. Bator thanked Mr. Roselli. As the CRA Treasurer, he is happy with the audit and the management letter which indicate the growth of the CRA in terms of size, budget, and complexity of its activities. He would like to get an update on the various items mentioned by Mr. Clark. In response to Mr. Zevin, Mr. Clark said that the wording on page 16 about renting space related to the building purchase.

Ms. Born reflected on the size of the first management letter received by Mr. Clark compared to this year's letter. Mr. Clark was pleased to see that the CRA hired an employee to manage the increasingly complicated financial situations. Mr. Bator said that the talents that Ms. Kailasam brings to the organization are an appropriate reflection of the additional and more complicated endeavors. Mr. Roselli said that the audit this year, due to Covid, was mostly remote and appreciated the flexibility of Ms. Shore in providing reports and documents.

A motion was moved by Mr. Bator to accept the 2019 Financial Audit, place the report on file, and transmit the report to the City of Cambridge and the State of Massachusetts. A roll call was taken by Mr. Evans, upon which he repeated each member's vote.

Ms. Bator - yes Ms. Born - yes Mr. Crawford - yes Ms. Drury - yes Mr. Zevin – yes The motion carried unanimously.

5. Design Review Committee Report

Motion: To accept the report on the Design Review Meeting on October 7, 2020

Ms. Born said that the meeting was very productive. The notes are concise and on point. Ms. Levering thanked Mr. Zevin and Ms. Alikpokou. The notes have been posted on the website. On October 7, the 325 Main Street Wayfinding and Art Master Plan was reviewed. The committee reviewed art concepts throughout the project area by selected artists many of who are local. Also reviewed was a wayfinding plan and specific features. Comments made will be incorporated into a revised plan with a goal to bring it to the full Board in November. Boston Properties and their consultant, Selbert Perkins, will be available for questions.

Ms. Born noted that the combined City and CRA representation in the meeting was beneficial and complementary. She is pleased with the progress of these public spaces and that there is emphasis that they are public spaces.

A motion was moved by Ms. Drury to accept the report on the Design Review Meeting on October 7, 2020 and place it on file. A roll call was taken by Mr. Evans, upon which he repeated each member's vote.

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

The motion carried unanimously.

Mr. Evans emphasized that the CRA will regulate the wayfinding plan and review the public art. Ms. Born read a comment by Heather Hoffman which said that the combined CRA and Planning Board provide a better review together than either would do separately.

6. COVID Small Business Grant and Loan Report

Motion: To authorize the Executive Director to redirect the remaining \$125,000 of COVID-19 relief grant funds toward childcare and after-school facilities with a focus on assistance to non-profit programs.

Mr. Peralta updated the Board on the Covid relief grant program that the Board approved on June 17. This approval shifted the \$300,000 funds originally committed to the Forward Fund to emergency relief for small businesses in Kendall and East Cambridge that were not eligible for the City's city-wide program. The Board also approved the use of any unspent funds of active Forward Fund grantees for emergency operation expenses.

The CRA funded 23 of the 51 applicants for a total of \$129,827. The small businesses were allowed to use this funding for emergency operations. Mr. Peralta related the statistics outlined in his report that were gathered from a survey required of the recipients. The recipients were very appreciative of the support. Many active Forward Fund grantees did not take the opportunity to use their unspent capital grant funds for Covid support.

Mr. Peralta went through his status of the funding to date which showed an available amount of \$127,673. He is requesting that this amount be directed to support nonprofit childcare services or after-school facilities. The grants would be up to \$5000. Selection criteria are being discussed. He will incorporate feedback received in tonight's public comment which is very similar to thoughts expressed by staff at the City's Department of Human Services.

In response to Mr. Zevin, Mr. Peralta said that the intent of Mask Initiative is to buy masks in bulk, He added that he only knows that the childcare nonprofits were asked to send their PPE needs to the City. In response to Ms. Drury, Mr. Peralta said that this program will be a city-wide initiative. Mr. Bator applauded that the funds are targeted. Mr. Evans said that a letter was received from the Cambridge Nonprofit Coalition with a number of comments related to this and other thoughts about the Forward Fund in general. A proposal for the future of the Forward Fund will come to the Board after evaluating these comments, other advocacy needs, legal and financial constraints. Mr. Bator is interested in hearing from the constituencies so the CRA can respond and adjust appropriately.

A motion was moved by Ms. Drury to authorize the Executive Director to redirect the remaining \$125,000 of COVID-19 relief grant funds toward childcare and after-school facilities with a focus on assistance to non-profit programs. A roll call was taken by Mr. Evans, upon which he repeated each member's vote.

Ms. Bator - yes Ms. Born – yes Mr. Crawford – yes Ms. Drury – yes Mr. Zevin – yes The motion carried unanimously.

7. 93-99 Bishop Allen Drive Temporary Relocation Plans

Motion: To authorize the Executive Director to enter into a service contract with __(TBD)___ for tenant moving and storage services during the construction phase at 93-99 Bishop Allen Drive.

Ms. Born said that there are two motions to be discussed related to 93-99 Bishop Allen Drive. One deals with temporary relocation plans and the second authorizes a contract with a commissioning agent.

Ms. Schwarz received a memo late today which is a response from the recommended moving company. Ms. Schwarz confirmed that there will be no tenants in the building during the construction phase. Four organizations have opted to use swing space for a part of their operations – BARCC, Cambridge Community Foundation, the Algebra Project and Green Cambridge. Many of the tenants decided to remain working remotely because of Covid through the construction period and then come back to the building when it was completed, assuming that it is safe by then to do so. A moving company will move items of two agencies to the Link and two agencies to two other locations; there are three locations in total. The remaining items will be moved to the dock of a storage facility and the storage facility will move the items into their facility. The procurement process for the storage facility is just starting. It is being led by the move management along with STV. Staff expected the cost to be

under \$50,000 so three bids were solicited. Two bids came in over \$50,000 and one came in under \$50,000. They were all strong reliable firms so the lowest bid, Spry Moving, is being recommended. The cover page of the recently received proposal explains a bit about who they are and their costs.

The motion needs to be amended to remove the words "and storage".

A motion was moved by Mr. Zevin to authorize the Executive Director to enter into a service contract with Spry Moving for tenant moving services during the construction phase at 93-99 Bishop Allen Drive. A roll call was taken by Mr. Evans, upon which he repeated each member's vote.

Ms. Bator - yes Ms. Born - yes Mr. Crawford - yes Ms. Drury - yes Mr. Zevin - yes The motion carried unanimously.

8. 93-99 Bishop Allen Drive Commissioning Agent

Motion: To authorize the Executive Director to enter into a contract with __(TBD)___ for commissioning services for the renovations at 93-99 Bishop Allen Drive.

Ms. Schwarz said that the commissioning agent will verify that the CRA gets what the architectural documents say it should get. From the very beginning, the commissioning agent will be reviewing the designs and determining that the construction documents align. They will test the systems in the building and confirm that they are working before the building is turned over to the CRA. They will develop a training program on the systems for the property manager and possibly CRA staff. This role is different from the owner's project manager who is responsible for making sure the project is moving along the targeted schedule. STV is also leading this commissioning agent procurement process. The expectation was that this would also cost well below \$50,000. They did a solicitation to a group of firms. Three responses were received – two were close in price and lower than the third. One of the two, however, NV5, is being recommended to be the commissioning agent as it had more relevant experience. Their response is included in the memo. They've done a wide range of projects in Massachusetts, many of which are historic buildings. They have done several buildings in Cambridge. They have experience with LEED buildings and energy efficiency expertise.

A motion was moved by Mr. Bator to authorize the Executive Director to enter into a contract with NV5 for commissioning services for the renovations at 93-99 Bishop Allen Drive. A roll call was taken by Mr. Evans, upon which he repeated each member's vote.

Ms. Bator - yes
Ms. Born - yes
Mr. Crawford - yes
Ms. Drury - yes via nodding (technical issues)
Mr. Zevin - yes
The motion carried unanimously.

9. Monthly Staff Report

Mr. Evans said that the forward calendar includes the 2021 Budget, a Forward Fund discussion, continuing work with the Margaret Fuller Neighborhood House (MFNH), and an Amended Internal Control Policy.

In response to Ms. Drury, Mr. Evans spoke in more detail about the MFNH project. The MFNH Board and staff are undertaking a strategic planning process to think about the resources that they want for their building. They are starting to conduct outreach and engagement with the community about changes to their site. They have engaged with a historic consultant to help them understand the tax credit options available for the restoration of the building. The CRA had to recontract with Stone Soup Collaborative to have them be the sole proprietor for real estate consulting services. Staff is looking to contract with the architecture firm. There is a schematic design from Studio G in the works but refinement is still needed since only test fits and initial analysis have been done. These various elements will converge into a clear project proposal that will define the roles of the different parties and

the financial structure that makes the most sense. Currently the financial structure is leaning towards a housing project that is developed by the CRA solely or in close partnership with another entity where the CRA would provide financing; Currently, the belief is that a for-sale product would be best for delivering capital to the MFNH. Then the CRA would function as the key lender of the project, build the homes, and sell them to pay for restoration of the building and possibly be paid back in full, depending on other funding sources.

In response to Ms. Born, Mr. Evans said that the MFHN Board is involved and happy with the process. Mr. Evans said that the project is not fast moving. Ms. Schwarz said that the committee that meets regularly includes some staff and MFNH Board members. Neighboring residents have been curious but there isn't definitive enough information to share. In response to Mr. Zevin, Ms. Schwarz said that some neighbors have been asked very loosely about what they would like to see. It is expected that the height and scale will match the neighborhood.

Mr. Evans said that staff will be bringing a Rindge Avenue Connectivity study to the Board soon. The initial phase of analysis of the area has been completed. Due to Covid, community engagement has been limited. Sharing the report's list of opportunities will provide a background to discuss conversations on priorities. This work was done in partnership with CDD staff, Just-A-Start, and other property owners in that area.

Administratively, the CRA IT consultant has separated the CRA server and its other IT equipment within the server room at The Link. It is now in a locked cage for security purposes. The CRA Social media footprint is being expanded with more regular postings on Facebook, Instagram, and Twitter. All staff have been participating in a 12-week diversity and inclusion workshop with other Kendall companies. This workshop was facilitated by the KSA.

The Sixth Street walkway construction has been completed. Boston Properties is wrapping up some contractor work over the bike path. Mr. Evans noted another small repair component that is needed due to the GSA building excavation. Mr. Evans showed a picture of the 325 Main Street building. Steel is going up quickly. The concrete decking is starting on floors four and five. At this rate, he expects topping off to occur before the end of the year. The waterproofing on the garage is underway.

The hearing dates for Eversource project are in November.

Due to Covid, a decision was made not to pursue the food truck program for 2021. In attempts to continue activating the space, more picnic tables were place on the site. However, now the City is urgently looking for a short-term (less than a year) temporary dog park location while the Rogers Street Park is being renovated. Parcel 6 is about the size of the dog park that was at Rogers Street Park. If used, the site would be fenced in. This is a strong priority for the City as there are no other off leash dog facilities in East Cambridge. The new dog park at Rogers Street should be done by November 2021 even if the rest of the park is incomplete. At some point later, the Porkchop (Binney Street Park) will have a larger dog park. DPW would do all the installation. The fence might become property of the CRA and a resource for events such as popup beer gardens. Mr. Zevin noted all the obstacles on the site – granite boulders, picnic benches, blue bike station, etc. Mr. Evans said that he is most concerned about preserving the trees. Ironically the surface of Parcel 6 is now the preferred surface for dog parks. Mr. Zevin said that it is a lot of work for a nine month use and wondered how the site would be returned to its current state. Mr. Bator agreed that there would be a transition to get Parcel 6 functioning again. Mr. Zevin noted that the Porckchop area is vacant.

In response to Ms. Drury, Mr. Evans said that the CRA is still incorporating feedback from CDD regarding Rindge Avenue.

10. Quarterly Financial Report & 2020 Budget Amendment

Motion: To approve the amendment to the 2020 Budget as presented.

Motion: Authorizing the Executive Director and Treasurer to open two savings accounts for the cash holdings of the dedicated Foundry and KSTEP funds.

Ms. Kailasam said that Q3 was a quiet quarter. The most notable change is the \$1,415,000 taken out of the investment account and moved into a new asset for the organization. This Covid relief loan asset is on the

balance sheet. The CRA has an agreement with Cambridge Savings Bank to service these loans. They are managing the inflows and outflows and managing the loan tracking. Overall, in the quarter, the operational side is well below the budgeted amounts. The investment account has come back nicely over the summer which boosted the revenue side. While staff was very busy in Q3, many of the payments will be seen in Q4. Some revisions to the 2020 budget are needed based on the expected expenses.

There is a decrease in revenue due to the Broad delaying their development, rent forgiveness to Bishop Allen tenants, and the cancellation of the food truck program. In the expense category we are anticipating increased costs related to the scope of the work at Bishop Allen, which are reflected in the professional services budget. The result is a larger net loss than projected in the May 4 amended budget.

Mr. Evans clarified that the income from the Broad is just delayed, most likely due to Covid testing.

In response to Mr. Zevin, Ms. Kailasam explained that the negative \$18,541,148 in account #1825 on the Statement of Cash Flows is a recognition that this amount of money went from a receivable to actual cash and then out to the investment account. The movement is reflected in the balance sheet as it went from the cash portion to the asset portion.

Mr. Evans added that the budget was reviewed with Mr. Zevin and Mr. Bator last week. Mr. Evan said that the proposed budget contains a shift of some unexpended employee transit subsidy benefits to a one-time allowance for home office improvement for technology (router, printer, etc.) or ergonomics (office chair, monitor stand, etc.) that will help working remotely. Mr. Evans said that CRA employees are allowed up to \$100 in transit subsidy benefits monthly. The one-time Covid induced allowance is up to \$500 per employee.

A motion moved by Mr. Bator, to approve the amendment to the 2020 Budget as presented. A roll call was taken by Mr. Evans, upon which he repeated each member's vote.

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

The motion carried unanimously.

Regarding the motion for new savings accounts, Ms.Kailasam explained that both of the current Cambridge Trust investment accounts have a considerable amount of cash because there are upcoming payments according to the agreements for the Foundry and KSTEP. That cash, however, pays the same expense ratio that the portfolio of a securities does. Given that the current market rate for money market investments or cash equivalents is nearly zero, the CRA is paying 40 basis points (.004) for the management of such funds. So the CRA is not earning anything and paying a lot. Opening the new accounts would be a way to segregate the cash and not pay a fee and maybe earn a modest amount of interest. A determination of where these funds would go has not been determined.

Mr. Bator said that this is a no-brainer. Money that wasn't making much is going to make more. Mr. Bator expressed his extreme displeasure with the Cambridge Trust Wealth Management team that is handling CRA's money. There are not insignificant funds. The lack of fiduciary duty is disgraceful. At the very least, these accounts should be shopped. He added that he might recommend that the CRA move all funds from Cambridge Trust Wealth Management.

Mr. Evans said that the Board would be notified when a bank has been chosen.

A motion was moved by Mr. Bator authorizing the Executive Director and Treasurer to open two savings accounts for the cash holdings of the dedicated Foundry and KSTEP funds. A roll call was taken by Mr. Evans, upon which he repeated each member's vote.

Ms. Bator - yes Ms. Born - yes Mr. Crawford - yes

Ms. Drury - yes via nodding (technical issues)

Mr. Zevin – yes
The motion carried unanimously.

Other Business

Ms. Born would like to take a 10-minute break before starting the Executive Session. Ms. Shore said that she would send a new Zoom link for the Executive Session meeting to the Board, staff, including Kathryn Madden. All of the business set forth on the regular meeting has concluded so the Board will not reconvene in open session thereafter. The reason the Board is moving into Executive Session is because a discussion in the public would be disadvantageous to the negotiating position of the CRA.

A motion was moved by Ms. Drury to enter into Executive Session to consider potential amendments to the lease agreement for the Foundry at 101 Rogers Street. A roll call was taken by Mr. Evans

Ms. Bator - yes Ms. Born - yes Mr. Crawford - yes Ms. Drury - yes Mr. Zevin - yes The motion carried unanimously.

The meeting adjourned at 7:37p.m.