



Annual Board Meeting of the Cambridge Redevelopment Authority

Wednesday, February 21, 2023 at 5:30 p.m.

Pursuant to Chapter 2 of the Acts of 2023, this public meeting was conducted in hybrid format with remote participation options.

APPROVED Meeting Minutes

Meeting Files

- Notice and Agenda
- Email from Neil Stottler regarding Kendall Square Protected Bike Lanes received on February 12, 2024
- APPROVED Minutes of the Regular Meeting of the CRA Board on January 17, 2024
- Draft Design Review Committee Notes from February 7, 2024
- Memo Regarding CRA Board Terms and Officer Positions
- Draft 2023 Annual Report
- MXD Innovation Space
 - Memo on Changes to Innovation Space Plan
 - 2023 MXD Innovation Space Compliance Report
- Foundry Consortium Annual Report
- Field Office Signage Package
- Margaret Fuller Neighborhood House Memo and MOU
- Parcel 6 Totem Art Mural Deaccession Memo

Presentations

- 2023 CRA Annual Report Presentation
- 2023 MXD Innovation Space Compliance Presentation
- Images of Totems at Parcel 6
- Plan of the Foundry community floor

Opening Statement

At 5:35 p.m., Thomas Evans, CRA Executive Director, said that pursuant to Chapter 2 of the Acts of 2023, this public meeting is being held in a hybrid format with in-person and remote participation options at the start of this meeting, and possibly at other times during the meeting, at the discretion of the chair. He then explained how to provide public comment. Board materials are located on the CRA's next meeting webpage (www.cambridgeredevelopment.org/next-meeting). This meeting is being recorded, including all video, audio, and QA messages.

Call Roll

Board Chair Kathleen Born called the annual meeting. A roll call of Board members and the Executive Director was taken.

Vice Chair, Conrad Crawford – present Treasurer, Christopher Bator – will be joining at 6:00 p.m. Assistant Treasurer, Barry Zevin – present Lauren Reznick - present Executive Director, Tom Evans – present CRA staff members were also present. Ms. Born said that because this is a hybrid meeting, all votes will be taken by roll call and that Mr. Evans will repeat the responses of each member present.

Public Comment

Heather Hoffman said that she has enjoyed the colorful totems on Parcel 6 and is sad to see them go. She suggested giving them back to the students or the Community Art Center. She hopes that whatever comes will be as colorful.

No other comments were offered

A motion was moved by Mr. Crawford to close public comment. A roll call was taken by Mr. Evans. Chris Bator - absent
Kathy Born – yes
Conrad Crawford – yes
Lauren Reznick – yes
Barry Zevin – yes
The motion carried.

Minutes and Meeting Notes

1. Regular Meeting Minutes: January 17, 2024

No comments were offered.

A motion was moved by Ms. Reznick to accept the minutes of the regular meeting of the Board on December 13, 2023. A roll call was taken by Mr. Evans.

Chris Bator - absent

Kathy Born - yes

Conrad Crawford - yes

Lauren Reznick - yes

Barry Zevin - yes

The motion carried.

2. Design Review Meeting Notes: February 7, 2024

These notes will be discussed in the agenda item later in the meeting.

Communications

3. Email from Neil Stottler regarding Kendall Square Protected Bike Lanes received on 2.12.24

Ms. Born said that it is gratifying that bicyclists are taking note of the work the CRA has done to make improvements. She added that there was some debate about the placement of the curb and the bike lanes; it appears that the choice was a good one. Mr. Crawford agreed. Mr. Evans appreciated the positive email and will respond to Mr. Stottler. Ms. Born said feedback is always welcomed.

A motion was moved by Mr. Zevin to place the communication on file. A roll call was taken by Mr. Evans.

Chris Bator - absent Kathy Born - yes Conrad Crawford - yes Lauren Reznick - yes Barry Zevin - yes The motion carried

4. Written communications received since the publication of this meeting notice

No other communications were received.

Administration Items

5. Annual Election of Officers

Mr. Evans explained that at the annual meeting, the officer positions for Chair, Vice Chair, Treasurer, Assistant Treasurer, and Assistant Secretary are selected. Staff, through the Executive Director may hold the Assistant Secretary position if no other person is assigned.

Ms. Born said that she has been serving as Chair for the past 12 years since the CRA was reformed. She is stepping down as Chair but would remain a member of the Board.

Mr. Crawford said he is pleased to be nominated to the Board Chair position and accepted the nomination.

Ms. Resnick said that she feels privileged to be part of the CRA. She appreciates the nomination to Vice Chair and will accept that position if so voted.

Mr. Evans said that he has enjoyed working closely with Ms. Born over the past 11 years. He appreciates the wisdom that Ms. Born has brought to the CRA. Her leadership in transforming the organization has been valuable to the City.

A motion was moved by Ms. Born to accept the slate of officers - Conrad Crawford as Chair, Lauren Resnick as Vice Chair, Christopher Bator as Treasurer, and Barry Zevin as Assistant Treasurer. A roll call was taken by Mr. Evans.

Chris Bator - absent

Kathy Born – yes

Conrad Crawford – yes Lauren Reznick – yes Barry Zevin – yes

The motion carried.

6. Draft 2023 Annual Report

Kyle Vangel, Director of Projects and Planning, walked through the annual report with assistance from CRA Project Planner, Cecelia Cobb, and Director of Finance and Operations, Gardy Laurent.

Ms. Born said that the report gets better every year and she is proud of the content. The report is put together beautifully with its explanations and graphics. The report is an important piece of Cambridge history.

Mr. Crawford noted that Mr. Bator had joined the meeting at 5:58 p.m. Mr. Bator echoed what Ms. Born said. He is proud of the annual report and congratulated staff on its work. He is happy to see continued emphasis on citywide activities, as well as Kendall Square responsibilities. He noted the important role that Margaret Drury played in bringing housing to Kendall Square. He misses her but is grateful that Ms. Reznick is on the Board.

Ms. Reznick thanked Mr. Bator and congratulated the staff and the board members on what is a very well accomplished year and which is beautifully presented in this annual report.

Mr. Crawford agreed with the other Board members. The CRA has come a long way in the past 12 years. It has been quite thoughtful about Kendall Square's development and how that contributes to the rest of Cambridge as a result of its prosperity.

Mr. Evans said that the draft seen tonight is a slightly revised version from the one that was posted online to incorporate small edits found by staff and Mr. Zevin. Presuming there are no additional changes, this draft will be

posted online. Per state law, it will also be transmitted to the State's Department of Economic Development, the City Council, and the City Manager.

A motion was moved by Ms. Born to accept the 2023 Annual Report. A roll call was taken by Mr. Evans.

Chris Bator - yes

Kathy Born - yes

Conrad Crawford - yes

Lauren Reznick - yes

Barry Zevin - yes

The motion carried.

7. Appointment of Chief Procurement Officer

Mr. Evans said that according to Chapter 30B and other procurement rules of the State, an agency must assign a Chief Procurement Officer to conduct procurement work. This includes the selection of vendors for goods and services under Chapter 30B, construction and construction materials contracting under Chapter 121, and designer selection processes under Chapter 7. Since joining the CRA, and in a very short period of time, Gardy Laurent has taken classes from the Office of the Inspector General and has been certified as a Certified Procurement Officer by the State. In order to enhance the continued separation of duties between staff members, the proposal is that Mr. Evans will no longer function as the Chief Procurement Officer. Gardy Laurent will take on that responsibility. The CRA's internal controls and procurement policies document will be updated soon to formally institute this responsibility in the CRA's organizational chart to the Director of Finance and Operations

Mr. Evans said that a motion was not included in the agenda.

Mr. Crawford thanked Mr. Evans for the work he has done. The CRA's impressive Procurement manual has been shared with other public authorities and entities. It helps inform and provide DEI opportunities to ensure that the vendors and businesses that participate in government service are representative of the general population of the Commonwealth.

Mr. Bator was impressed with the professional manner by which the CRA is growing from a small- to a mid-sized organization in size and scope.

A motion was moved by Mr. Bator to appoint Gardy Laurent as Chief Procurement officer for the Cambridge Development Authority. A roll call was taken by Mr. Evans.

Chris Bator - yes

Kathy Born – yes

Conrad Crawford – yes Lauren Reznick – yes Barry Zevin – yes

The motion carried.

Mr. Evans noted that Heather Hoffman had made a comment in the chat during the annual report agenda item. Ellen Shore, Operations Director, read Ms. Hoffman's comment - "I would have preferred to say this rather than write it, but my raised hand does not seem to be recognized. I take slight issue with Mr. Bator's description of the housing. As you know, there's still no all-affordable housing in Kendall Square. What the CRA finally forced Bostor

housing. As you know, there's still no all-affordable housing in Kendall Square. What the CRA finally forced Boston Properties to do was build any housing at all. That was an accomplishment that I still tout regularly and something the CRA seems, to my eyes, to have made far trendier in multi-building developments throughout the city."

Mr. Crawford said that Ms. Hoffman's point is taken and he appreciated the clarification. It is understood that there is a distinction between inclusionary zoning and affordable housing, which are often conflated in affordable housing discussions, both nationally and locally.

Mr. Bator said that her point was well taken and appreciated her point of view. He reemphasized that this board will keep its eye on housing, particularly affordable housing; the CRA commitment to that is no less than it was in 2012. As reflected in the annual report, this is a core part of the CRA mission.

Projects and Programs

8. 2023 MXD Innovation Space Compliance Report

Joel Smith, CRA Project Manager, said that Boston Properties (BXP) representatives are here to give the 2023 KSURP Innovation Space Update. They will talk about their below market-rate and market-rate commitments as they relate to innovation space and their plans going forward.

Vicky Prentis, BXP Project Manager, said that she is joined by Jeff Lowenberg from BXP, Stacey Messier, GM from CIC New England, Jake Barrows, Associate Director of Property Services from TSNE, Fab Foundation Chair Neil Gershenfeld, CEO Sherry Lassiter, and COO Luciano Betoldi. These people bring the mission of the innovation space to life by the work that they do. The group will be talking about the existing innovation space and future plans.

Ms. Prentis explained that the innovation space requirement is about 125,000 square feet, which includes a market-rate component and a below-market-rate component. The bulk of this footage was delivered in 2019 in partnership with the CIC at 245 Main Street and TSNE, which operates the LINK at 255 Main Street. At the start of 2024, 15,000 square feet of GFA remained undelivered. However, 2,600 square feet of that has been delivered through an expansion of the LINK. The Fab Foundation will present an exciting future opportunity that should deliver another 10,000 to 11,000 square feet of innovation space on the second floor of 325 Main Street.

Ms. Messier present information about CIC.

Ms. Resnick asked if people are using the space on a day- to-day basis, as remote work is very popular. Ms. Messier explained that there is more of a hybrid presence. She added that the occupancy continues to tick up with needs for 10-30 person offices.

Mr. Crawford asked how about the evolution of occupancy patterns. Ms. Messier said that she participated in a recent strategic planning exercise in which, for the first time, CIC brought together four separate building teams to think from a regional perspective. She has found that each of the buildings have their own unique nuances. Everything from loading docks to different landlords to the number of floors to being in different parts of the city. High occupancy coincides with a high walk score. She said that she is interested in learning how to connect the dots between the relationships that already exist in the neighborhood and continue to incentivize the amazing amenities that are in Cambridge to bring people back across the river.

Ms. Born asked for a comparison of Kendall Square with other cities in the country as she is concerned about the commercial real estate distress. Ms. Messier said that from a CIC perspective, trying to get people over the hump of the transportation friction is the main issue. The Cambridge market has always been a top-rate place to do standard leases for standard commercial real estate offerings. In 2023, landlords had to get creative about trying to solve for the unprecedented vacancy rates. CIC is doing more direct outreach with more dedicated relationship management and prospective sales initiatives to remind people that CIC is here.

Ms. Prentis said CIC is a strong believer in office space and in Kendall Square. There was a discussion regarding "the new normal" with regards to in-person office work due to the Covid pandemic. CIC has recurring events to entice in-person work so that the office is a destination, not an obligation.

Mr. Zevin changed the subject and said that on the south side of Main Street, near Hayward Street, there is going to be a future food court. This seems unfortunate since this was the plan for ground floor at 325 Main Street. Mr. Evans said that he is aware of this. Ms. Prentis will be talking more on plans for 325 Main Street.

Ms. Born asked Mr. Evans to relay how the CRA got into the requirements for innovation space. Mr. Evans said that the story starts with the K2 plan, which is the CDD-led planning process for Kendall Square, started in 2009 and published in 2012. One of the plan's concerns for Kendall Square was that larger companies that were moving into the areas might take all of the office and lab space. The desire was to reserve space in future developments for entrepreneurialism to continue to flourish. This idea was incorporated into the MXD zoning that the CRA wrote, with some of the MITIMCO zoning guidelines for the SOMA area, and conversations with City Council. The zoning

for the MXD district, adopted in 2015, requires that a certain percentage of any new commercial office space have innovation space as a component. The new development must include innovation space or existing office space can be retrofitted as innovation space. If below-market innovation space is also created, that innovation space could be included into the GFA of the development but not be counted against the GFA cap. When Boston Properties came forward with the proposals for 145 Broadway and then 325 Main Street, it retrofitted space at 255 Main Street, making that innovation space, and transferred the GFA to other projects.

Mr. Barrows, from TSNE, summarized his presentation about the LINK, the below-market rate innovation space, which is located on the eighth floor of 255 Main Street. The Innovation Trail of Greater Boston just became a new tenant. The LINK space will be expanding into the eighth-floor area that BXP recently vacated. He gave information about each of the tenants.

Ms. Prentis then gave an update on the decision to stop construction on the food court and its relationship with Commonwealth Kitchen. She introduced the Fab Foundation, which will deliver a majority of the innovation space in a timely manner.

Ms. Born clarified that this would release the first-floor commercial space from the innovation space requirement. Mr. Evans confirmed but said that the requirement for retail or active use on the ground floor still exists.

Mr. Zevin said that it would be great if the MIT Coop could come back to this location. Ms. Prentis agreed and said that the 90 Broadway space, where the Coop is currently located, was considered a temporary space for them. The intention was that they would move to a storefront on Main Street after the head house work was completed.

Mr. Gershenfeld spoke about the Fab Lab, Sherry Lassiter spoke about the Fab Foundation, Luciano Betoldi spoke conceptually about Fab Kendall and its programming.

Mr. Zevin said that the programming sounds wonderful. He said that the wall between the cafe and the actual lab space needs to be transparent. Mr. Gershenfeld said that this will be designed so one can see through in every direction.

Mr. Crawford said that the concept is exactly what is needed in Kendall. He would like to see more detail on how it relates to the urban park/roof garden. He asked about the plans for drop-ins and encouraging people that are less formally invited into the space. Mr. Betoldi indicated where most of the fabrication is going to happen. Most of the tools are going to be in that area. He envisions also having some fabrication equipment in the cafe space. Mr. Gershenfeld added that the model is similar to a town library, but for technology. This will be a flagship Fab Lab for Kendall Square. It will be a hub to help Boston. Somerville, and Cambridge meet these fab city commitments for this region. It will be a place to deploy best practices. It will be an anchor site that will be used to coordinate the global fab lab network. This model exists elsewhere in the world. Mr. Betoldi said that it will have a combination of drop-in type activities that are short beginner classes that may occur once a week for a month, as well as sixmonth programs. Mr. Gershenfeld said that this is a bridge for the Foundry.

Mr. Evans noted that BXP reports annually on the innovation space and would come back to update the Board.

Ms. Born said that this is a more exciting way to do the innovation space. From an architectural point of view, it is good to be on the second floor, and the transparency will get people to go up the stairs. This is going to add to making the terrace a destination.

A motion was made by Ms. Born to approve the 2024 Updated to the MXD Innovation Space Plan for space within 225, 325, and 355 Main Street. A roll call was taken by Mr. Evans. Chris Bator - yes Kathy Born - ves Conrad Crawford - yes

Lauren Reznick - yes Barry Zevin - yes

The motion carried.

9. Foundry Consortium Annual Report

Matthew Heller-Trulli, CRA Senior Asset Manager, said that the Foundry Consortium is the nonprofit entity that runs the community space at the Foundry. Each year, they produce a report about space utilization from the previous year. The report was reviewed yesterday with the Foundry Advisory Committee, the group of community members who advise on the community space.

He introduced Diana Navarrete-Rackauckas, the Executive Director of the Foundry Consortium, who highlighted different sections of the report. The unreported data reflects the usage before improvements were made to the collection process.

Mr. Crawford asked if there was any correlation to the use of Toomey Park or district events and the Foundry. Ms. Navarrete-Rackauckas said that she is seeing a lot of walk-ins, especially young families, particularly looking for a bathroom and then staying for a program. She thinks the word about the Foundry is spreading.

Ms. Reznick said that what is happening at the Foundry is very special. This is a great start to a first year. She has many ideas that she will share with Ms. Navarrete-Rackauckas. She suggested having a makers-in-residence program as well as an artist-in-residence program. She asked for clarification regarding teaching artists. Ms. Navarrete-Rackauckas explained that teaching artists are folks who have been teaching out of the maker spaces for Foundry specific programming.

Mr. Zevin noted that the shades on the maker-space windows are drawn. Ms. Navarrete-Rackauckas said that she will make a note of pulling the shades up in the morning.

Ms. Born spoke about the CRA's initial involvement with the Foundry. Her biggest concern was not having a clear idea of the program. This was a speculative project which made designing the building difficult. She is pleased and now confident regarding the programming. It is getting into the Cambridge community's consciousness. She said that Ms. Navarrete-Rackauckas deserves a great deal of thanks and admiration. Ms. Navarrete-Rackauckas thanked the CRA and others for their efforts since the beginning of the project and their patience in watching the pattern of growth.

Mr. Crawford thanked Ms. Navarrete-Rackauckas for her ongoing efforts and ongoing enthusiasm. He is happy to see this enthusiasm growing in the community. It is important to tell the story of the connection between the development in Kendall Square and the public infrastructure, as that is what government is supposed to do. The Foundry has shown this connection. He suggested the possibility of capturing data related to how much is being sold by vendors at festivals held at the Foundry. He also said that the surrounding streetscape, with the slow-go-zone on either side of the Foundry, is an anchor for what he sees as a green corridor from Grand Junction, up Bent Street, all the way to the river through Toomey Park. This provides an opportunity to make improvements elsewhere in that urban corridor. He suggested shutting down the streets as much as possible when planning events.

Mr. Bator said that it is pleasure to see the life, the energy, and the uses of the building. With the first iteration of the development effort unsuccessful, and the expectation and requirement of the CRA investment given its financial status at the time, this was an enormous risk. The politics of the building was also a sensitive issue. To see what is occurring now is a minor miracle. He thanked Mr. Evans and CRA staff. He agreed with Mr. Crawford that this is a part of what public funds should be for and is thrilled that the CRA has been part of it.

Mr. Crawford suggested that the CRA and its Foundry operating partners should publicize the narrative of the Foundry. This is something that could benefit other communities. Mr. Evans said that this is a demonstration plan so there is an obligation to share it with the Commonwealth.

10. Field Office Signage Design Review for 90 Broadway

Mr. Smith highlighted the report in the Board packet.

Mr. Evans said that the February 7 Design Review Committee meeting minutes are part of this agenda item.

Emily Ediger, Boston Properties (BXP) Marketing Coordinator, said that the space is currently used as a location for BXP's construction field office, which is utilized by Turner Construction as well as other BXP construction and development teams. The proposed signage package will identify the building and direct passersby to information on the project being constructed at 290 Binney and 121 Broadway. It also includes details on the future Eversource substation and public park. She presented the details of the proposal.

Mr. Zevin said that the Design Review Committee was happy. He urged Ms. Ediger to keep the video display on and updated. There is a lot going on at that construction site. Ms. Ediger said that an animated slide show presentation is being created. She will work with others at BXP to make sure that the display screen stays on.

Ms. Born asked if there was a webcam for the construction site. Ms. Ediger said that there is but that it is not publicly accessible. Mr. Evans said that there are security or legal issues with it being live. However, in the past, there has been a back-feed after a period of time and he will look into that to see if it can be added to the animation. There was a discussion about the webcam that was used during the Ames Street building construction and about the construction currently occurring.

A motion was moved by Ms. Born to accept the meeting minutes from the CRA Design Review Committee meeting of February 7, 2024. A roll call was taken by Mr. Evans.

Chris Bator - yes Kathy Born - yes Conrad Crawford - yes Lauren Reznick - yes Barry Zevin - yes The motion carried.

A motion was moved by Ms. Born approving the baseline signage proposal for field office signage at 90 Broadway, Parcel Four of the Kendall Square Urban Redevelopment Plan. A roll call was taken by Mr. Evans.

Chris Bator - yes
Kathy Born - yes
Conrad Crawford - yes
Lauren Reznick - yes
Barry Zevin - yes
The motion carried.

11. Margaret Fuller Neighborhood House Update and proposed MOU

Alex Cardelle, CRA Project Manager, summarized the memo in the Board packet.

He noted that Margaret Fuller Neighborhood House (MFNH) is prepared to sign the MOU.

The entire process will have robust public engagement.

Mr. Crawford appreciated holding onto the excess open space. This is an important element to bring forward in the community engagement process and asked to be kept informed of feedback. In light of past complications with the parking lot on the site, he asked if there's been any community interest, feedback, or awareness of this project or has the conversation been solely with the MFNH Board.

Mr. Evans said that there was a community petition asking the MFNH to turn their parking lot into a park. This included existing and previous City Councilors as signatories. Mr. Evans said that there was a lot of community engagement done one to three years ago as this project was developing. The original outreach plan was designed to have the MFNH lead the engagement process. However, they don't have the staff capacity so the CRA will need to be more involved. The Affordable Housing Overlayrequires at least two community meetings but the plan is to have at least four public engagements.

Ms. Born asked for clarification on the facilities that the MFNH will need for the services they plan to deliver. Mr. Evans spoke about the current services but said that during the schematic design process, a closer look will be needed. The house has always served as a gathering point for community engagement and the first floor will continue that use. With no elevator, the second floor can only be used for professional offices for staff and could not have any public-facing activities.

Ms. Born asked if a breezeway was legal between two buildings that had separate uses or separate ownership. Mr. Cardelle said the breezeway option is being retained for the moment to illustrate the desire to somehow connect the two properties. Mr. Evans said that it was made clear that the MFNH wanted to preserve title to the house and the side yard.

Mr. Zevin said that this seems to be a decent scheme. It is encouraging that it has enough slack to accommodate slight adjustments. It appears to be reasonably respectful of the neighbors who might expect to get much more shadowing with the affordable housing overlay.

Mr. Bator said that the motion doesn't over-commit the CRA at this point. His view is influenced by the absolutely singular importance and symbolic history of the MFNH in that part of Cambridge. It is appropriate for the CRA to extend itself to try to help make this work. He has no issues giving the Executive Director and staff authority to continue exploring the project.

A motion was moved by Mr. Bator authorizing the Executive Director to enter into a Memorandum of Understanding with the Margaret Fuller Neighborhood House for the purposes of revitalizing the historic building at 71 Cherry Street and redeveloping the parking lot into affordable housing. A roll call was taken by Mr. Evans.

Chris Bator - yes Kathy Born - yes Conrad Crawford - yes Lauren Reznick - yes Barry Zevin - yes The motion carried.

12. Parcel 6 - Totem Art Mural Deaccession

Mr. Heller-Trulli summarized the memo in the Board packet. The CRA is in conversation with the Community Art Center to reform the partnership and have a new art installation which will be announced soon. It will be even more robust and engaging with community.

Mr. Crawford said that weathering takes its toll on art and it makes sense to have something that is in good shape and esthetically pleasing to make an effective visual impact.

Mr. Evans said that staff can work with CAC to try to locate the students, now to likely be young adults, to see if they would like the totems.

A motion was made by Ms. Born authorizing the deaccession of the Totem Art Mural at 160 Binney Street, Parcel Six of the Kendall Square Urban Redevelopment Plan. A roll call was taken by Mr. Evans.

Chris Bator - yes Kathy Born - yes Conrad Crawford - yes Lauren Reznick - yes Barry Zevin - yes The motion carried.

A motion was moved by Ms. Born to adjourn the meeting. A roll call was taken by Mr. Evans. Chris Bator - yes Kathv Born – yes Conrad Crawford – yes Lauren Reznick – yes Barry Zevin – yes The motion carried.

The meeting ended at 9:06 p.m.

Mr. Evans said that he will send an email to the Board about any comments or suggestions they would like to have regarding the hybrid meeting environment.

Mr. Zevin said the microphones are ferociously directional so one needs to speak directly into them in order to be heard remotely.

Mr. Bator said that this was a significant improvement from previous hybrid meetings.