



Regular Board Meeting of the Cambridge Redevelopment Authority

Wednesday September 21, 2022 at 5:30 PM

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

APPROVED Meeting Minutes

Meeting Files

- [REVISED Notice and Agenda](#)
- [Draft Minutes of the Regular Meeting of the Board on July 13, 2022](#)
- Draft Design Review Notes of Meetings on July 28, 2022 and September 7, 2022
 - [September 7, 2022 Draft Design Review Notes](#)
 - [July 28, 2022 Draft Design Review Notes](#)
- [Monthly Staff Report](#)
- [Financial Report as of July 31](#)
- [85 Bolton Street Townhouse Development Term Sheet with Triad Alpha Partners](#)
- 125 Broadway / 15 CC Tank Enclosure
 - [Staff Memo](#)
 - [125 Broadway Tank and Enclosure Installation Proposal](#)
- [99 Bishop Allen Drive Update Memo](#)
- [CRA Strategic Plan Update Memo](#)

Presentation and Handouts

- [85 Bolton Street Development Package](#)
- [Liquified Gas Tank Pictures](#)

Opening Statement

At 5:35 PM, Ellen Shore, CRA Operations Director, said that on July 16, 2022, Governor Baker signed a law which extended the remote meeting provisions of the Open Meeting Law until March 31, 2023. In accordance, tonight's CRA board meeting is being held remotely. There will be opportunities for public comment at the start of this meeting and at the discretion of the chair. Ms. Shore explained the steps to provide public comment. Board meeting materials can be found on the CRA's next meeting webpage. This meeting is being recorded, including all video, audio, and QA messages.

Call Roll

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

Vice Chair Conrad Crawford – present
Treasurer Christopher Bator – present
Asst. Treasurer Barry Zevin - present
Asst. Secretary Margaret Drury – absent
Executive Director Tom Evans - present

Other CRA staff members were also present. Also in attendance was Erik Thorkildsen from the Community Development Department.

MS Born said that because this is a remote meeting, all votes will be taken by roll call and the Executive Director will repeat the responses.

Public Comment

Heather Hoffman asked for a clarification regarding the number address of the Bolton building. She is happy to see the CRA moving quickly regarding its housing requirement. She brought up the need for sufficient buffering from the nearby train tracks and the presence of labs in neighborhoods. She asked for clarification on whether these would be townhouses and whether the garages would be allowed to be converted into other living spaces if desired by the owners.

No other requests for public comment were offered.

A motion was moved by Mr. Bator to close public comment, with the understanding that other public comments might be accepted at other times during the meeting. A roll call was taken by Mr. Evans and each member's vote was repeated.

Chris Bator – yes

Kathy Born – yes

Conrad Crawford – abstained; he was having technical issues

Margaret Drury - absent

Barry Zevin – yes

The motion carried with three votes.

Minutes

1. Review of July 13, 2022 Minutes

No amendments or comments were offered.

A motion was moved by Mr. Bator to accept the minutes of the Regular Meeting of the Board on July 13, 2022. A roll call was taken by Mr. Evans and each member's vote was repeated.

Chris Bator – yes

Kathy Born – yes

Conrad Crawford – abstained

Margaret Drury - absent

Barry Zevin – yes

The motion carried with three votes.

2. Review of Design Review Meeting Notes

A motion was moved by Mr. Bator to accept the design review notes of July 28, 2022 and September 7, 2022. A roll call was taken by Mr. Evans and each member's vote was repeated.

Chris Bator – yes

Kathy Born – yes

Conrad Crawford – abstained

Margaret Drury - absent

Barry Zevin – yes

The motion carried with three votes.

Communications

3. There were no written communication received.

Administration Items

4. Monthly Staff Report (Evans)

Mr. Evans stepped through the Monthly Program report.

5. Financial Report as of July 31

Hema Kailasam, Director of Finance and Operations stepped through the financial report.

A motion was moved by Mr. Bator to put the monthly staff report and financial report on file. A roll call was taken by Mr. Evans and each member's vote was repeated.

Chris Bator – yes

Kathy Born – yes

Conrad Crawford – abstained

Margaret Drury - absent

Barry Zevin – yes

The motion carried with three votes

Projects and Programs

6. 85 Bolton Street Townhouse Development Term Sheet

Karriem Van Leesten, CRA Project Manager, noted the memo included in the Board packet. Mr. Evans added that the proposed residential is on the south side of Bolton Street. He wasn't sure if the building number 85 is the existing location or the proposed location, as there aren't addresses for the south side yet. There was a typo at one point showing the number 95. Mr. Evans said that the residential location would be buffered from the MBTA railroad tracks which are on the north side of Bolton Street. There are other buildings in the area that are closer to the train tracks. Mr. Evans summarized the proposed conceptual design. He summarized the next steps as noted in the memo. More work is needed on a legal document.

Anthony Galluccio, of Galluccio and Watson, spoke about how this could be a model for combining the hot lab market with the need for affordable housing. He noted some complexities for the special permitting process. Peter Zagorianako, of Alpha Triad Partners, addressed the issue of residential and biotech mixed use sites. The building has been rented, or leased, for 11 years. The existing biotech building on the site is next to residential properties on three sides. Only lower-level biotech has been in the building since then; it has very limited risk. He does not envision leasing to any type of higher-level biotech companies.

Mr. Zevin asked whether these would be condos or fee simple houses. Mr. Evans said that the parcellation has not been determined yet. It would be a land lease, however, so there will be some joint responsibility for the land parcel. Mr. Zagorianako said that from the zoning perspective, he thought it would have to be a condo association but that the attorneys would be advising on that determination.

Mr. Zevin noted code issues regarding the overall height and the grade of the parking garage. He also asked for an explanation for the location of the multi-use shared path at the back. Mr. Zagorianako explained that the project would undergo a thorough design in the next phase. The path was originally proposed by the Cambridge Planning and Zoning department as a bike and walking path on both the Bolton Street and the neighboring Walden Square properties. Ways to provide more land on the side of the buildings for the residences are being discussed.

Mr. Evans said that with affordable homeownership, the segment of the qualifying population narrows if the bedroom count increases too much. Mr. Zevin noted that if the height gets to a certain point, it shouldn't be a townhouse.

Mr. Evans said that he'd like permission to go forward with the terms and start working with Alpha Triad Partners on the CDD planning, review, and community outreach process. Together with the Margaret Fuller House project, the square footage would get the CRA close to meeting its housing obligation.

Mr. Zevin asked Mr. Evans if he was convinced that the restrictions on resale would prevent these from turning into market rate housing and preserve the equity of the people who are buying them. Mr. Evans said that because this project would not be using the affordable housing overlay, it might not have to follow the city's deed restriction with respect to shared equity options. He will investigate whether this allows more wealth generation options, or at least the ability to pass units to families generationally. The CRA's goal is to protect against these becoming market rate.

Mr. Crawford expressed an interest in moving forward. He appreciates the work done to date by the developer and CRA staff. He agrees with Mr. Zevin and looks forward to hearing more regarding the overlay options.

Ms. Born expressed enthusiasm for the project. She said it is a good fit for the CRA and a unique opportunity. It reminds her of the CRA's affordable preservation housing efforts back in the 1970s in the Wellington-Harrington area. She thanked Mr. Galluccio and Mr. Zagorianako for considering the CRA. She is hopeful that the project will work. She asked if the unit count could be lowered by one to increase the size of the first level living area

Mr. Evans suggested amending the term sheet to say four or five units to give more flexibility. Mr. Zagorianako was open to the idea. He noted that one of the drawings shows a den, on either the second or third floor, where living space could be added while still providing five units. Mr. Galluccio said he was also excited about this project. He added that the CRA is fluid, flexible, credible, and is trusted.

Erik Thorkildsen reminded the group of the relationship of this project to Walden Square projects with regards to circulation, massing, open space, and so on. Mr. Galluccio said that from a diversity of housing offerings, this is a good contrast for the neighborhood. Mr. Evans said that this would be taken into consideration.

A motion was moved by Mr. Zevin, approving the Term Sheet 85 Bolton Street Affordable Home Ownership Development and authorizing the Executive Director to undertake implementation activities toward the implementation of an affordable homeownership project including participating in permitting activities and engaging in negotiations toward a ground lease transaction with Triad Alpha Partners. A roll call was taken by Mr. Evans and each member's vote was repeated.

Chris Bator – yes

Kathy Born – yes

Conrad Crawford – yes

Margaret Drury - absent

Barry Zevin – yes

The motion carried.

Mr. Evans said that staff would come back to the Board with a final ground lease arrangement. If approved, the CRA would procure architects to design the townhouses

7. 125 Broadway Tank and Enclosure Installation

Fabiola Alikpokou, CRA Planner, summarized the memo in the Board packet. She introduced Erin Prestileo, a civil engineer with SMMA, the design team for Biogen. She gave a presentation of the updated design since the last design review meeting.

Mr. Zevin thanked Ms. Prestileo for the improvements, which he said were substantive and helpful. He is still opposed to the notion that the tanks need to be screened; they are better seen. Examples of other fenced-in tanks within Kendall Square were presented. Mr. Zevin agreed that security is needed but he will not approve the current design. Ms. Prestileo said that it was actually refreshing to hear that he didn't find the look of the tanks and equipment offensive.

Ms. Prestileo said that this would be something that could easily be incorporated. She noted that some attendees at the design review meeting felt strongly about a more organic or natural aesthetic which is what her presentation showed.

Ms. Born said that the screens don't actually conceal the tanks.

Ms. Born brought up the change of building ownership to Boston Properties. Mike Cheney of Biogen said that the purchase and installation of this tank system was not related to the sale of the facility. Mr. Evans said that this request is similar to a retail tenant applying for signage. Mr. Evans said that Boston Properties is aware of the tank proposal. Mr. Cheney said that Boston Properties wants Biogen to proceed with this. When Biogen moves out of the building in 2027 or 2028, the building will stay lab occupied. Therefore, the building, under Boston Properties'

ownership, will require the same oxygen and CO2 service that is being installed today. Mr. Cheney explained the urgent need for the tanks.

Mr. Evans summarized that Mr. Zevin is proposing a more open fence design, recognizing that there is likely a difference of opinion from CDD and the Planning Board.

Erik Thorkildsen said that Susanna Bigolin had attended the design review meeting while he was out. He said that Mr. Zevin's suggestion actually makes the tanks blend in better than seeing just the upper third of them. He asked for some considerations - if it were possible to push the east side a bit further west, so it wasn't so close to the corner of the building; if the bollards in front be the same as the bollards at the end of the path; if the stone base could be the same color stone as the taller base on the building; clarification about the plantings for the areas and what that would look like as one walks down the path; and whether the masonry wall that's on the west side could be brick to match the building. Mr. Evans noted that Daniel Messplay, from CCD, had said that he wasn't sure whether this proposal would be going to the Planning Board or be able to be reviewed by staff. He suggested Mr. Thorkildsen speak with Ms. Bigolin

Mr. Evans said that the installation of the tanks themselves, with some form of enclosure, from a use perspective, seems okay and that further review of the enclosure and screening could go to design review committee or to staff review at the pleasure of the Board. The next Design Review Committee is October 13 at 11am. Ms. Prestileo said that her team is agreeable to present an alternative scheme. Ms. Alikpokou asked that materials be sent to her by September 29 for that meeting. Ms. Prestileo asked if this proposal would need to reappear before a formal meeting to get final approval. Mr. Evans said that CDD staff will need to make that determination. He apologized that this sits in a strange dual review process.

A motion was moved by Mr. Zevin approving the installation by Biogen of two external tanks at 125 Broadway within the Kendall Square Urban Redevelopment Project area, and a pending review of enclosure material by the Design Review Committee. A roll call was taken by Mr. Evans and each member's vote was repeated.

Chris Bator – yes

Kathy Born – yes

Conrad Crawford – yes

Margaret Drury - absent

Barry Zevin – yes

The motion carried.

8. 99 Bishop Allen Drive Update

Mr. Evans noted that a second motion was added after the agenda was posted.

Mr. Evans said that there are some trailing product sourcing issues such as the fire alarm beacons which will likely take the rest of the year to resolve. There was some water intrusion in the basement in the spring. However, the more recent storm events had not created water intrusion. The team is reevaluating the need to do some additional waterproofing in the basement and whether there is still a need to open up the sidewalk to add waterproofing to the outside. There have also been some challenges getting the final glass railings put in properly in the entry area.

Not all of the contingency has been spent. Ms. Kailasam spoke about the P&L for the project. Ms. Kailasam said that when the building opened in December, it was fully leased with the prior tenants. After the pandemic, it was determined that the conference room use was not in demand so another tenant was found to use some of that space which resulted in more fixed income rather than variable income.

The monthly rent roll is about \$52,000, monthly parking space income is \$2,000, and there is also reimbursed income from electric usage. When the budget was made last year, it used a rate of \$1.25 per kilowatt hour for electricity. In the first quarter, it was shocking to see that the electric price increased by 40%. As a point of reference, natural gas prices might increase 60% increase starting November 1. She expects Eversource to ask for an electric increase in January. Tenants of the building are reimbursing the CRA at the actual rate of electricity costs since April. In terms of expenses, the largest expenses are the property management fee and insurance. There has been one issue with a tenant because of the water intrusion. An agreement was reached with a

forgiveness of about \$9,400. During the month of January, some income was lost on some parking spaces. Overall, overall expenses are running lower than budgeted mainly because there hasn't been a need for maintenance or repairs. When the sizable financing costs are included, however, there's not much cushioning in income for this year. Hopefully this will adjust with the installation of the solar in late fall or early next year.

Mr. Evans said that increases in operating costs, within limits, is something that can be passed along to the tenants per the leases. The rents are frozen for most tenants for two years and then start escalating.

Mr. Evans discussed the first motion which addresses Haley and Aldrich and the close-out of the oil tank removal paperwork. He was surprised when they asked for an additional contract for \$30,000 to do the regulatory closure, as this was thought to be covered primarily by work that they had already done. The memo has the full explanation. The amount was negotiated to \$20,000 for a final regulatory closure report that is due in October. There aren't options at this point because no one else is qualified to complete this work. This amount does sit within the contingency budget for the construction project.

The second motion makes a small switch in the solar contract to go to a different inverter technology. He explained that solar panels generate DC power and the inverter converts that to AC power to feed back into the solar grid. The inverter system that had originally been designed is not available for 26 to 52 weeks with no assurances on a delivery date. Sunbug proposed switching to a micro-inverter system, which is actually a superior system for a project of the building's size because it allows monitoring of each panel separately. However, this is more expensive. Staff is recommending this now because not having solar is negatively impacting the building's electrical costs. This would also allow staff to complete the project. This amendment adds \$10,111 to the Haley and Aldrich contract and the solar panels would go up in October or November, rather than next fall, which is the current projected date.

Mr. Zevin said that the micro-inverter system is safer and more efficient since they can be controlled individually. Mr. Evans said that this was not done originally because it was more expensive.

A motion was moved by Mr. Zevin authorizing the Executive Director and Chair to amend the contract with Haley and Aldrich for an additional twenty thousand dollars (\$20,000) to cover additional regulatory filing related to the removal and clean-up of the fuel tank discovered during the excavation of the rear parking lot at 99 Bishop Allen Drive. A roll call was taken by Mr. Evans and each member's vote was repeated.

Chris Bator – yes

Kathy Born – yes

Conrad Crawford – yes

Margaret Drury - absent

Barry Zevin – yes

The motion carried.

A motion was moved by Mr. Zevin authorizing the Executive Director and Chair to amend the contract with Resonant Energy and Sun Bug Solar for an additional ten thousand, one hundred and eleven dollars (\$10,111) to switch to a micro-inverter system for the rooftop solar array on 99 Bishop Allen Drive. A roll call was taken by Mr. Evans and each member's vote was repeated.

Chris Bator – yes

Kathy Born – yes

Conrad Crawford – yes

Margaret Drury - absent

Barry Zevin – yes

The motion carried.

9. Update on CRA Strategic Plan

Kathryn Madden, CRA Strategic Planner, said that she has integrated responses from interviews that were held with all Board members last summer into a draft plan. Tonight, she is looking for feedback on whether she captured the right vision and mission statements.

Ms. Born said that the strategic plan is ambitious and will need more staffing.

Mr. Bator said that CRA capacity and resources are limited. An important aspect of what the CRA does is choosing the projects upon which to embark. Each time the CRA commits to a project, it is in some way limiting its ability to do other things at the same time. The mission must recognize the importance of each choice. He is not sure that the mission statement needs to state this specifically. Stewardship in Kendall is a core responsibility but it cannot override the CRA's aspirations to be a citywide redevelopment authority.

Ms. Madden agreed that the long-term obligations are significant for the CRA. There needs to be analysis and due diligence to help the Board make careful decisions on what projects to undertake and which ones to reject.

Mr. Bator said that the CRA will grow administratively, with more people and larger budgets. More processes will be needed to get things done. It is important to retain nimbleness and responsiveness to even significant short-term needs in Cambridge which might fall into the CRA's bailiwick. Another issue to consider is the small size of the Board, which most likely cannot be changed. The Board will need more support.

Ms. Born said after tonight's discussion about housing on Bolton Street, she feels that the CRA has become better at discerning the projects that fit its capabilities. There was a discussion on affordable housing financing and partnering with others for construction oversight.

Mr. Bator noted that the CRA needs to maintain its ability respond to pressing needs citywide when other entities cannot. Bishop Allen is a fine example of that. He would like the City administration and others to see the CRA as a tool to help solve otherwise hard to solve problems. This is an enormous strength and perhaps the greatest attribute. Ms. Madden said that she tried to capture those sentiments in the Vision paragraph Geography and Scale of Impact.

Ms. Born noted that the new City Manager may be interested in different kinds of partnerships with the CRA going forward. Ms. Born noted that she and Mr. Evans will be talking with a group of councilors next week with regards to her reappointment to the CRA Board, which will also include a discussion of the strategic plan. Mr. Bator emphasized that a strategic plan and a vision gives the agency a shield with regards to choosing projects on which to spend CRA resources.

Mr. Bator said that the document is terrific. He suggested two changes. On page 3, under Priority Topics of Interest, he suggested that climate change be listed third on the list. Climate change is a vaguer goal. He asked that the end of the last sentence of the Mission Statement on page 4, says projects and partnerships "throughout the city" or "throughout Cambridge" rather than "in the city" to emphasize again that the things we do or that we are interested in doing citywide.

Mr. Zevin said that climate change might be more important and perhaps the CRA should take a stance in lobbying the regional authorities. Mr. Crawford agreed. There's been a lot of great work that has been done by the CRA which has lent a measure of credibility and standing to any urban redevelopment work that is taking place. Therefore, participating in that conversation will have its own value, even if it's not at the practical, implementation side.

Ms. Born is worried about raising expectations that the CRA is going to be a major player in affordable housing on the scale of the affordable housing trust or the housing authority. Ms. Born likes the phrase "unmet" which has to do with filling a gap. Ms. Madden suggested changing the titles to tie back to the core job as opposed to sounding like an expanded scope. There was a discussion about unmet development opportunities which include affordable housing or cultural resources.

There was a discussion about including climate change in the strategic plan. Ms. Madden suggested using the phrase climate change adaptations and resilience.

Ms. Born asked for clarification regarding the timing and the format for finalization of this plan. She restated her plan to take this draft plan to the City Council committee meeting.

Ms. Madden said that there is a Strategic Advisory Group meeting on the first Friday in November. Ms. Madden said that she and Mr. Evans spoke about pulling the internal operation sections out. Ms. Madden will make some edits from feedback received tonight. The document is about 30 pages. The CRA owns the vision, the mission, and the fiduciary responsibility. Others can advise the CRA on the external projects section.

Other Business

At 8:28 p.m., Ms. Born said that the Board has concluded all the business on the regular agenda so it will not be reconvening in an open session after the executive session. She suggests that a 10-minute break be taken before the start of the Executive Session. Mr. Evans sent a unique Zoom link to the Board members.

A motion was moved by Mr. Bator made to enter into Executive Session for a strategy session in preparation for negotiations with nonunion personnel. A roll call was taken by Mr. Evans and each member's vote was repeated.

Chris Bator – yes

Kathy Born – yes

Conrad Crawford – yes

Margaret Drury - absent

Barry Zevin – yes

The motion carried.