

Regular Board Meeting
Cambridge Redevelopment Authority

Wednesday February 16, 2022 at 5:30pm
Due to the COVID-19 pandemic, this meeting was held virtually via Zoom

Approved Meeting Minutes

Ellen Shore, CRA Operations Director, said that due to COVID-19, certain provisions of the Open Meeting Law have been suspended allowing government bodies to meet using remote participation. In accordance, the CRA is holding this meeting via Zoom webinar. There will be opportunities for public comment at the beginning of the meeting and at the discretion of the chair. Ms. Shore explained the steps to take 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 – absent, will be joining the meeting later
Asst. Treasurer Barry Zevin - present
Asst. Secretary Margaret Drury – present
Executive Director Tom Evans - present

Members of the CRA staff are also present. Because this is a remote meeting, all votes will be taken by roll call and Mr. Evans will be repeating the response of each member present.

Public Comment

Heather Hoffman said that the three communications for this meeting from Steve Kaiser, Bjorn Poonen, and Bob Simha plus friends are very important. She would like to be added as a signatory to Mr. Simha's letter. Regarding public open space, the zoning in the Eastern Cambridge Planning Study (ECAPS) promised the surrounding neighborhoods a 7.5-acre park. Millions of square feet of development, without sufficient open space, were justified because of that promise. Currently, that park is no longer in the plan at all. She asked the CRA to keep Parcel 6 as open space as this is desperately needed by the tens of thousands of people in the area.

No other requests for public comment were offered.

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

***Chris Bator – absent
Kathy Born – yes
Conrad Crawford – yes
Margaret Drury - yes
Barry Zevin – yes
The motion carried.***

Minutes

1. Motion: To accept the minutes of the Regular Meeting of the Board on January 19, 2022

No amendments or corrections were offered.

A motion was moved by Ms. Drury to accept the minutes and place them on file. A roll call was taken by Mr. Evans and each member's vote was repeated.

Chris Bator – absent

Kathy Born – yes

Conrad Crawford – yes

Margaret Drury - yes

Barry Zevin – yes

The motion carried.

Communications

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

Ms. Born said that the three communications received, all of which relate to the MIT Volpe development in one way or another, are probably intended for discussion at tonight's Executive Session. The first email is from Stephen Kaiser, the second one is from the Bjorn Poonen, and the third one is from Bob Simha who represented a larger group of people. Mr. Evans said that the MEPA certificate that Mr. Kaiser referenced was also added to the handouts section of the CRA's next-meeting webpage. Mr. Evans said that he was surprised that MEPA did not send the report to the CRA, especially since the CRA is mentioned on the first page of the report. Ms. Born voiced her displeasure and would like to consider sending a letter to MEPA accordingly.

Mr. Evans thanked Mr. Kaiser for sending the letter to the CRA. Ms. Born and Mr. Conrad complimented Mr. Kaiser on always being thorough, accurate, and helpful.

Mr. Evans said that the communications can be put on file, The board has been notified and further consideration of the messages from these documents will be discussed. Any discussion now, however, would counter the intent of the deliberations during the Executive Session.

A motion was moved by Ms. Drury to place the three communications on file. A roll call was taken by Mr. Evans and each member's vote was repeated.

Chris Bator – absent

Kathy Born – yes

Conrad Crawford – yes

Margaret Drury - yes

Barry Zevin – yes

The motion carried.

Administrative Actions

3. Election of Officers

Ms. Born explained that the election of officers happens once a year at the annual meeting. The slate of officers remains the same. This agenda item was postponed, awaiting Mr. Bator's arrival to the meeting.

4. Presentation of the Draft 2021 Annual Report

Ms. Born stated that it is important for civic institutions to faithfully compile annual reports. The last several CRA annual reports have been well written and she thanked staff who worked on the reports. Mr. Evans explained that Fabiola Alikpokou, CRA Planner, took the lead on putting the document together with materials from all staff members.

Mr. Evans, referencing the activities map in his presentation, explained that the scope of CRA activities in 2021 was similar to that of the previous year, with a focus on Kendall Square as well as other projects sprinkled throughout the city, including projects relating to the Forward Fund, the Margaret Fuller Neighborhood House, and the Bishop Allen building. With regards to Bishop Allen, this year's report shows actual construction photographs, compared to the renderings that were included in the previous year's report. Most of 2021 was spent going from construction documents for the building to closing the construction permit at the end of December, and getting an

occupiable building. The historic restoration of the façade was done with grant support from the Cambridge Historical Commission. The main reason for the rehabilitation of the interior of the building was to provide a fully accessible building via a newly constructed corridor throughout the length of the building, which provided elevator access to all tenants. The building is operational and tenants are back in the building, although there is punch-list of work being addressed over the next few months.

Although not as complete as Bishop Allen, there was significant progress made to the interior and the restoration of the external façade of the Foundry building in 2021. This building is a landmarked building so the details of the masonry and windows were a significant focus. With respect to the Foundry's programmatic operations, the Foundry Consortium hired an Executive Director with preopening support from the CRA.

The Forward Fund took a one-year hiatus while funds were redirected to COVID relief. It restarted with a new technical assistance grant, which focused on improving telecommunication capacities, in addition to the two previous grant types – infrastructure grant and feasibility planning grant.

The construction phase has not been reached, but full design contracts were launched with the Margaret Fuller Neighborhood House. An Owner's Project Manager contract will be used to develop a plan for an affordable housing project on the parking lot, historic restoration of the existing building, and a new facility to replace the youth program space currently housed in the basement.

Mr. Evans said that the workforce development study that the CRA conducted with the City of Cambridge will be used to continue work with the City and the KSA on the gaps in employment opportunities in Kendall Square which were worsened post pandemic.

Regarding Kendall Square, construction progressed significantly on 325 Main Street, which replaced the former 3 Cambridge Center building. The building's occupancy permit is expected this summer, along with the public staircase. There have been ongoing delays with the headhouse replacement with MBTA due to challenges of coordinating the necessary work while operating a transit system. The other main Kendall Square component of work was the effort to find a new location for the substation in the MXD district. The project will replace the existing garage with a substation underground, and build the residential component of the MXD zoning that was in place for the past six years. There will also be two commercial buildings on the north side of the parcel along Binney Street.

The CRA launched and completed the first KSTEP project with the installation of a bus stop on Main Street. This pilot project provided insight into the KSTEP governance system and the grant-making structure for capital work.

Financially, the income and expenses five-year chart illustrates the lumpy nature of income dependent upon the sale of development rights. The operational expenses to date track closely to income, primarily due to a successful investment portfolio. Nearly \$10 million of investment funds that went to the construction project at Bishop Allen will be shown as a change in asset type, from cash to real property and property improvements. He noted that Bishop Allen and the Foundry will be treated as separate identities in the CRA's accounting system.

Mr. Evans showed a list of the 2021 anticipated priorities from the 2020 Annual Report. While most of these priorities were completed, three projects are in progress and three projects were not launched for various reasons. Mr. Evans said that the 2022 priority list includes the 2021 unfinished projects, a lot of design review activity for Kendall Square, design work at CRA managed open spaces, significant advancement of the Margaret Fuller project, finishing the solar project for 99 Bishop Allen, launching the Foundry building, and property research toward meeting the affordable homeownership requirement from the Kendall Square plan. Staff will also continue to incorporate tools for internal operations and finalize a five-year strategic plan. Although the strategic plan is overdue, the creation of a strategic advisory group will provide necessary input from a broad sample of the community.

Mr. Bator joined the meeting at 5:52 p.m.

Ms. Drury said it is a fabulous report. Ms. Born agreed saying that the accomplishments are impressive and the content and graphics get better every year. She thanked the CRA staff. Mr. Crawford said that these reports contain institutional knowledge that is valuable. He suggested sharing it on social media for urbanist discussions. Mr. Bator agreed with other Board members saying that there is an enormous amount of work of which to be

proud. Mr. Evans asked the Board to send any comments to him. He added that there might be other Foundry construction photos that would be included. Ms. Born said that making these reports widely available is useful. In response to Ms. Born, Mr. Evans said that the annual reports, going back 63 years, are on the website with the exception of one year. Mr. Bator said that anyone who wants to know who the CRA is and what the CRA does should read these reports. Ms. Born suggested that these reports be searchable pdfs.

Mr. Evans added that per state law, the annual report is sent to the Department of Housing and Community Development, as well as to City Councilors and the City Manager.

A motion was moved by Ms. Drury to adopt the draft report with the understanding that minor changes may be made. 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 - yes
Barry Zevin – yes
The motion carried.

The meeting agenda returned to the item #3 that had been postponed.

3. Election of Officers

A motion was moved by Ms. Drury to re-elect the slate of officers as they exist in their current positions. The slate of officers is Chair Kathleen Born, Vice Chair Conrad Crawford, Treasurer Christopher Bator, Assistant Treasurer Barry Zevin and Assistant Secretary Margaret Drury. 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 - yes
Barry Zevin – yes
The motion carried.

Development Program Activities

5. Property Management Contracts Update

Motion: Authorizing the Executive Director and Chair to enter into a three (3) year landscaping maintenance services contract with Brightview Landscapes, LLC to service CRA-owned open spaces in Kendall Square.

Motion: Authorizing the Executive Director and Chair to enter into a three (3) year contract with Cambridge Snow Management for snow removal and de-icing services of CRA-owned open spaces in the Kendall Square area and 99 Bishop Allen Drive.

Hema Kailasam, CRA Director of Finance and Operations, said that the property management contract required a 30B procurement process. The document in the Board packet explains the RFP process used. Only one proposal, from the current CRA vendor, Brightview Landscaping, was received. Staff recommends entering into a new three-year contract with BrightView Landscaping Services, LLC.

Snow management contracts do not require a 30B procurement process. Staff recommends entering into a new three-year contract with Cambridge Snow Management, the current contractor who is locally based and has performed well under the past contract

Ms. Drury asked for an explanation regarding the reasoning behind the procurement method for the Landscape Maintenance RFP. Mr. Evans explained that 30B allows for two ways to procure goods and services for contracts

over \$50,000. One way is to put the proposal out to bid and take the lowest bidder. The other RFP method allows the selection to be based on the value of the contractor's skills and services being provided, as well as price.

Mr. Zevin suggested that a map be posted on the CRA website showing the areas for which the CRA is responsible. This led to a discussion about certain sidewalks and the clearing of bicycle paths. Mr. Evans said that property owners are usually responsible for sidewalks along their properties and cycle tracks adjacent to their properties. Currently in the MXD district, all the cycle tracks are the responsibility of Boston Properties. The CRA has prepared a map for DPW illustrating snow clearance responsibilities in the core area of Kendall Square. However, the City is responsible for bike lanes when they are at the same grade as the roadway.

A motion was moved by Ms. Drury authorizing the Executive Director and Chair to enter into a three (3) year landscaping maintenance services contract with Brightview Landscapes, LLC to service CRA-owned open spaces in Kendall Square. 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 - yes

Barry Zevin – yes

The motion carried.

Mr. Evans clarified that the only cycle facility for which the CRA is currently responsible is the Grand Junction Path, which is a shared-use facility. The CRA is also responsible for clearing the sidewalks along Parcel 6, and the sidewalks and parking lot at 99 Bishop Allen Drive.

A motion was moved by Ms. Drury authorizing the Executive Director and Chair to enter into a three (3) year contract with Cambridge Snow Management for snow removal and de-icing services of CRA-owned open spaces in the Kendall Square area and 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 - yes

Barry Zevin – yes

The motion carried.

6. Foundry Update

Erica Schwarz, Project Director, introduced Diana Navarrete-Rackauckas, the Foundry Consortium Executive Director. Ms. Schwarz showed some recent photos of the Foundry building and relayed a construction update from the City. The construction contract with W.T. Rich is 80% complete. The substantial completion date has moved from May 31st to June 7th. The exterior of the building is largely done. The landscaping will probably wait until after the substantial completion date due to the tight schedule for substantial completion and for weather purposes. The focus is now on the interior work and the finishes. The plan is to break ground next week on resurfacing Rogers Street since the joint agreement with Equity, the adjacent property owner, is set. The City will be doing all the related work, which includes providing some new sidewalks and curbing next to the Equity property. The CRA-purchased furniture and equipment orders with Point Line Space are confirmed. The City is using the same vendor to purchase furniture and other equipment. The City's furniture and equipment list is nearly complete and CRA staff will review that order before it is placed. Staff has already seen drafts of this list. The City is starting to schedule trainings for turning over the building. Ms. Navarrete-Rackauckas, her future property manager, and the CRA will be involved in a series of meetings to ensure a smooth turn-over. Some of this commissioning work will continue after the building is open, which the City said is common. The building won't get permanent power until March and testing the HVAC system must be done throughout all seasons.

Two office leases, with the tenants that were voted on by the Board last month, Deep Genomics and Breakthrough Cancer, are close to signing. The nonprofit tenant is having a lawyer review the lease language now. The hope is to have these three leases signed in the next few weeks. There is also potential interest in the remaining 8,000

square foot office space. Newmark continues to market the space and is very optimistic about getting a tenant for this space. Lastly, City Hall is planning to do a ribbon cutting in June to celebrate the end of the construction when the building is complete, although it won't be open to the public at that time. The tentative date is June 22, which will be advertised. The Foundry Consortium will also host a grand opening in September when the building is actually open to the public. Ms. Schwarz will be setting up a tour for the Board within the next few weeks.

Ms. Navarrete-Rackauckas gave an update on the operations for the Foundry. She highlighted aspects of property management, maker spaces, communications, and a hiring plan. An RFP for Property Management went out in early January. Responses were due last week. She said that she is on schedule to sign a contract by March 11th. The commissioning process will be starting in March as well, which will allow the property management team to be involved from the beginning.

Ms. Navarrete-Rackauckas showed a map of the locations of the four maker space workshops – wood working, jewelry, fiber arts, and STEAM, which includes digital fabrication such as 3D printing and laser cutting. The community can rent the maker spaces via a three-tier membership model - \$50 for a single workshop, \$125 for all four workshop spaces, and \$500 for a 10-person membership, suitable for organizations, for all spaces. Benefits include discounted tickets to Foundry events and workshops, training, access to materials, and participation in bulk buying. Each workshop has different materials available. Safety and security were emphasized as major concerns in terms of staff and member training. The maker spaces will also be available to reserve for program space. Those reservations have a tiered pricing model for commercial businesses or nonprofit/small business organizations as well as for one-time use, a regular weekly use for a period of time, and a week-long use.

With respect to communications, Ms. Navarrete-Rackauckas said that Olivia Fone, a digital communications fellow, started last month and is working on a plan for “building the buzz” about the Foundry with the public in a transparent and informational way. There are now more consistent postings about the Foundry via Instagram, Facebook, Twitter and LinkedIn. The hiring plan calls for four new staff members to start in April and May – Director of Operations and Finance, Maker Space Manager, Community Manager, and Program Coordinator

The Board was very pleased with the possibilities. Ms. Navarrete-Rackauckas said that it is important to act on the possibilities in a safe and sustainable way. She is excited to open the building in September. In response to Mr. Crawford's suggestion about offering a free day-pass through the library, Ms. Navarrete-Rackauckas said that safety training would be a requirement for using the maker space. She hopes to be able to offer free or reduced-fee memberships or reservations via a community fund. Ms. Schwarz added that there will be a pricing category for unstaffed and unfunded groups such as neighborhood associations that can reserve the community meeting spaces for free for public community meetings. Mr. Crawford was excited for the neighborhood.

Other Business

Ms. Born said that the Board has now finished the regular business of tonight's meeting so it will not reconvene in open session after the Executive Session.

A motion was made by Ms. Drury to enter into Executive Session to consider terms of a potential real estate transaction with MITIMCO for Parcel Six within the Kendall Square Urban Redevelopment Plan. A roll call was taken by Ms. Shore while Mr. Evans left the meeting temporarily. Each member's vote was repeated.

Chris Bator – yes

Kathy Born – yes

Conrad Crawford – yes

Margaret Drury - yes

Barry Zevin – yes

The motion carried.

Ms. Shore said that she would send a link to the Executive Session to the Board and staff members. Ms. Born said that the Executive Session would start at 7:20 p.m. The meeting would be officially adjourned at the end of the Executive Session.