

Regular Board Meeting  
Cambridge Redevelopment Authority

Wednesday April 13, 2022 at 5:30 PM  
Due to the COVID-19 pandemic, this meeting was held virtually via Zoom

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## Approved Meeting Minutes

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At 5:40 PM, Ellen Shore, CRA Operations Director, said that on February 15, 2022, Governor Baker signed a law, Chapter 22 of the Acts of 2022, which included an extension of the remote meeting provisions of the Open Meeting Law until July 15, 2022. 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 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 – not present  
Treasurer Christopher Bator – not present  
Asst. Treasurer Barry Zevin - present  
Asst. Secretary Margaret Drury – present  
Executive Director Tom Evans - present

Ms. Born started the meeting; a quorum for this group consists of three members. Members of the CRA staff were 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

No requests for public comment were offered.

Mr. Crawford joined the meeting at 5:45 PM

***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.***

***Kathy Born – yes  
Conrad Crawford – yes  
Chris Bator – not present  
Margaret Drury - yes  
Barry Zevin – yes  
The motion carried.***

### Minutes

**1. Motion: To accept the minutes of the Regular Meeting of the Board on March 16, 2022.**

No amendments or corrections were offered.

***A motion was moved by Ms. Drury to accept the minutes and place them on file. Due to technical difficulties, a roll call was taken by Ms. Shore and each member's vote was repeated.***

***Kathy Born – yes***

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

## **Communications**

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

Mr. Evans said that a communication regarding the lighting for the 135 Broadway building was received but mentioned at the April 12 joint meeting of the CRA and Planning Boards so it did not need to be discussed again at this meeting.

## **Administrative Items**

### **3. Monthly Staff Report and Financial Update**

Hema Kailasam, Director of Finance and Operations, said that in response to the conversation in the last month's Board meeting, notes and a glossary of terms are being added to the monthly financial report. Unrealized gains and losses from the investment portfolio's performance for the month are included in the CRA's operating income, along with income from rental and land-use licenses. When there are significant gains in the portfolio, operating expenses are covered by the gains from investment income. Due to the recent market performance, the unrealized losses have added to the monthly expenses, and a net deficit results on the financial report. The financials also differentiate between hard costs and soft costs of the Bishop Allen construction project. The hard cost expenditures can be capitalized as opposed to being expensed. She outlined a few items in her financial report. As previously stated, the year-to-date unrealized losses in the investment portfolio created a negative income value. The expenses are in line, except for professional services, which should be picking up soon. The year-to-date loss in the net operating total is due to the investment loss. The BA project has a few more items to be completed, which should occur by the summer. The life-to-date expenses for this project are \$10.9 million; the budget is \$11.3 million. The report highlights some financial data of this project. The mortgage for the building is paid from the rental and parking income received. The cost of energy is running higher than anticipated. The system continues to be calibrated. Ms. Kailasam said that the investment portfolio was rebalanced at the end of March, bringing the equity portion back to 30%. The proceeds from the stock sales were reinvested into short-term Treasury bonds.

Regarding the staff report, Ms. Kailasam highlighted the two new employee hires and the Forward Calendar topics that will be presented in upcoming Board meetings. Mr. Evans said that the CRA is facilitating a collaboration between Residence Inn and Boston Properties for the design of Danny Lewin Park. He expects to hold a community meeting and a CRA design review soon. Mr. Evans said that Boston Properties has commissioned the Community Art Center to create a mural on the north side of the Proto building façade. Although the food truck program at the corner of Third and Binney has not received as many applications as in the past, three trucks are scheduled to start this spring. As a result of work to unify the design of bus shelters serving the EZ Ride Shuttle, Boston Properties will replace the shelter on Galileo Way with a shelter similar to the shelter on Ames Street and the shelter that the CRA placed on Main Street through the KSTEP funded program. The Bishop Allen ribbon cutting event that was orchestrated by Erica Schwarz, CRA Director of Project, was very well attended and extremely successful. The event's program highlighted the consulting, design, and construction teams who worked on the project and ended with a strong focus on the work of the nonprofits in the building. This was followed by tours of the building. It was a great celebration and is a capstone to Ms. Schwarz's tenure at the CRA. He said that the CRA will miss Ms. Schwarz's work and her presence tremendously.

The CRA is working on a plan to fill her position. The solar panel installation on the roof of 99 Bishop Allen was considered a separate project from the building reconstruction. Activation of the panels is expected this fall, due to the timing of Eversource's review and permitting, as well as supply chain issues. This installation will help with operating energy costs of this all-electric building. Mr. Evans said the guidelines for the Privately-Owned Public Spaces (POPS) signage has been finalized. He did not think the signage would be installed before the Board's tour of the open space on top of the Green Garage.

Ms. Shore noted that Chris Bator has joined the meeting. Mr. Bator thanked Ms. Schwarz for her contributions and wonderful work.

## **Projects and Programs**

### **4. Eversource / MXD Infill Development Concept Plan Update**

#### **Motion: Approving the Conceptual Framework for a temporary use of the 90 Broadway Retail Space to serve as a Construction Site Office.**

Alexandra Levering, CRA Program Manager, said BXP has a new request to facilitate the Eversource MXD substation project. BXP needs a new location for their onsite construction offices since they will no longer be able to use the trailers between 105 Broadway and 115 Broadway. This area is becoming new open space and a children's play area, as discussed at last night's joint board meeting with the Planning Board. BXP has proposed using the Meadhall space, currently approved as retail space, because it closed earlier this year and will not be seeking a new lease. This requires a temporary change-of-use approval from the CRA Board. Staff has worked with BXP to establish an approach for such an approval with conditions and also provides a strong incentive or penalty to ensure BXP returns the space to retail at the end of that temporary term.

Michael Tilford, from BXP, said that historically, BXP has had one building at a time which has had 30+ design and construction professionals working in the area. For the presently contemplated larger master plan, which includes multiple buildings at once, in addition to the Eversource vault, BXP estimates the number to be well over 60. It is challenging to find a location that can house people in proximity so that they can easily access the site and solve problems. He showed the location and size of the current trailer which needs to move to facilitate a reconceived east-west connector, which is an obligation for the 135 Broadway building. He showed a five-year chart enumerating the design and construction professionals needed. Mr. Tilford said that Meadhall, on the corner of Ames and Broadway, has closed. BXP has no intention of making this a permanent office space. BXP wants to use this vacancy in this window of construction time and then bring it back as some kind of dynamic retail to be defined in the future. He showed a conceptual picture of the proposed office space. The goal is to leave the existing NanaWall systems in place. BXP would not infill the existing dramatic double height space. The mezzanine space would be used for desks and some large conference rooms. BXP understands and agrees that BXP will convert this back to retail space. In addition, Mr. Tilford said that there would be an engaging informational display along the Broadway face describing what's coming in the future. In addition, there would be a Right of First Offer for a qualified tenant of the innovation kitchen space at 325 Main Street to establish a permanent restaurant at a discount in the Meadhall space upon completion of the project. There would also be a penalty or incentive, which is a rough calculation, based upon potential loss of use, as defined by rents for some period, so that there is a very clear financial reason for BXP to return it to retail. Although the current schedule anticipates delivery in 2028, extension options would be desired should something take longer than anticipated, given the size and complexity of the project. This arrangement could be written as a Memorandum of Agreement or as a more formal arrangement.

Mr. Zevin said that the digital update screen would be welcomed as this is going to be an interesting, complicated project. He said that it is just as interesting to know what is going on as what is going to happen. This would be a reasonable activation of the street front. Mr. Zevin asked about the current retail space in 145 Broadway, facing the west drive, that is currently being used as a construction office. Mr. Tilford will get an update on the timing of that space. It was originally part of the fit-out for 145 Broadway and then became part of the fit-out for 325 Main Street. At that time, there was not much retail interest, particularly for that interior facing unit. However, it is going to be a really important piece of activating the plaza in the future. Mr. Zevin noted that it is too small to accommodate the office space needed for the substation project.

Mr. Crawford said that he agrees with Mr. Zevin regarding the digital screen. He suggested displaying the Broadway bike counter information in a visually interesting way. He asked Mr. Tilford about saving the restaurant infrastructure for a future tenant. Mr. Tilford said that the current tenant is removing some things and whatever remains will be assessed. The expensive infrastructure, such as the plumbing necessary for water and grease traps will be left. Mr. Tilford will ask the designers to keep as much as possible. The future of this space will be evaluated at the project's completion.

***A motion was made by Ms. Drury to approve the Conceptual Framework for a temporary use of the 90 Broadway Retail Space to serve as a Construction Site office. 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.***

## **5. Foundry Leasing Updates**

Ms. Schwarz said that the City has moved the date for substantial completion to June 30, provided there are no supply shipping delays. Three of the four selected office tenants have been notified of this new date. On Friday, April 22, from 10-2 PM, the Foundry Consortium (FC) will be represented at a family-friendly event at Toomey Park, which is taking place during school vacation week. The Science Festival is now scheduled for October. On Saturday, May 21, from 10-12 PM, the City, the CRA, and the FC are having a casual drop-in event at Toomey Park to educate the public about the Foundry, as well as to advertise the two soon-to-be Foundry Advisory Committee (FAC) openings. The City and CRA will pick new FAC members once the City Council finalizes a new process for approving City committee appointments. The goal is to diversify the pool of candidates in terms of race, age, knowledge, connections, etc. There is a ribbon cutting scheduled on June 22, at 4 PM. The City said that this date can be kept even though the substantial completion date is June 30. The grand opening will be held in September when the building is open to the public.

Diana Navarrete-Rackauckas, Executive Director of the Foundry Consortium, said that TSNE has been selected as the property manager. Commissioning meetings and training with the City on all of the building systems has commenced. A communications plan has begun to notify the public of how they can get involved in the offerings available in the Foundry. The final round of interviews is being conducted now for four positions. Hiring a Director of Finance and Operations will allow Ms. Navarrete-Rackauckas to focus on fundraising and mission work. The Community Manager will oversee fellows, interns, volunteers, artists, and residents, as well as making important connections in the community. The Makerspace Manager will be in charge of overseeing all the training, the four makerspaces, and ensuring safety and accessibility to all. The Program Coordinator will oversee the reservation system to enable the highest usage of the building.

Ms. Schwarz shared some pictures of the Foundry's main hall and the second-floor below market space which is being rented to Breakthrough Greater Boston. The second and third floors are substantially complete. The first floor is where the bulk of the work is still happening.

Ms. Schwarz said that the memo in the Board packet contains two agreements. The first one is the Cooperation Agreement between the CRA and the City, which focuses on the financial obligations of each party regarding construction and operations. The first two bullet points on page 2 were approved by the CRA Board in November 2020. The CRA's startup costs, including equipment purchases, will increase by \$500,000, from \$2 million to \$2.5 million, to provide a turnkey-ready building for the Foundry Consortium. The Cooperation Agreement increases the CRA's financial commitment to the Foundry construction by \$3.5 million, from \$7 million to \$10.5 million. It increases the City's commitment to the Foundry construction from \$24 million to \$35 million. A new item is that the CRA will receive the first \$200,000 of any construction project savings to mitigate the CRA's investment in the construction project. This relates specifically to the \$200,000 granted by the Massachusetts Cultural Council. CRA staff applied for the grant through the City since redevelopment authorities are not authorized to be grantees. The CRA will also receive 22.5% of all projects savings after that amount, which could impact any Community Preservation Act funds that have been awarded to the Foundry. Finally, the City would be committed to supporting electrical charges, up to a cap of \$50,000 per year, for common areas and community use spaces. There is an ongoing escalation percentage amount that still needs to be determined. The City will also cover some waste disposal. Mr. Evans clarified that the 22.5% is the percentage breakdown of capital contribution into the construction project between the City and the CRA. The CRA is committed to about a quarter of the cost, any unused contingency would also come back at that same percentage.

In response to Mr. Bator, Mr. Evans confirmed that the CRA got much of what was asked for in terms of the dollar amount for the electrical usage. Mr. Evans added that the negotiations with the City began shortly after the executive session in Fall 2020. It took a while for the document to be finalized due to changes in the City's administration, and finalizing legalities of the City subsidizing energy usage to a nonprofit. Mr. Bator wanted to know if the City has done what it needs to do to execute their budget increase from \$24 million to \$35 million. Mr. Evans said that the City Council made an appropriation action in the fall of 2020. There remains one logistical issue to resolve in order for the City to receive the Mass Cultural Council grant.

***The motion was moved by Ms. Drury to approve the Amendment to the Cooperation Agreement with the City of Cambridge and increase the CRA contribution to the Foundry construction project by \$3.5 million. A roll call was taken by Mr. Evans and each member's vote was repeated.***

***Chris Bator – yes***

***Kathy Born – yes***

***Conrad Crawford – absent***

***Margaret Drury - yes***

***Barry Zevin – yes***

***The motion carried.***

Ms. Schwarz then spoke about the second agreement in the Board packet - the Foundry Consortium (FC) Sublease. This is a sublease as well as a management agreement. The Sublease has a five-year term, so that the CRA can revisit the relationship, including the CRA's direct leasing of the office spaces. The agreement states that all square footage in the Foundry falls under three categories - community reservation spaces (like the makerspaces), commercial office spaces, and common areas. It notes that the FC must promote and curate community programs that serve the mission of the Foundry and is responsible for managing and maintaining the entire Foundry property, even though the CRA is holding leases for the upstairs office space. The FC will not owe any rent to the CRA. The CRA will hold operating and capital reserve accounts. The actual policy regarding the disbursement of funds is being discussed. The CRA will lease the office spaces and use that income to support operation of the building. The CRA will pay the FC an annual management fee. Staff will approve an annual budget, including the agreed-upon annual management fee. The Sublease says that the CRA will provide the FC an advance of \$100,000 from the budget to support the personnel that Ms. Navarrete-Rackauckas will be hiring. The initial budget will be a 14-month budget. The FC may collect fees in exchange for providing community reservation space. The CRA has the right to reserve and use space at no cost for its public meetings and events. Income collected from the property can only be used to support the program, to make improvements to the property, to pay administrative costs (FC or CRA), or be deposited into the Foundry's reserve funds. The FC may make defined minor improvements to the property on its own. Everything else must come through the CRA for approval. Some improvements will require City approval. Improvements may be paid with capital reserve funds if approved by the CRA. The CRA will pay real estate taxes on the commercial office space; staff is investigating a tax abatement for below-market spaces that are occupied by nonprofits. The FC must maintain certain levels of insurance. The City and the CRA will have access to any part of the property for emergencies and at other reasonable times to inspect the property. If the FC fails to meet its obligations, the CRA can issue a notice, in which there will be 90 days to develop a corrective action plan. If there are disputes, both parties agree that mediation or other dispute resolution approaches would be sought before resorting to legal suits.

Mr. Evans said that the sublease document is a draft but it is close to being final. Language around insurance and liability are being developed. The terms of the relationship are defined and consistent with the term sheet that was agreed to about a year ago.

Mr. Bator asked if the Foley Hoag legal team had reviewed these terms. Mr. Evans said that they were the original authors of the document. There have been many meetings with them to define the sublease and management agreement in one contract. Mr. Bator asked if the dollar amounts had changed from what was previously envisioned. Mr. Evans said that everything has gotten more expensive. The rents are higher than forecasted, as are operating costs. However, a proportion of money from the office rents is supporting the bulk of the Foundry operations.

The Board was very pleased and excited that the project has progressed as such. Ms. Schwarz said that she feels optimistic about getting a tenant for the fourth space as various entities are expressing interest in the building

***A motion was moved by Mr. Bator authorizing the Executive director and Chair to negotiate the Sublease and Management Agreement with the Foundry Consortium in the form substantially presented to the Board. 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. Rindge Commons Easement – Just-A-Start Memorandum of Agreement (Evans)**

**Motion: Authorizing the Executive Director and the Chair to negotiate an agreement for the acquisition of a public easement across a portion of the Rindge Common site to facilitate improved neighborhood connectivity.**

Mr. Evans said that this topic was discussed last month. A site visit occurred earlier this week. The CRA has been working for a few years on a connectivity plan in the Rindge area that builds off of earlier Alewife district plans and circulation plans conducted by the City. The plan addresses specific gaps in pedestrian and bike networks in the area posed by a combination of Rindge Avenue, the DCR Alewife Brook Parkway, and the Mass DOT train tracks. These are very large parcels that do not have any public through streets.

The concept is an incremental approach of stitching together connections by reserving space through and across various road infrastructures, as well as some private properties as these undergo redevelopment at some point in time. Staff had conversations with Just-A-Start (JAS) regarding where the CRA may want to put public easements across their parking lot, sharing those easements with some of their neighbors. JAS was planning their Rindge Commons project, which is a two-phase redevelopment of their parking lots. The first phase, which is in the northern corner closest to the Alewife T-stop, is a combination of commercial space and housing. In the commercial space, they are looking to build a training center for their workforce development programs. Historically, the initial relationship with Just-A-Start started with their youth build programs which grew out of the CRA.

Mr. Evans said that the initial phase of the Rindge Commons project has a complex financing structure, which has a financial gap. The idea is for the CRA to purchase and reserve easements across the parking lots, thereby supporting the Rindge Commons project while supporting the implementation of the planning work for future pedestrian and bicycle circulation. The proposal in the Board packet is to enter into an agreement with JAS to work through some terms towards procuring an easement from JAS for some of these connective spaces in their parking lot. Noah Sawyer from JAS was unable to attend tonight's meeting. Many details still need to be discussed including mapping, designing, and responsibility for capital improvements and maintenance. Staff would like the Board to consider the letter of intent received from JAS and allow staff to pursue terms for an easement. Mr. Evans noted that \$600,000 would fill JAS's financial gap. The appraised land value for these easements would relate to the future development prospects on the parking lot. Staff would take three years to negotiate the final terms and finalize operations and capital expenses for the future. The CRA would be seeking opportunities to collaborate with the City of Cambridge and or other funding opportunities to implement this path network on the JAS land.

Ms. Born asked for clarification of the commitment in the letter of intent. Mr. Evans said that the document is not enforceable one way or the other. It is designed to give JAS confidence that there will be a resolution in the future. Ms. Drury thinks that doing this with easements is a good idea. Mr. Zevin expects that more design work beyond Gamble's abstract plan will be needed. Mr. Evans said that staff is creating a scope for procuring engineering and landscape architecture work during in the second half of this year. Work on this project was included in the landscape architect line item of the 2022 budget, although the easements are new.

Ms. Born questioned the primary genesis of the intent. Mr. Evans said that it is an intersection of two efforts. Ms. Born said that if no other opportunities to connect the area present themselves, she would need to know a lot more about the JAS funding gap and how the CRA money would be used.

Mr. Evans showed a map and relayed the status of discussions he has had with other public agencies and private landowners. There is already an easement across the Brickworks property. There are ongoing conversations with CDD and the housing authority about honoring a part of the connection line in the Jefferson Park site. Mr. Evans has had discussions with various public entities on other sections. Although the connection in the land held by Schochet is important for success of the network, Mr. Evans said that conversations will continue if they plan to redevelop their parcel.

Mr. Evans used another map to show areas along the JAS site boundary that are appropriate areas to contemplate district-site circulation. However, even if these connections don't happen for a while, there is still value in an internal circulation network to serve as open space for JAS and its residents.

Noah Sawyer, JAS Director of Real Estate, joined the meeting. Mr. Evans read a question in the chat about the involvement of local residents. Mr. Sawyer said that JAS started community meetings with the residents of Rindge Towers in early 2019 and had meetings about the project throughout the development phase from 2019 into this year. Residents want safe places for children to play and open space improvements, but they also see the existing barriers as security. Mr. Sawyer confirmed that JAS is not displacing any Rindge residents as part of this process. JAS is developing on a section of the parking lot because parking is under-subscribed at the site. This is one of the initial reasons that this idea started. One parking spot for each of the residents who needs one is guaranteed.

Ms. Born wanted assurance that the agreement would come back to the Board for another vote. Mr. Evans said that the CRA would enter into an option agreement and then a final easement agreement would follow. However, tonight is just acceptance of the letter of intent that is attached to the memo.

***A motion was moved by Ms. Drury authorizing the Executive Director and the Chair to negotiate an agreement for the acquisition of a public easement across a portion of the Rindge Common site to facilitate improved neighborhood connectivity. 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.***

### **Other Business**

Ms. Born said that the CRA Board has now concluded all of the business on the regular agenda. The Board will vote to enter into Executive Session to discuss matters related to property acquisitions to satisfy the Affordable Home Ownership Letter of Commitment related to the Kendall Square Urban Redevelopment Plan. The Board will not be reconvening again.

***A motion was moved by Ms. Drury to enter into Executive Session to consider terms of potential real estate transactions for affordable housing sites. 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.***

There will be a 10-minute break. The Board will reconvene at 7:26 PM.

Ms. Shore will send a new unique link for the meeting to the Board and staff.