

PLANNING BOARD FOR THE CITY OF CAMBRIDGE

GENERAL HEARING

Tuesday, January 6, 2015

7:00 p.m.

in

Second Floor Meeting Room

344 Broadway

Cambridge, Massachusetts

Hugh Russell, Chair

H. Theodore Cohen, Vice Chair

Tom Sieniewicz, Member

Steven Cohen, Member

Catherine Preston Connolly, Member

Louis J. Bacci, Jr., Member

Ahmed Nur, Associate Member

Thacher Tiffany, Associate Member

Iram Farooq, Acting Deputy Director

**Community Development Staff:**

Liza Paden

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**P R O C E E D I N G S**

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HUGH RUSSELL: Good evening, this is a meeting of the Cambridge Planning Board. The first item on the agenda is an update, and here's Brian.

BRIAN MURPHY: Good evening. So tonight we've got election of Chair, Volpe Zoning discussion, Foundry Building, disposition update and discussion and Planning Board process discussion.

One of the goals that we have is the chance to sort of talk about the Planning Board process discussion, that will tee things up for next Monday's roundtable January 12th, where you'll be having a roundtable with the Council. I would imagine that much of the discussion will revolve around, you know, talking about changes that

make sense for both the Council and the Planning Board coming out of the discussion process we've had.

January 20th is the next public hearing for the Planning Board, and it's sort of our North Point Green Line Extension evening. We've got Planning Board 179, the North Point Major Amendment second hearing, Planning Board 175, the East Street Major Amendment second hearing, and then under General Business MBTA Lechmere Station relocation plans and design discussion.

January 27th we've also got a public hearing on the Normandy Twining Zoning. February 3rd will be at the Senior Center to hear the Town Gown reports.

By the way, those reports are now up on the CDD website. I believe you also have them or if you don't have them, you should be

getting them shortly.

Okay, very good. But they're also on the city website.

And then February 10th we are planning to have Town Gown -- again, will be Senior Center to do a public -- sorry, to do Town Gown reports discussion from the Board, try to follow up and do that. Not try to put it all in the same night the night of the presentations but also to have it sufficiently close to the time of the reports to have a meaningful discussion for the Board.

And then as of now tentatively you've got a public hearing on the 10th for the Foundry Building. That's what's upcoming.

HUGH RUSSELL: Thank you.

Liza, are there any meeting transcripts?

LIZA PADEN: So there's three transcripts: One for September 30th, one for October 7th, and the other one is for October 21st. And they're all certified.

HUGH RUSSELL: Okay.

Is there a motion to approve those transcripts?

STEVEN COHEN: So moved.

HUGH RUSSELL: Steve.

A second?

AHMED NUR: (Raising hand.)

HUGH RUSSELL: Ahmed.

On the motion, all those in favor?

(Show of hands.)

HUGH RUSSELL: All members are voting in favor.

So the next item on the agenda is Board of Zoning Appeal cases.

LIZA PADEN: Yes, so I don't know if

you've noticed, but on this case -- I'm sorry, on the agenda is the 79 J.F.K. Street. This is the Kennedy School of Government's Board of Zoning Appeal Variance request, and my proposal was to send a copy of the decision to the Board of Zoning Appeal for their review. I don't know if you want to send any other comments in addition to that. And Mark Verkennis from Harvard University is here to answer any questions if you have them.

HUGH RUSSELL: I suppose we could forward the decision saying that we were aware of all of the Zoning Variances in our review of the project.

LIZA PADEN: Okay.

HUGH RUSSELL: So that in, I think we might also say that we support --

TOM SIENIEWICZ: Yes.

HUGH RUSSELL: -- the granting of  
it.

LIZA PADEN: Okay, thank you.

PEBBLE GIFFORD: Mr. Chairman,  
excuse me. At the end of the hearing I'd ask  
you to comment on something that you would  
like to see different, I believe, and that is  
the opening of the pedestrian connector,  
that's what's up tonight. Could we see that?  
Or can you see it? That's one of the  
variances they want.

HUGH RUSSELL: So, I -- Pebble, I  
think I'm going to have to say that your  
comments are not in order.

PEBBLE GIFFORD: I'm sure they're  
not. How else do I -- (Inaudible).

HUGH RUSSELL: So I think we agreed  
on this case.

The -- there's a case at 275 Fresh Pond



Parkway?

LIZA PADEN: Yes.

HUGH RUSSELL: My understanding -- I just want to make sure I understand this is -- that the -- this is a case that was approved a year ago --

LIZA PADEN: Yes.

HUGH RUSSELL: -- by the Zoning Appeal which we reviewed at the time we reviewed it, we made comments which apparently the Zoning Board paid attention to in their grant. And the -- so this is a -- it's -- Inspectional Services have determined that they have to reapply because of a glitch in the permitting process?

LIZA PADEN: Yes.

HUGH RUSSELL: But there's no change to that proposal?

LIZA PADEN: No.

The proposal that they're coming back with now is the same one that they applied for and were granted the sign variance for back in May.

HUGH RUSSELL: So if we do what we usually do, which is to respect the actions of the decisions of our fellow Boards on matters, we would then not comment on this case.

CAROL O'HARE: They did not comply with your recommendation.

HUGH RUSSELL: Yes, I know they exceeded our recommendation, I believe. The point is that we made a recommendation, they heard the case, they made a decision, and that for us to revisit that, seems to me to be inappropriate. They have the responsibility to make the decision, and several of us who have been on the Zoning

Board for a long time know that the Zoning Board takes its charge seriously. So I don't think we should comment on this.

If someone feels we should reopen this, then we can.

CATHERINE PRESTON CONNOLLY: Hugh, I don't know about reopening it, but would it be appropriate to resend the comments that were sent the last time?

HUGH RUSSELL: I think the design of the sign has changed --

CATHERINE PRESTON CONNOLLY: Okay.

HUGH RUSSELL: -- in the interim.

CATHERINE PRESTON CONNOLLY: So no, they're not relevant?

HUGH RUSSELL: Right.

CATHERINE PRESTON CONNOLLY: Okay, thank you.

CAROL O'HARE: Mr. Russell, please

may I?

HUGH RUSSELL: No, you may not.

AHMED NUR: Actually, I wanted to respond to -- we have a rules and regulations here on the Board. Unless there's public hearing, I don't think it's very useful for anyone in this room for someone to keep on mumbling. If you want to stand up and ask permission once, respectfully, that would be fine. And you'd have to come up to the microphone. But other than that, I would please beg you not to speak in this procedure.

No, you may not. He's already told you that. He's the Chairman and we support him and I'm specifically speaking to you.

HUGH RUSSELL: Are there other cases that people are interested in?

LOUIS BACCI, JR.: No.

HUGH RUSSELL: Okay.

LIZA PADEN: Thank you.

HUGH RUSSELL: So the next item on our agenda is the Volpe Transportation discussion in Kendall Square.

Tom, did you want to say something?

TOM SIENIEWICZ: Are we going to elect the Chair at the end?

HUGH RUSSELL: At the end.

TOM SIENIEWICZ: Great.

Yes, relative to this issue I just want it noted on the record that I will be recusing myself for any deliberations on the Volpe site.

Thank you.

BRIAN MURPHY: So I'm just going to give a few brief introductory remarks and then we'll have Iram and Jeff sort of walk through where we are. This is sort of an --

I guess, it feels like we're getting closer to something. I guess this is yet another step forward in that. This is not actually a Zoning proposal. It is an attempt to try to come up with what could work for Zoning proposal, to present it to the Board, and have the Board discuss and say what's in here that works for us, what's in here that doesn't so that we can go forward. But I think as has been discussed extensively in the past, this is a unique opportunity to actually unlock the potential of the Volpe site that the community has been waiting for for generations going back to the days when Tip O'Neill was speaker. And it's a situation where we're very excited about the possibility of actually having something happen here. And I think the timing is quite fortuitous. At this point having gone from

the GSA and Department of Transportation, gone through a request for information from developers last summer, through that process, they have picked up a lot of interest from the community, the development community about going forward with this. I think that this Zoning attempts to sort of take the concepts of K2 and to try to do what we can to make it so that it's possible for this development to be unlocked, not just theoretically but practically. I think the timing works well since the timing would be for GSA to put out a request for qualifications relatively early in 2015, whether that's the first quarter or second, I'm not sure. Go through the process of vetting the respondents to the RF, RFQ and then put out an RFP. So soup to nuts, I believe the GSA process is about 18 months,

but ideally we would have enough lead time to go through our process where we provide you with this language tonight, get some feedback from you, come back to you at the end of January with what would be a draft zoning proposal, you know, have the Board have discussion on that and engage with the community and put that forward either at that meeting or if need be, at a subsequent meeting and then go through the difficult process for rezoning where it would go through the City Council, have a hearing at the Ordinance Committee, having a hearing at the Planning Board, and go through the process to get it ordained. And the goal would be to get it passed so that by the time that people were actually bidding on, it would be with the new Zoning. That's sort of the procedural position that we see each



other in tonight, and we now just want Iram to give an overview and Jeff to walk us through it. And engage in a discussion from the Board and hear from folks. I think there are far specific questions that you have from folks from the Volpe. We do have people here from both GSA and from DOT and from the Volpe and I think we look forward to a discussion from the Board.

HUGH RUSSELL: Okay, Iram, I would ask you in your presentation, that we not talked about this before, is to give enough of a history so that the people who are sitting here and the new members on the Board will understand the K2 process, the role of the Advisory Committee, the public process that's going forward before this date.

IRAM FAROOQ: Thank you. I will do that.

To my first slide, yes, we haven't done this in a long while, and so especially given that we have some new board members, I thought it would be helpful to start with exactly what, what Chairman Russell was talking about.

We had, we started in 2011 or in 2011 a process called the Kendall Square planning study as part of a K2-C2 process that looked at Kendall Square, Central Square, and then the area that connects the two along Main Street. And for each of the squares we had advisory committees and it was dealt in two separate phases.

So I'm focusing right now on the Kendall Square piece of that endeavor. It was about a 15-month long process. We had -- it was guided by an advisory committee that had 20 members. And we always tried to

formulate the committee that represents all of the stakeholders in an area; all the way from residents to businesses, property owners. In this instance we went beyond to have institutional representation from MIT, the Kendall Square Association, and also the Cambridge Redevelopment Authority. The work was led by -- the work was assisted by a consultant team that had expertise in land use, urban design, housing, economic development, transportation, so that we could have all of those inputs when trying to formulate the vision for the area and make sure that all of the implications would be addressed as we thought about the physical forum. And the team was led by Goody Clancy. We had, over the course of those 13 -- 15 months, we had 18 committee meetings, we had public meetings, and then we had hands-on

public working sessions that specifically focussed on built form and on open space. We had walking tours of the area, and then we did, of course, at the end of the process, and I think also in the intermediate stage, Planning Board update and also update at City Council at -- through a roundtable.

And a companion process to this was done by the East Cambridge Planning Team.

So as I mentioned, our advisory committee had people from many different perspectives, and the neighborhood felt that they really wanted to have a focussed neighborhood resident perspective focussed plan. And so they in fact hired CBT consultants, which is a planning architecture and urban design firm, to work with them separate from this process, and come up with the East Cambridge Planning Team CBT plan.

And I have some images from that.

So on the top you see a projection of what development might look like under the K2 plan, and down here is what is projected through the East Cambridge Planning Team CBT plan. And it was actually heartening that the teams, through both of the processes, were very similar. So the vision really -- this is more the K2, the vision really focussed on finding ways to continue to, to support Kendall's roles as Cambridge's economic and innovation engine, but at the same time really continue and amplify some of the positive changes that have been happening over the last ten years or so through the introduction of a stronger mix of uses with more housing, more activity on the ground floor through retail, and also think more deeply about public spaces and open space and

what does that mean in the context of an urban, a very urban setting where you may not necessarily want a ball field, but what is the framework that really works best for a place like Kendall Square? And through all of this make sure that we are doing the work in a very environmentally sustainable way, and that development follows strong environmental principles.

I want to point out that in one of the things that the two bullets that are, that were most significant in the East Cambridge plan were -- there was a lot more focus on creating great places, and on making sure that there was this mix by introducing a lot of residential development in Kendall Square.

So when you think about that in terms of planning framework, I'm not going to talk about these bullets very much because Jeff

will be actually walking through the details of how these translated into recommendations through the plan, but I just want to emphasize again that some of the key themes were creating a place that is active. I think everybody who's watched Kendall Square has seen the transformation over the last ten years from what used to feel very much like an office park to something that feels much more like a place where you might go on the weekend or spend time in the evenings, and to find ways to continue to foster that transformation. And these first two bullets about active ground floors and introducing housing is key in that.

One of the things on housing that Jeff will talk about is something that we started to tackle here, is the notion of middle income housing which we -- which is a new

element that we haven't yet done elsewhere in the city. It has been adopted as part of the MIT Zoning.

The notion of innovation space is important, because just like we talk about housing becoming very expensive in a place like Kendall Square which used to form -- which used to be a place where new companies could startup, it's becoming harder and harder for that to happen because, because it's very attractive now to larger marquis companies like the Amazons and Googles and Microsofts. And so to make sure that there is, that there continues to be a place for the startups, what we have found since this work is that it's not -- that the need is not as great anymore at the startup stage, but really it's the similar to housing, it's really the mid tier that is struggling the



most. So when you're really new in a two-person company, you have a home easily at the Cambridge Innovation Center, but when you grow to eight or ten people, it becomes harder because now you actually have to compete against Google or Biogen.

So, Jeff, are you -- what's -- are you going to talk about the community investments in detail in your piece?

JEFF ROBERTS: I can.

IRAM FAROOQ: So I'm not going to talk about any of those others. I want to mention that a companion piece that we'll talk about more when we discuss this is the design guidelines. I think you all have the document with you, and it is linked on the website as well, so people should take a look at that because that is a -- that's an important companion to the Zoning that Jeff

will talk about today.

And the one other point I wanted to make is that two important themes, when this framework was being thought about, is that it's really important to have predictability and flexibility which seem to fight with each other a little bit, but the key is to make sure that both exist. So that there's predictability for the neighborhood about what the outcome is likely to be. And also the predictability for a developer in terms of what their likely development potential is. At the same time have enough flexibility in the framework to ensure that there's room for creative solutions and creative ideas as development is being thought about.

I did want to mention a few non-zoning elements that go along and support the Zoning pieces that Jeff will be walking you through.

So on the sustainability, one of the big things that we've been focussed on is the Kendall Square eco district. The eco district principle is to think about different scale solutions and partnerships between private, public, and civic entities to try to create sustainable development frameworks for the area. And it really focuses on innovative solutions, utilizing, you know, real benchmarking, and having really strong and measurable targets. So we have been working with that, have set up the partnership, City of Cambridge, MIT, Cambridge Redevelopment Authority, there's a list of several businesses here as well. And we also have development entities engaged. So that partnership has really started to be formed and is continuously being expanded. Last year we also got grant funding from the

Bar Foundation to support hiring a project manager to really foster the process and move it along, and to engage a consultant for district energy assessment.

Public space. This is a really key piece, as I mentioned, both of the K2-C2 plan but also even more so of the East Cambridge Planning Team plan. And, again, the notions are flexibility and predictability are important here. And to be able to think about spaces in Kendall Square not individually, but as a network of spaces that work together and support each other. And to that end, we have -- we're in the midst of a design competition that the city has convened, called Connect Kendall Square. We're in the final stage of it. The finalists are here. It's an exciting set of folks, and I believe -- is it next month?

JEFF ROBERTS: Yes.

IRAM FAROOQ: Next month is going to be the final submission and decision by the jury. So then we will have some ideas for the open space network design for Kendall Square.

HUGH RUSSELL: Will there be any role for the Planning Board in that process?

IRAM FAROOQ: I'm sorry?

HUGH RUSSELL: Will there be any role for the Planning Board in that process?

IRAM FAROOQ: It has been put together as an independent jury process and we have hired a competition coordinator, so it has been fairly separate from any intervention from the city staff or any city agency. So the attempt is that this functions as a very much of a competition and -- how shall I say it? An objective

competition evaluation. But this is just concepts at this stage. So once that is done, it will filter to all of us and there will be follow-up request for proposal for actual design of the specific parts, and we will absolutely share with you the entries that we -- that are received.

We'll also send you the information about -- there's going to be a public presentation of information to the jury, so we'll send invitations to the Board for that event for sure.

So finally, I just wanted to mention transportation because it's always an important connector to development and Zoning. And so Jeff will talk about what the parking type or the Zoning related components are, but I wanted to mention that -- you've probably seen a lot of infrastructure work

that's ongoing in Kendall Square right now. It's disruptive. I think it's -- the disruptions are reducing now. So improvements are happening on Main Street, Broadway, and on Binney Street.

And we are continually expanding Hubway to try and make sure that all streets are complete streets and are supporting not just automobile traffic but also bicycling, walking, transit.

And also, finally, looking continuously to expand transit beyond MBTA, so things like the EZ Ride shuttle.

With that, I think that's -- oh, this is just a status check. I think many of you have seen this before.

So on the Zoning side, MIT rezoning happened in 2012. The MXD District. You had an update from us and Boston Properties last

year, but the focus has really been on the Ames Street project which is at the Board right now. The first hearing was last month. And we are anticipating them coming back next month, and there is discussion on Volpe, and the other piece is Cambridge Research Park. And then talking about the non-zoning pieces, which I already mentioned, I guess the only thing to add is that there is a process ongoing for the Cherry Street lot that was deeded to the city as part of the MIT rezoning. And also part of that requirement was for MIT to fund and grant a study of the grand junction and that was completed in October.

So, Jeff, I'm going to pass this over to you. Unless anybody has questions on this piece, I think we can take them together at the end as well.



JEFF ROBERTS: So, Jeff Roberts, Community Development. I'll -- I guess I'll just go through this and then I'll probably run back to my chair and Iram and I can field questions.

I'll jump right into the Zoning proposal. The material that we sent had a little bit of a background as to what the prior iteration rezoning and planning for this site were. I won't go through that, but I'm happy to answer questions.

Similarly the proposed draft text is included in your package, and I'm not going to go through in detail through every piece of the text, but I'm happy to answer questions about it for those of you who have had a chance to review it.

What I'll try to do here is cover what the main points of the Zoning are, what they

do broadly speaking, and what their intent is. And there are a few different things to look at first.

And the first is, one of the things that is -- I love to talk about it, and I don't know if everybody loves to hear about it is this notion of PUD Zoning, and that stands for Planned Unit Development Zoning. And it's a little bit of a technical kind of planning notion, but it really is critical to the implementation of a lot of the city's planning. And what it means is you create Zoning for an area that allows development that is more flexible and has more capacity in it than the base zoning requirements. And in exchange for that additional development and additional flexibility, a project has to go through review by the Planning Board and it's -- the Zoning is set up to encourage

review on a kind of a master plan level. So the Planning Board will be looking at a plan for development across the entire site, usually multiple buildings phased over a long period of time. And the Planning Board would be evaluating what is the -- what is the benefit of that development in terms of its urban design, in terms of open space, other public goals that are usually reflected in the Zoning. So that's really the structure that is recommended in the K2 study. It's the mechanism that's been used in areas like North Point, Cambridge Research Park, which is sort of the other side of Third Street from this project, and several -- and Alexandria which is also around it in several other areas in the city. And the lucky thing for us is that there already is a PUD Zoning in place on this site. It's called the PUD

KS and it was created during the ECaPs rezoning in 2001.

So the idea here, and this is what was recommended in the Kendall Square Study, was to approach the rezoning of this site by modifying the existing regulations rather than throwing it out and creating something completely new. And there are several things in the current Zoning that remain consistent with the goals that are articulated in the K2 study, and I'll talk a little bit sort of what's staying the same and what's being changed.

So in terms of the changes themselves, one element of those changes involve the specific development characteristics that are, that were anticipated in the K2 study for this site, and those have to do with development, height, and open space. So I'll

cover those first and then I'll talk a little bit about the recommendations for Zoning that would be included in other -- in all areas of the Kendall -- that were looked at in the Kendall Square study. Many of those are similar, if not exactly the same, as was incorporated in the MIT Kendall Square Zoning that is was adopted by the City Council last year.

And then there's a final piece, which is looking at this sort of tricky twist on this site, which is that we're looking not just at a typical private development, we also have a government entity which we have established that it would be beneficial to the city to endeavor to retain the Volpe Center as a component, not just as a part of Kendall Square but as a component of a development plan for this site that would be

well integrated with the rest of the area. So we'll -- at the end we'll talk a little bit about how we approach that.

So in terms of development, Iram showed this picture a little bit earlier. It was part of a K2 study. It was done by our consultants Goody Clancy. It's sort of a model, a conceptual model of what it might look like in Kendall Square. It reflects a couple of things, not just the -- what's the capacity for growth in Kendall Square, what can be supported in terms of urban design and transportation, but also what, what kind of development would help to support some of the city's goals for creating a better more dynamic sort of urban place bringing in more housing, bringing in more retail, and continuing to support capacity for further economic development as this is one of the

key commercial centers in Cambridge, as well as open space. So this is sort of a sense of what that would look like. You could, it is very conceptual, but you could sort of start to break it down into what does that mean in terms of the amount of development. It's about give or take about three million if you look at the Volpe site itself, give or take about 3 million square feet of development reflected in this model. And as you can see, that's an amount of development that can be broken into a number of different buildings, a number of different heights.

FROM THE AUDIENCE: Could you please identify just a couple of major cross streets so we could get oriented?

JEFF ROBERTS: I'm sorry. I guess I'll do that.

So this is, this is a picture that

we're all -- some of us in staff are very familiar with, but it was an actually a trick of the Kendall Square study that, it was -- we decided that the consultants actually decided it was something interesting looking at it a little bit upside down and seeing it from the perspective from the East Cambridge neighborhood over here. This is Binney Street, and this is up. This goes up the street towards Cambridge Street, the East Cambridge neighborhood. This is the existing Third Street coming down into Kendall Square and this is the Point Park section of the Kendall Square. This is where the Kendall Square T station is and the Marriott here.

I should say existing buildings are in white. In terms of new buildings are the ones in darker colors. And the yellow sites sort of here and here are residential



buildings. The grey color are non-residential buildings.

I'm sorry, should I explain this any more for members of the board that are --

HUGH RUSSELL: We should ask the person who asked the question, is that enough?

FROM THE AUDIENCE: Are the yellow housing buildings?

JEFF ROBERTS: Yes.

FROM THE AUDIENCE: Do they currently exist?

JEFF ROBERTS: No.

FROM THE AUDIENCE: Okay, thank you.

JEFF ROBERTS: So this -- I'll say, too, just -- and, again, we're looking at it a little bit upside down. South is this way. This is the river. That the Volpe parcel that we're looking at is this sort of -- this

is kind of rec -- somewhat rectangular section here right in the center, and -- but excludes this building here which is the existing residential building at 303 Third Street which is now known as Third Square.

So, again, this is, this was the sort of the model that it visualizes a lot of what was shown in the K2 -- or what was found in the K2 study.

This is an image. Iram also showed this image, and it's from the same perspective you can see Binney Street and Third Street. This was done by CBT architects commissioned by the East Cambridge Planning team which sort of took their own fresh look at the same issues that were being studied by the study in the K2 study. And you can see a somewhat similar kind of development, pattern proposed. And, again,

we're able to sort of take the model and break it down into square footages. It's about the same square footage, again, it's about three million square feet, give or take. I mentioned that in this study they recommended more housing, which was true in general, but actually when I looked at it more closely, it's very -- the mix of housing and non-residential development in this Volpe parcel is pretty similar both in this and in the previous image. It's about half and half in either case. So this again is an alternative approach. Conceptually there are some differences in terms of how the buildings are arranged and the heights are arranged. You can see somewhat smaller building footprints, more passages in between them. But in terms of total amount of development and the break down of development

it's very similar.

So this is a chart that was in the package that talks about what the --

IRAM FAROOQ: Can I say one thing?

JEFF ROBERTS: Sure.

IRAM FAROOQ: I just wanted to say that neither of these two diagrams are intended to be a plan recommendation that things must align in exactly this orientation or in this organization. They're just supposed to visualize what is possible, one scenario of what is possible to happen under each of the two recommended proposals. So don't take this as here's a plan, here's where the open space ought to be, or the residential development ought to be.

PEBBLE GIFFORD: All that open space --

JEFF ROBERTS: So we're kind of

stepping, so stepping away from what was shown before us is more of sort of a model, a conceptual model of development that might occur to talk about Zoning itself, which again it's important to note that Zoning isn't necessarily meant to determine an exact development plan, it's meant to set the framework and the limitations and the different sort of provisions for how that development might occur, but also to provide some flexibility. So what I've shown here, and this is in the package, is just a little summary of what development, sort of what the limits are of development under the Zoning that's proposed. The basic proposal is to change the allowed FAR for a development parcel from three to four and to retain what is currently the limitation of non-residential development to 60 percent.

So that is where we get this number here. I think this is sort of an important number to look at, because between the FAR of four and the 60 percent limit on non-residential development, that is, that becomes sort of a hard maximum.

Oh, and I should note, too, this is all very approximate because we're using an approximate figure for the parcel area.

Yes.

STEVEN COHEN: Jeff, quick question. In the change in FAR from three to four, is that changing the base zoning or is that only by Special Permit?

JEFF ROBERTS: Only by Special Permit. It's part of the PUD regulations. It only applies if a developer or a property owner assembles a parcel and comes up with a development plan on that parcel and comes to

the Planning Board and goes through two public hearings and gets ultimate approval for that plan.

STEVEN COHEN: I see.

JEFF ROBERTS: And that's the case under the current Zoning and the proposed Zoning, again, because the current Zoning is also PUD Zoning.

So the, so that's the sort of non-residential cap.

The residential, if you assume that you get full -- you have a full build out and you go to that full 60 percent commercial, which is not necessarily the case, your development plan could be 50/50, you know, 40/60, the other way. Then you would be left with this amount of residential. It was the intent under both current Zoning and under the K2 recommendations that inclusionary would

continue to apply. So that -- and I'll talk a little bit about that later, but it's -- what that does is in exchange in the requirement of affordable units, it increases the capacity somewhat for residential development. So when you start to add these up and add up the phase residential and you factor in the inclusionary, you start to get closer in actuality of a 50/50 mix of residential/non-residential.

The retail gross floor area is bumped up a little bit to reflect some of the K2 goals for both requiring some ground floor retail and expanding the capacity for ground floor retail use. I'll talk a little bit about that later.

The innovation space, we'll also talk about later. It -- but it includes some GFA exemptions that are not currently the case



under Zoning.

And then the government facility is another piece of the Zoning. And as I mentioned, I'll talk about it at the end, but the idea is that that will be satisfied separately from the other development.

So you end up with again about three, here about 3.3 million square feet total. But, again, that's, it's somewhat of an influenced number. It could change based on whether you go more residential, less retail, that's just what you get when you add up -- put everything to its limit.

So the next thing I want to talk about is the height limits. You can see in the current Zoning that was created under ECaPs, you have this sort of height ban system where you have the highest heights just along Broadway, and then it sort of quickly steps

down to lower heights coming towards the neighborhood. And there are, there are a couple of things that occur or that a couple issues that have come up around that. One is there has been a change in the Alexandria Zoning while the original Zoning anticipated a pretty consistent retail -- or I'm sorry, residential edge along Binney Street. Since the Alexandria Zoning and development has occurred, there's more sort of commercial buildings and taller heights along Binney Street. The 65-foot limit here also reflects something that I'll talk about in a little bit in the next section that the open space provided on the site specifically in the form of a park in the northwest quadrant of the parcel. And this is something that we're -- is being examined in the Connect Kendall Square process to see if that's

really the open space scheme that we necessarily want for the area.

So the proposed Zoning, again, is meant to accommodate more development capacity, also to provide more flexibility by taking the, that 250-foot height limit which can increase the 300 feet for only for residential uses as part of a middle income housing incentive revision. And to sort of make that consistent along this edge where it's really -- both within the core of Kendall Square and adjacent to areas that are also allowed to those taller heights, to maintain an 85-foot height limit in this area where you have a residential use here and an existing residential use here. And then to have a slight transition as you go from the part of Kendall Square to Binney Street and then across to the new Biogen building and

then ultimately towards the residential neighborhood.

So now it's talking a little bit about open space. And I just mentioned that where we started from the --

H. THEODORE COHEN: I'm sorry, Jeff, could you go back to the last one? So the 120-foot piece on Binney Street, so that is higher because it is across from a commercial office building use rather than a residential use?

JEFF ROBERTS: Right. Well, it's higher than it -- it's higher than what the current Zoning would allow.

H. THEODORE COHEN: Right.

JEFF ROBERTS: Because it's adjacent to a commercial use but it steps down in order to encourage a transition to what is becoming a more prevailing height along

Binney Street of if you kind of continue down.

H. THEODORE COHEN: Right. And that area, do you know what the area is of that hundred -- I mean, will that one building go in there, two buildings go in there, theoretically?

JEFF ROBERTS: Well, I mean it could be no buildings. It could be open space. It could be one, it could be a building that sort of is smaller and fits on that site. It could be a larger building that has different heights, that starts at a taller height, and then steps down. Some of the things that are incorporated in the Kendall Square design guidelines, which I'll talk just briefly about, are trying to create some visual interest in heights. That actually was part of the Eastern Cambridge design guidelines,

so it wouldn't be, it wouldn't necessarily be antithetical to our goals to have a -- buildings that are varied in height.

H. THEODORE COHEN: Great, thank you.

HUGH RUSSELL: I think when you're thinking about height is to look at the two development studies that were done in the K2 and East Cambridge process which showed that you get the development density with a mix of heights. Not everything doesn't have to be 250 feet where it says 250.

JEFF ROBERTS: Right. And that's a great point that I neglected to make. The intent of this Zoning is not to have 450-foot buildings across the district. It's to provide flexibility so that different schemes, different heights of different configurations, open space can be explored.

Not every building is -- just based on the development capacity that's allowed, not every building will be 250 feet.

STEVEN COHEN: Jeff, another question, going back to the FAR for a second. Is that FAR applicable to the entire parcel as a single parcel, and in essence the square footage can be placed any place subject to the height restrictions?

JEFF ROBERTS: Yes. That's the purpose of the PUD Zoning, is to have a sort of a fluid number that is, that is your development capacity, but to allow flexibility in how it gets placed and distributed. And, again, that's what makes the review process important, is that it, you know, both being informed by the design guidelines that the city's put in place and the public review process that a property

owner would come up with what is a favorable development scheme for that site.

So, I'm sorry, was there anything else on height? So I guess we'll take questions as we go.

Open space. I mentioned that where we started was with this notion that came from the 2001 ECaPs study that there should be a park, a large public park at the northwest quadrant of the site. If you actually measure this out of -- that's about four and a half acres if you take the hole northwest quadrant of the site. And that's one -- that's sort of one thing to look at when comparing this to the existing Zoning. Another thing that came up, and it really was -- I think we were -- I would say that we give a lot of credit to the East Cambridge Planning Team study and the work done by CBT



to really challenge us to think a little bit differently about open space on this site. And to think is it really just about having sort of the largest park that you think you can get in this one section or is it more about creating a network of open spaces that link to other open spaces in the neighborhood, and you can see they've illustrated here the new Rogers Street Park that's being created through the Alexandria process and being looked at through the Connect Kendall Square process.

So through the K2 study started exploring that question and started to say well, what if you took that same size open space that would be sort of this, you know, the quadrant, and kind of configured it a little bit differently? So maybe it's more of a -- a little bit more linear and it makes

more of a connection through this side of the neighborhood and down the Kendall Square, or maybe it kind of does a -- maybe it's a little park here or a little park here that creates a connection. So, again, these are alternative configurations, but still somewhere around, you know, four and a half to five acres of open space. And here, again, is another study that was -- came out as part of the East Cambridge Planning Team CBT study looking at, you know, what if you had a combination of the bigger park, a smaller park, and then there are some -- and then there are, you know, even more network type connections and pathways that really connect everything up.

So the Connect Kendall Square process was really motivated by this sort of intriguing thought of how can we think of

this more as a larger open space system.

And I'll skip over this. I can -- I do know that -- and I just learned this today so people might be hearing this for the first time. I think February 18th is going to be the presentation. So if you want to put it on your calendar, that would be the final presentation to the jury and we'll certainly let you know by e-mail otherwise, but before that there will be a public exhibition both on-line and in locations on sort of locations throughout the city of what those four teams are ultimately presenting.

And in terms of what the Planning Board's role might be, this -- that the result of this process will be when the winner is selected, that winner will be invited to work with the city to create a sort of a more integrated final -- and with

the city and with the ECO Study Committee, which is a study committee that was formed for this, as a Kendall open space plan that would then inform the Planning Board's future review of projects such as the -- what project might happen on the Volpe site.

STEVEN COHEN: Jeff, on open space, the proposal distinguishes between public space and publicly beneficial?

JEFF ROBERTS: That's my next thing.

STEVEN COHEN: Oh, I'm sorry.

JEFF ROBERTS: And so that was just a little bit of an aside. So I'm jumping back to the Zoning.

So the current Zoning has this sort of interesting thing where it says 42 percent, which is a relatively high open space requirement, of all types of open space, which could be public, private, you know,

green space. Any kind of open space would equal that amount, but within that or in this case on top of that, because it turns out to be a larger number, a seven and a half acres would be a public park.

So what we've done informed by the K2 study, what we're suggesting is sort of a shift. Instead of looking at all open space types, let's look at this combination of public and publicly beneficial open space.

So public open space is public. It's open space intended to function in the same way as a public park.

Publicly beneficial open space is so that spaces like the space at Cambridge Research Park, you know, the boating launch, the skating rink, those are things that fall into categories of beneficial open space. There is a public benefit to it but it's not

necessarily controlled and operated as a public park.

And in some ways that can, you know, there can be some -- in some ways there can be some differences in terms of, you know, access of publicly beneficial open space. It might not always be open to public, to public use at all times, but as shown in some of these, in some of the cases like Cambridge Research Park, it could also have some benefits because you can use it for some types of things that are more difficult to operate in a public open space. But, again, that is -- it's real -- the idea behind a combination of public and publicly beneficial is that it's real open space, it's open space, it's actually there, it's not hidden away behind a building or an interior courtyard.

LOUIS BACCI, JR.: Can it be used for roads?

JEFF ROBERTS: Well, that's a good question. Not by its definition, no. But it's a question that's come up in our discussion of what -- how would we handle roads if there were additional roads done as part of -- as part of the development of the Volpe site. I don't think we would anticipate that there would be a lot of connecting public streets. There would have to be some vehicular access for the development in that area, which could take the form of sort of lunar, sort of a shared type of street which could be categorized in some way if we wanted to find a way to categorize that as a component of open space, we could look at that. But we didn't, but in terms of, in terms of open space, the

definition itself is that it's for pedestrians and -- pedestrians and bicycles are okay, but if it's for cars and for parking, then it's not open space.

STEVEN COHEN: Jeff, just help me understand the difference in the existing three square development, is there a significant amount of open space?

JEFF ROBERTS: Yes.

STEVEN COHEN: But it's all within a courtyard?

JEFF ROBERTS: Yes.

STEVEN COHEN: The public, I guess, could walk through there, but it's certainly not welcoming or inviting into the public? It looks like a private space for the use of the residents. Would that qualify as publicly beneficial?

JEFF ROBERTS: It actually does. In



fact, it's public by the Special Permit for that project, public access through that courtyard is guaranteed. And it was, it was specifically designed that way so that it could be -- provide a connection to future open space within the Volpe site. So I think part of the reason why it doesn't seem to have a lot of public activity is that it doesn't go anywhere that's public. So that's -- again, that's part of the Planning Board's role, looking at development through these PUD processes but also the Connect Kendall Square process, looking at what can be achieved by creating better connections, but also by helping to activate those connections in ways that makes them truly feel and function as a public space.

STEVEN COHEN: So in the Board's review of these matters, we would have the

discretion and the power to perhaps come to a different conclusion on space such as that in Three Square?

JEFF ROBERTS: Yes.

STEVEN COHEN: Thanks.

HUGH RUSSELL: And that would be part of the PUD permit process; right?

JEFF ROBERTS: Yes, yes.

Okay, so just back to briefly on this chart. So the idea here was to have five acres of -- for real open space and to make sure at least half of that, again, just this almost serves as a benchmark, to say half of that would have to be true public open space, meaning there would have to be some kind of a legal arrangement. Either it would have to be given to the city or there would have to be some other arrangement that guarantees that that is, that that would be public open

space. And it's something that we can continue to talk about, but it's a concept that fits with what all the thinking is -- all the thinking that's been done through the Kendall Square study and we'll move forward with that.

AHMED NUR: I'll wait until you're done.

JEFF ROBERTS: Okay.

STEVEN COHEN: Actually, one more question, I'm sorry. I understand the reasoning in reducing the public open space from seven-and-a-half to two-and-a-half, what's the reasoning in reducing the overall open space?

JEFF ROBERTS: Again, it's to provide -- it's to sort of balance -- provide some balance and flexibility with the expanded amount of development that's

allowed. You know, it's -- everything is a -- everything is moving part in a PUD. So you could keep a larger, or expand the amount of open space required, but that means taller buildings and less space -- possibly less space between the buildings, possibly bigger, bigger footprints. So it's -- it's really a matter of looking at what some of the urban design models have shown us and, you know, translating and breaking it down and translating that into the numbers and quantifying it and then, you know, trying to come up with a scheme that we think makes sense and provides a little bit of flexibility. So I think as we saw sort of back here, this is about, this is about four and a half acres. If you expand that to I think close to six acres, which would be the, you know, the 42 percent open space

requirement, you know, you start to push back on where the development is and you end up with a different kind of result.

HUGH RUSSELL: The, because the other thing to compare it to is the open space requirements in other PUD districts?

JEFF ROBERTS: Yes. And that's true. In other PUD districts generally have somewhere between a ten or a twenty percent open space requirement. And there are -- I think there are some good reasons to have a higher open space requirement here. Both the sort of the central location of the site as well as the fact that it kind of as it exists now, sort of a super block, and it really needs some open space to sort of break things down. Other PUDs can be, might be in areas, there's already a street grid or already some natural features that break up the site. So

it is still -- I would say that this is still a very aggressive and progressive open space requirement for a PUD.

H. THEODORE COHEN: Jeff, for comparative purposes, approximately how large is the new Rogers Park?

JEFF ROBERTS: Rogers is roughly 2.2 acres.

HUGH RUSSELL: It's on one of your slides.

JEFF ROBERTS: It is? I should make use of my slides. It says 2.2 acres here. That's this one here that they're talking about.

STEVEN COHEN: Pretty much the size of the public open space that you're proposing here?

JEFF ROBERTS: Well, that would be about the amount of public open space.

STEVEN COHEN: It would need not be in one location?

JEFF ROBERTS: Right, it could be broken up. It could be part of the review process and part of the design competition process. The best solution.

HUGH RUSSELL: Can you just show the ECaPs diagram? I'm sorry, the -- yeah.

JEFF ROBERTS: That one?

HUGH RUSSELL: Yes. So notice the wavy red line on the bottom that goes across the screen? That was very important in that scheme because it was saying trying to connect the residential areas in that section which are poorly connected to Kendall Square, it's not only a convenience but it's also a sort of a symbolic way of saying that this is not -- this is part of the system or it's connected to the system. So that was one of

the -- that was what one of the responses was that CBT made to the notion of how do you integrate this into the larger city?

JEFF ROBERTS: So moving away from open space just for a little while. So I'm going to go through now, go into the third part of that outline, which is the elements that the Kendall Square study recommended be incorporated into all new Zoning in the Kendall Square area. And this is, many of the board members have already seen this, some of you haven't, but I'll also try to sort of skip through it relatively quickly.

The design guidelines, they are critical to Zoning in general, but PUD Zoning in particular, because of the importance of the review process. So the design guidelines were created to inform those things that can't really be easily done through Zoning



like the, just in general, quality of the form of the buildings and the quality of the design of the ground floors, things that the Planning Board will get into when there is a development proposal, development scheme that needs to be reviewed.

So another piece that goes into the Zoning itself is some provisions for active ground floors. Just briefly there is a requirement -- both a requirement and an incentive or exemption approach. The requirement is that active uses have to align Broadway and Third Street to identify the priority streets in Kendall. And then the exemption is that in anything, that active use or that retail, along with other retail, exists on the ground floor can be exempted from gross floor area from establishments if they're 5,000 square feet or less. And all

of that would have to be illustrated in a development plan. They would have to show where all the ground floor uses plan to go.

The Planning Board has some flexibility in the details, but the general concept is to make sure that a development plan is formed within that ground floor, those ground floor uses in mind.

Housing provisions. Inclusionary incentive Zoning would continue to apply. Inclusionary Zoning means that for housing development it requires to have a set aside of affordable units, and in exchange there's the development bonus which I mentioned earlier.

Incentive Zoning is something that is in other areas is called linkage. It's a fee or it's an assessment that's made when a -- when commercial development is built which

goes to the Cambridge Affordable Housing Trust.

So those are, those are things that generally apply in PUD areas, but I -- so they're not in the Zoning proposal itself but it's important to point them out.

One thing that is in the Zoning proposal is some additional phasing requirements for housing, and the idea of that is to make sure if you have a plan, that's a mix of non-residential and residential development, that there's a -- that when the -- along with that, there would be a phasing plan proposed that ensures that the housing is completed before the commercial development is completed. So it doesn't, it doesn't encourage some -- someone to build all their commercial development or sort of leave the housing or not do the

housing.

So -- and then the third piece which is, which Iram mentioned a little bit, is this incentive approach to create middle income units for households between 80 and 120 percent for area wide median income. And the approach here is to allow residential heights to exceed 250 feet, to go up to 300 feet, and that the equivalent of 25 percent of that gross floor area would be dedicated to those middle income units. They wouldn't necessarily be located at that, at the top of the building. It would be as shown in the illustration which is very handy. They would be distributed throughout the building in much the same way that inclusionary low to moderate income affordable units are distributed throughout housing developments.

The innovation space proposal, again,

is something relatively new. The idea is that when new office space is developed, there should be a set aside for small companies, startups, people who are using shared work spaces; there are several establishments like this around the city now. And the idea is to both create more of them or to expand one where they exist and to protect the space for those, those uses so that they don't get priced out by the larger companies. And the requirement is at least five percent of new office development would be for these types of uses. The Planning Board, as part of a development proposal, would review an innovation space plan which talks about where the space is located, how it operates, can approve some variations in the specific requirements as long as it meets the intent, and that half of that space would

be exempt from the gross floor area. And it's up to five percent of the total. So if someone develops ten percent of their office space, innovation space, then they would exempt half of that from their gross floor area total.

Parking transpor -- yes.

LOUIS BACCI, JR.: Going back to the housing, any idea about -- and this is weighed fairly I guess. How many residents do you think this place will have?

JEFF ROBERTS: That's a good question. I think that was --

HUGH RUSSELL: Something in the order of 12 to 1500 units.

JEFF ROBERTS: Well, so if we go at it that way, the amount of development is about a million to, a million and a million and a half square feet of housing would be,

you know, 1200, 1400 units. And we are looking at maybe two people per unit as an average. So maybe 24, 2500 people. So similar to -- similar to large developments.

It depends, it's hard to say because the unit sizes and types.

LOUIS BACCI, JR.: Oh, yeah, no, right, exactly. But they're going to want to walk around the open space thing again.

JOHN HAWKINSON: Can you use the mic? Sorry.

LOUIS BACCI, JR.: I'm all done.

JEFF ROBERTS: Yeah, I'm wondering if we -you know, they're in the K2 study came up with a different number.

LOUIS BACCI, JR.: Just curious.

JEFF ROBERTS: Just a thumbnail.

So parking transportation. We tend not to talk about this a lot, but it's over the

past maybe 15 years or so, I think the city has developed a pretty strong set of tools that we know are effective in reducing reliance on cars, and that has played out in Kendall Square where there's been quite a bit of commercial growth, but as we've learned in the K2 study and studies that our staff does on an ongoing basis, that growth has happened in, and in fact in many places decreased in auto traffic.

So the idea here is to, is to continue to strengthen those measures. One of them is really limiting the supply of parking. So one of the key recommendations, which goes into the Zoning is that instead of having a minimum parking requirement for all this, for these developments, there would be a maximum parking limitations. There would be a minimum parking for residential use, but



other than that, the actual minimum amount of parking would be determined by studying what the needs are for those particular uses, what the opportunities are for sharing parking among different uses at different times of day and night, different times of the week, and then coming up with a number that would serve all of the uses that are together in that development plan.

In addition to that, which is the sort of big Zoning piece of it, there are PTDM requirements. We're looking at some enhancements to transportation -- that's parking and transportation demand management. It's basically programs that either companies or residential property owners are required to implement in order to, in order to reduce the cars subsidized T passes, bike facilities providing support for shuttle services, those

are types of things that are part of that transportation demand management.

The PUD demand process would look at the design of circulation routes and any street improvements and would look at, as does with Article 19, review would look at transportation impacts and mitigation.

And one of the things that's included in the Zoning, it's interesting, in the current Zoning, there's mention of the urban ring, and looking at that, realize that it's -- times have changed, and there's sort of different thinking about the urban ring, but we still wanted to make sure that a plan would acknowledge the desirability of certain transit routes that would provide connections sort of the -- for more circumferential connections between Kendall Square and places like Somerville. And so the language has

been changed to just make sure that a plan would acknowledge where those routes are and would not prohibit the creation of new transit connections that might be seen as desirable.

Sustainability requirements are fairly common to the other projects that -- or other re-zonings in Kendall Square because of the MIT rezoning. The one thing that requires increasing the standard for green building review to LEED Gold, some additional requirements for enhanced energy efficiency. One of the things that's different is this which stands for the building energy use disclosure ordinance, the MIT Zoning incorporated an energy -- a building energy use disclosure requirement and that is now become a citywide requirement as part of an Ordinance that was adopted by the city last

year. So buildings are -- will be required to provide ongoing reporting of their energy use and the city will be able to collect that data and aggregate it for different buildings around the city to sort of benchmark and see how different buildings are doing.

And there's also, as we get into looking at other sustainability measures, there's a Net Zero task force that's going through its process now. There's a climate adaptation group that's working on some planning process. We wanted to make sure that the, that the Zoning reflected that a future development plan should, should assess those, those impacts. We didn't necessarily want to anticipate what new requirements might want to come out, but requirements that come out of those processes if they are citywide, would also apply to this

development.

And then the community investment fund is a concept that is to seed ongoing sort of more programmatic things that can be, that are better shared by multiple property owners within the area rather than required of a particular property owner. So the contribution would be ten dollars per square foot, non-residential gross floor area above base zoning limits, and it would go into open space, transit, and workforce development. And particularly into programmatic things that would be implemented on an ongoing basis.

So now we get to the provisions on the government facility and it will bring us to an issue that was discussed the last time at the Planning Board, which is the notion of sort of government sovereignty, that one the local governments can't necessarily regulate

the Federal Government, so it puts this in kind of a funny dynamic when it comes to looking at a development proposal that has a component that would be a federal facility and a component that would be private development. So it's almost -- I was thinking about it earlier today, and it's a funny sort of triangular sort of relationship where the Federal Government has sovereignty over local regulation, but we as the local regulators can regulate the developer, but the developer is also bound by -- or ultimately would be bound by sort of the contractual arrangement with the federal entity. So the result of all this is, you know, making sure that we have a scheme where everything can sort of move together and so that the Zoning in some ways acknowledges that there is this notion of federal

sovereignty, although there -- it's actually not a -- it's not a statute or an Ordinance for a law, it's a matter of common law. So there's no, there's no specific regulatory guidance that we would rely on, but we would, but we would acknowledge that if we want a federal facility to be part of a development plan or part of a development parcel, then we would need to relieve that particular use of the requirements that would otherwise be applicable to non-residential development in the district and therefore provide encouragement for that facility to be planned in -- truly to be sort of planned in an integrated way with the private development that would occur.

One of the other things that needs to be acknowledged is that the -- when a government facility, a federal facility is

developed, there are requirements for security, other standards that are, that can be somewhat, can be somewhat rigid, and we need to make sure that the Zoning provides enough flexibility that it can accommodate development according to those standards, while also fitting in in general with broad terms with the urban design goals that the city has for that area.

That covers the points of the Zoning and I'll probably sit down so Iram can jump to a microphone if she needs to, and I'll answer questions from there and I can type while I do it.

HUGH RUSSELL: I'm not sure I -- I think I'm going to kick this off and then if other people have an opportunity. But I -- most of my comments are actually directed towards the specific language in the



proposal.

I'll give them to you in numeric order. I looked at paragraph 13.13.43 which says about how the Planning Board evaluates the height of projects in looking at a development proposal. And it seems to me that item A may be an unreasonably limiting standard. What it says is: The increased height over 120 feet will not cast shadows or alter air currents in ways that will unreasonably limit the amount of light and air reaching other buildings in the vicinity to a significantly greater extent than if the building height did not exceed 120 feet.

Now that's kind of awkward language, and it seems to me it can be read in various ways. And it might be useful to try to clarify that language.

I think the intention of it is to give

the Board the ability to say that certain shadow conditions are unacceptable and others are okay and but, you know, I think it's -- I don't know, it's just -- to me it's awkward drafting.

STEVEN COHEN: Can I inject before you move on?

HUGH RUSSELL: Yes.

STEVEN COHEN: I always wondered what it meant to cut off the air of adjacent property. Light I understand. Shadow I understand. I don't understand what it means to cut off the air.

HUGH RUSSELL: Well, I can tell you that living 30 feet from a 50-foot tall city school, we don't expect to get breezes from that direction coming through our first floor windows. So I think it's that kind of effect.

STEVEN COHEN: I think it's so vague.

HUGH RUSSELL: Right.

STEVEN COHEN: I don't know what it means.

IRAM FAROOQ: I think it actually --

SUZANNAH BIGOLIN: Suzannah Bigolin, CDD. I think it's talking about floating separation, the minimum sort of separation between the tall buildings so that you're not building ten feet apart, so you are getting air through.

STEVEN COHEN: Well, that makes good sense, but then we should simply have a minimum dimension between buildings.

SUZANNAH BIGOLIN: The design guidelines do have minimum dimensions.

STEVEN COHEN: If we have that, we don't have to refer to vague concepts as

cutting off air. I hear that frequently when people oppose projects, "cutting off my air." I picture people sitting in their apartments and it's -- I think they -- there's definitely enough in interpreting our Zoning Code if we can try to maximize clarity and precision, that this would be a good thing.

JEFF ROBERTS: Just to respond to your point, maybe we can look at -- we felt that text, in broad terms, was fairly consistent with what evolved from the -- in the Kendall Square guidelines. We can certainly take another look and Suzannah will take another look and see if we can tie it together a little bit better.

STEVEN COHEN: Thanks.

HUGH RUSSELL: At the bottom of that same page there's a reference to the East Cambridge Development Rights Transfer

Donating District. Is that still applicable?

JEFF ROBERTS: It is. It's, it's separate from the PUD Zoning but does apply. And just generally speaking, it's a mechanism by which by Special Permit property owners can shift development potential from areas that are generally north of Binney Street to areas that are south of Binney Street. So it's -- it is a -- it's not a mechanism that any property owners have applied to use in East Cambridge at this point, so it's not clear whether -- I don't know that we would anticipate that being, being something that would, that people would be anxious to use. But it is, it is a mechanism that could result in, you know, for instance, an open space or other kind of public benefit in the neighborhood in exchange for additional development on an area like the Volpe parcel.

HUGH RUSSELL: Okay.

So I'm looking at page 12, and I think it's paragraph 13.14.1 and it's the last paragraph just before 13.13.2. The Planning Board may, at its discretion, approve the final development plan with modifications that are requirement -- this is an open space section -- this open space section, improving it, thus shall find to continue to meet the objectives and remains the requirements of the requirements of 13.13.2 and 13.14(2), the 36 percent requirement.

Is that what we're trying to say here?

JEFF ROBERTS: Let me pull it up.

Yes, that appears to be the case. That 13.14 parenthetical 2, is the requirement for what we're now proposing to modify to be publicly beneficial open space at 36 percent minimum.

HUGH RUSSELL: So maybe if we

inserted the word "area requirements," that might be easier for someone to understand that?

Those are my remarks.

I guess I'll make a general comment. That to me the most significant part of the presentation was the indication that the heights and the open space and the amount of FAR permitted were in general depicted on those two illustrations; one from the East Cambridge Planning Team, and the other from the K2 process with Good Clancy. So that allows us to look and say here are a couple of examples, how it might play out. If you -- and then the -- which is that there would be a mix of heights. There would be quite a bit of open space. And there would be occasional buildings that would be tall. Most likely now, if someone came to us and

said what we want to do is just put one slab buildings to run two blocks and be 250-foot tall, everything in it, sort of a (inaudible) Cambridge, (inaudible).

We might say that's not what we're looking for because it would not really fulfill the guidelines. But I think, in thinking about this, trying to evaluate the floor area and the height requirements, we have to be guided by those kinds of pictures that show examples of what it might be like.

So who else would like to speak?

Ahmed.

AHMED NUR: Yes, I had a -- I had a quick question that's kind of sort of bothering me --

FROM THE AUDIENCE: Is your mic on?

AHMED NUR: Yes, it is.

FROM THE AUDIENCE: Can't hear it.



AHMED NUR: You still can't hear it?  
How about now?

FROM THE AUDIENCE: Yes.

AHMED NUR: Okay, hello.

So, Iram said that the PUD K2 is not to be followed, it's just an example. I mean you can tell me if I'm wrong, and therefore the Zoning hasn't been written. Normally the legislative branch councillors write the Zoning for us and we're supposed to be implementing it. In this case could you walk me through the order real quick what are we hearing for? And, Brian, thank you.

BRIAN MURPHY: Sure.

I think what I would say is that there are some -- there are different ways that a Zoning Petition can come in. The thought with this one would be a Planning Board Zoning Petition. So the goal of this

language tonight is to sort of take the temperature of the Planning Board and say is this the right kind of a thing. And then to come back at the end of January, I think it's the January 27th meeting? Yes, January 27th, with what would be a proposal for the Board to review. And assuming it met with the Board's approval, either that night or if there's still some more meetings that need to happen, then a subsequent meeting in early February to then have it sent as a Planning Board Zoning Petition to the City Council.

At that point the City Council would receive it, the City Council would then schedule an Ordinance Committee hearing, it would be sent back to the Planning Board for a Planning Board hearing on the Zoning as well, and then go through the normal process. So really this is sort of pre-Zoning, if you

will, but it's an attempt to try to make sure that we're, you know, taking the concepts from K2 and putting them into practice in this instance.

AHMED NUR: I appreciate the clarification. I feel a lot better.

Now, my second question would be -- how is the mic? Open space. So you said have up to ten acres, five acres or so probably open space, and what about the other side, the four acres that the sovereign government wants? Is that taken and counted into this 2.5 percent or 2.5 acres?

JEFF ROBERTS: It probably would not be public open space. I think we would anticipate that if there were open space surrounding of Volpe facility, that the security requirements would make it such that it could not be, you know, guaranteed for

public access, a way a public park would be. So, it could be considered publicly beneficial open space if it meets the general definition of being open for public enjoyment visually or possibly to walk through, but with some limitations on, you know, when it's open or how it's --

AHMED NUR: Yes, kind of what's happening now is pretty much 14 acres of. I've lived there for almost 30 years.

JEFF ROBERTS: Yes.

AHMED NUR: So the last question is the incentives, Zoning. So hotel is not out of the question, and that's considered residential not commercial?

JEFF ROBERTS: You know, I'm going to have to look back at the Zoning. So in general we -- in areas like this we tend to treat hotel as commercial rather than

residential, but I'm glad you brought it up, because I'll have to make sure that it -- that there is language that specifies whether hotel is considered commercial or residential.

AHMED NUR: Right. And that's my second -- part B of that question would be the maximum, I think that you put a maximum, or there was a maximum of that language the PUD K2 on commercial. And I wondered if it was a hotel, that if it would be considered, you know, incentive to raise that up to that 300-something.

JOHN HAWKINSON: 13.2.11. Page 1.

AHMED NUR: Thank you.

HUGH RUSSELL: So you need to make sure that the FAR requirements put in transient residential uses on the right side of the ledger.

JEFF ROBERTS: Right. Unless there's a thought about that, I think we are -- our inclination would be to consider it as part of the non-residential component. That's generally our practice.

HUGH RUSSELL: I think in terms of the -- what the goal for residential use in this district is to have people who are living there and, you know, shopping, patronizing, using the open space, so hotels don't generally create that kind of impact. They probably create more seats in restaurants, but that's about it.

IRAM FAROOQ: Just to take you back to the K2 discussions -- so just to take you back to the Kendall Square process discussions on the idea of residential, there's a two-fold reason to have residential; one is the activation that you

mentioned. And it's possible that hotel could provide that activation as well. But the second piece really is about having -- building more residential capacity in the district where the jobs are so that there is a way for people to live close to work and not have to commute longer distances which feeds not just the mixed use element, but also reduces transportation.

HUGH RUSSELL: Other comments?

AHMED NUR: No, thank you.

HUGH RUSSELL: Steve.

STEVEN COHEN: I wanted to talk a little bit about the inclusionary zoning provisions. And I guess I want to preface it by saying that the Planning Board is sometimes criticized for its decisions, and our response has been well, we're working with the existing Zoning and we can't rewrite

the Zoning, we have to apply the law as written, but here we are, you know, in a different role with a different hat on and now we are acting as planners. And moreover we're working with a site that I think because of its unique history and its unique ownership, that in a very real sense we could be looking at this as a very blank slate and thinking in the ideal, you know, how we wish development to proceed in this site.

So going to the inclusionary zoning provisions, you know, frequently, the way they're applied to most properties, there's an existing Zoning and perhaps the frames of a Zoning Ordinance that doesn't want to impose requirements for inclusionary or low income housing there, but we build this structure to sort of give them incentives to build the moderate or low income Zoning, and



that structure has been brought over and applied here even though I think it's a different sort of set of circumstances. But as applied here, what we have is we're starting with an FAR of 3.0. We're increasing the FAR to 4.0, and then once you apply the inclusionary zoning, we can increase that by 30 percent. So we end up with an FAR of permitted of a 5.2. And out of that 5.2, the inclusionary zoning is 15 percent of the original Zoning, and it actually works out on a percentage basis of eleven-and-a-half percent I think of the total FAR is devoted to inclusionary zoning. And it seems to me that given the policies and priorities of the city that we talk about all the time, and given that we're working with a blank slate here in a very real sense, and we're upzoning, I mean we're permitting a

lot more development on this site than is permitted today. It seems to me that we could be including and requiring a whole lot more inclusionary zoning than 11.5 percent of the total FAR. And exactly what that would be, you know, I'm not sure.

I think back to what we were looking at the courthouse, gosh, in that one we ended up with one third low and one third moderate and one third market. I think that would be building the lily here, and it might not work, but just running some numbers on my own, it seemed reasonable to me that you could -- first of all, instead of going through this sort of complicated and confusing device of the incentive zoning, simply say the permissible FAR is 5.0, 5.2, which is what this one works out to be. That's the permissible FAR. 15 percent of

that total will be low income housing. Another 15 percent will be moderate income housing. 70 percent will be market rate housing, and that 70 percent will still be more market housing than is permitted under the current Zoning.

I think you can simplify it, clarify it, do a much better job of satisfying our city goals and priorities to provide non-market rate housing in this location. It's a unique opportunity to do this I think. You know, when we're talking about rezoning properties that are owned by private parties, there are a whole lot of different considerations of fairness and so forth, and opposing these policies on somebody who may have paid market value and so forth. But, you know, when we're doing it on this property where we're increasing the permitted

development rights and it's owned by the Federal Government and they haven't utilized any of the development rights over the past 40 years, I really think this is a truly unique opportunity and this is our opportunity to do the sort of planning, you know, that we want to be doing and that the, you know, citizens of this community have been asking us to do. So, I think we can do a lot better on the inclusionary zoning.

Actually, if I haven't totally used up my time, one minor comment which maybe we can get back to later, we talked about retail before, and I agree that retail on Broadway and Third Street should be the priority. But I was walking along Binney Street not long ago, and, you know, Binney Street is really wide. It's like a boulevard and it seemed really kind of dead to me. And I'm just

wondering how and why and when it was decided that Binney Street shouldn't be a priority for some more retail, to liven up that boulevard.

IRAM FAROOQ: I think it wasn't so much that it wasn't so much that Binney Street should not be the priority, it was more like if we have the energy to focus on where we really want to require commercial, the Third Street corridor and the Broadway corridor are much more central to Kendall Square, and then it gets less commercial as you move further towards the residential. And if you think back to the Alexandria proposal, there are -- there is proposals to have nodes of commercial and that's probably the format in which it would work best is to not necessarily have -- you're not really going to get the feel of a commercial street

in the immediate term or short term along Binney, but certainly, you know, commercial nodes is a good way to do that and that's something that could certainly be a part of a PUD just as it was in the Alexandria scenario.

STEVEN COHEN: I certainly agree that Third Street and Broadway are higher priorities for the retail, but is there any reason why we shouldn't be encouraging in the Zoning retail on Binney?

IRAM FAROOQ: No, we are encouraging it everywhere and that's why there is the incentive, the FAR incentive even throughout the, throughout the site. Even, you know, it may make sense even to create a corridor along a central street, central spine that goes through the site that might in fact be edged with retail and that would have the

FAR, the benefit -- the FAR benefit would apply even in those scenarios. It's only a requirement on Binney and Third, but the incentive works throughout.

HUGH RUSSELL: Sure, Catherine.

CATHERINE PRESTON CONNOLLY: Well, I'll just start by saying I was really intrigued by what Steve had to say and I second his sentiments. It's a great opportunity to really make a big difference in affordable housing and I appreciate bringing that up because this is exactly the time to do that.

Similarly I guess I think the open space here is an opportunity not to be lost, and I am mindful that whenever we propose Zoning, our first cut at is it our limiting cut. And while we can make it less restrictive through the process of going

through public comment and City Council hearings and all those kinds of things, our ability to make it, to later decide if we want more open space, if we want bigger open space somewhat restricted by the nature of the Zoning coordination process. So I guess I would be hesitant to reduce the overall size of open space, both aggregate and in chunks, that had originally been envisioned at this point, not because I think we need to be wedded to those, but because especially given that there's this design process going on that theoretically we're going to be involved in implementing at some point. Somebody comes in with a great design, but I need a six acre park at the center of it. I want to have the ability to say let's do that and not have somebody come back and say, well, the biggest you can require is



two-and-a-half. I think it's too early in the process to already be cutting back. And I think we're doing a really good thing by building in a lot of flexibility for the developers and development teams in the uses, in the allocations, in the heights and all those, FARs. I think those are all really good things, but I think we should build that flexibility in for ourselves as well. This is an opportunity for the Board to work with the developer, to create a really special place, and I don't want to be putting Zoning out there that we're later going to regret was too restrictive or not restrictive enough out of the bat -- off the bat.

Thank you.

HUGH RUSSELL: Ted.

H. THEODORE COHEN: Well, thank you.

I also am intrigued by Steve's comments and I

think that it that needs to be followed up and considered what the proper amount of inclusionary housing is. I also think that in the same note when you see comments about whether the ten dollars per square foot was the right dollar amount and the community investment --

FROM THE AUDIENCE: Very, very hard to hear.

H. THEODORE COHEN: I was saying that we also received comments about whether the ten dollars per square foot was the right amount for the investment fund. Again, where we're, you know, creating a new development parcel and a new area, this might be an opportunity to reevaluate that number and determine if there is a presumably larger number that would make sense from the city's point of view.

And if that is proposed to be the right number, I'd like to hear some rationale for why this number was picked and why it makes sense to use it.

And I also agree with Catherine that it's sort of unfortunate that we're doing this now before we've seen the results of the Connect Kendall Square competition. I understand the rationale for reducing the open space in order to promote some other issues and maybe that is where we indeed want to end up, but where this competition is going on and might propose something totally different, it seems hard to limit the open space right now without knowing where that's going.

A couple of other questions I had. With regard to parking, I'm trying to remember if there is anywhere else in the

city where we've gone down to 0.5 minimum and 0.75 maximum for residential parking? I think we did go 0.5 in one recent project, but I'm just trying to remember where that was.

STEVEN COHEN: On Essex Street.

H. THEODORE COHEN: Essex?

IRAM FAROOQ: And it's in the MIT Zoning.

H. THEODORE COHEN: Is it the same in the MIT Zoning?

IRAM FAROOQ: Yes.

H. THEODORE COHEN: I know we've been going down from the 1.0 and I know we've gone down to 0.8 and I know 0.5 in someplace. And I take it that Traffic and Parking is comfortable with these calculations for parking. And I understand that we're, you know, right on top of the Kendall Square

station and the rationale for doing it, but I just want to make sure that everybody is comfortable with that number.

HUGH RUSSELL: I think also within the PUD proposal you'll be getting evaluation of a parking plan, and at that point Traffic and Parking might say based on the proposal, let's say the proposal is all for two-bedroom luxury apartments. We might say, well, you know, our experience would be that you can't do it at 0.5. So it would depend on what the housing proposal is.

CATHERINE PRESTON CONNOLLY: And my reading of the language is that we can do that by waiver, they wouldn't then need a Variance; is that correct?

JEFF ROBERTS: So it could be reduced by waiver. The maximum for residential would be 0.75, that's what they

recommended. So that's where they could seek a Special Permit to go higher, but it's somewhat of a -- going above the maximum is sort of a harder test.

CATHERINE PRESTON CONNOLLY: Okay.

JEFF ROBERTS: So that 0.5 to 0.75 is, I think, the range where traffic and parking felt very comfortable in this area.

H. THEODORE COHEN: But if, as you suggested for a particular proposal, Traffic and Parking said gee, 0.75 it really is not sufficient, they could seek a Special Permit, an additional Special Permit or an additional waiver from that maximum calculation?

JEFF ROBERTS: Yes.

HUGH RUSSELL: And then we do have the evidence from Third Square.

CATHERINE PRESTON CONNOLLY: Right.

Yes.

HUGH RUSSELL: Which I don't know the precise amount, but I think their parking is about 0.6 or 0.7.

JEFF ROBERTS: I don't know the precise amount, but they're at about -- parking at about around 0.5. I think that we've seen pretty consistently for projects that are within a couple of blocks of a Red Line station, that's what the parking utilization has been, is 0.5 for rental projects in particular. And I think if it goes to condo, there might be some more demand, but it's still within that range, below 0.75.

H. THEODORE COHEN: Great.

With reference to the five percent of retail, so I gather the rough calculation now is that's about 128,000 square feet. I just wanted to be clear, and I think it is clear,

that given a particular proposal, Planning Board could go beyond that five percent, beyond that total. And so that as Iram suggests, we have this wonderful retail spine that's put in, we would have the ability to increase the total retail in the development proposal.

JEFF ROBERTS: Well, it's absolutely the case that you could -- sorry, I turned it off.

It's absolutely the case that the development proposal could have more retail than that. That would be just where the exemption is capped. And that's just a set expectation for how much could -- how much there could -- how much additional square footage could result from that exemption provision. I think that's a relatively high number for retail. It's also meant for --



particularly for small retail. So if someone was doing more retail than that, some of that might be larger establishments that might not be exempt depending on their character.

H. THEODORE COHEN: Well, I'm not really concerned about the exemption, but it was the statement: Provided the total amount of retail gross floor area in the district does not exceed five percent of GFA.

So I just wanted to --

HUGH RUSSELL: What paragraph are you on?

H. THEODORE COHEN: It's 13.12.4.

I mean, it does go on to say: The Planning Board determines in writing that more retail GFA and establishments serve the residents within the PUD District.

JEFF ROBERTS: Oh, I'm sorry, you're right. That is a -- that would be a cap and

we could put a provision that allows the Planning Board to waive that in certain cases. If it's not -- we'll look through it thoroughly to make sure that that ability does exist.

STEVEN COHEN: Why do we have a concept on cap in retail if a developer wants more?

JEFF ROBERTS: It's a bit of a carryover from the ECaPs Zoning, but I think it's also meant to say, for instance, we don't -- we're not, we're not expecting someone to come in, want to develop an Ikea on the Volpe site. That's not part of the urban design plan for that. Not to say anything bad about Ikea, but it's not meant to be a retail center. It's meant -- the retail is expected to be sort of an accessory component of office and residential

development on the site. So I think that's the reason for having a general cap is to set that expectation that it's not the -- the commercial development is not meant to be a large retail center.

BRIAN MURPHY: Right. And one of the other issues with retail that you run into, depending on what type of retail, what amount, you can run into real issues around traffic generation which would also be counterproductive.

AHMED NUR: The Central Square Advisory called it uniformed retail; is that right, Iram? Uniformed -- like Best Buy, uniformed in chain. Retail is the word being used for this large retails.

STEVEN COHEN: It still seems like a funny concept to me. We're encouraging retail do retail, do retail, but not too

much.

CATHERINE PRESTON CONNOLLY: That's exactly what we're saying.

IRAM FAROOQ: I think it really is. Maybe as it gets translated to Zoning language it has, it by nature it becomes stricter than it was ever intended to be because clearly the planning work really wanted to encourage a lot of ground floor retail in the area. This cap is just to kind of stay away from creating a mall or as Jeff was saying, you know, big box in this area. So, perhaps the solution is just for us to find some language that talks about if it's consistent with the nature of desired retail in this area, this number could be, could be a greater number, could be allowed by the Planning Board through the permit.

H. THEODORE COHEN: Going back to

the provision 13.13.43 that you talked about earlier, so as I read this, every building that is in excess of 120 feet, the Planning Board has to make the -- those considerations and take them into account even in the areas where the height limit is now raised to 250 or 300? So even though the district allows a greater height because they're over 120 feet, we would be required to take these calculations into consideration.

JEFF ROBERTS: Right. So to sort of recap that a little bit, the intent of moving the height, the strict height limit up is to provide more flexibility, but in exchange for that, there continues to be Planning Board review that has the ability to look more qualitatively in what's proposed and to evaluate the heights of different buildings and where they're located relative to one

another. So that's something that, again, we'll look at it again in reference to the Kendall Square design guidelines.

H. THEODORE COHEN: Okay. And I was just wondering whether this differs from the general requirements of the Special Permit to consider the air and light and air currency that we do in any event?

JEFF ROBERTS: Right. It's similar, but I think in the case of a PUD, it's a bit more -- the Planning Board has a bit more leeway to, to look at it a little bit more carefully given that it's a development proposal that involves, it's going to involve multiple buildings where, and where there's flexibility within the Zoning to move floor area around.

H. THEODORE COHEN: Okay, great.

And one last very small comment is

paragraph 13.17.1 which relates to parking requirements that may be off site. If you would just look at the language again because you started out by saying provided it meets the requirements of Section 6.23 of the Ordinance. And then a couple lines down it says not withstanding any to the contrary contained in Article 6. And so since 6.23 is within Article 6, it seems to be conflicting. I understand what the intent is, but I just think a word or two would clarify it.

That's all I have.

LOUIS BACCI, JR.: I guess my concern is with the open space. Are you going to invite a lot of folks here?

FROM THE AUDIENCE: Can't hear.

LOUIS BACCI, JR.: We're going to invite a lot of folks to this site? And I'm really concerned that the open space could be

eaten up by roads and infrastructure and we can't depend on the government parcel, I guess, to provide much. And I'd like to not really -- I'm not really comfortable with giving that up right now. I guess that's as far as I'll go at that.

HUGH RUSSELL: Thacher, did you want to comment?

THACHER TIFFANY: Some of this is going to sound a little repetitive, but maybe reinforce some of the people's points.

One on the affordability. I think Steve has a great point, and I would also add that as I, as I read this, it sounds like you might end up in a situation where some developer did not actually exercise the additional FAR and you have no affordable housing. That seems like an actual possible outcome. You know, is that correct?



JEFF ROBERTS: It's not --

THACHER TIFFANY: It's not?

JEFF ROBERTS: Inclusionary housing is a requirement. The bonus element is optional. So a developer could decide not to build the additional residential, in a development like this, it could actually happen that way, but the affordable units themselves are a requirement.

THACHER TIFFANY: Okay.

JEFF ROBERTS: And that's sort of how inclusionary works. First we say you're required to develop these affordable units and then we provide the bonus.

IRAM FAROOQ: But the middle income implement is optional. If somebody decides to stay at 250, the middle income --

JEFF ROBERTS: That's correct.

THACHER TIFFANY: The extra step --

JEFF ROBERTS: Right, the middle income is something that could, may or may not.

THACHER TIFFANY: You could end up without the middle income component and only the base included. And, again, just to Steve's point, I think this is the kind of situation where we have to have the opportunity to have that component and we should focus on it.

And then on the open space, the Goody Clancy drawing I think, you know, if I rode my bike tomorrow morning to work and I saw that there -- I wouldn't be upset. And it does seem like it does comply with what we have there. But I'm worried that it's so different in such a way that we wouldn't be happy with it and, you know, some -- I think one of the things that jumps out is the 2.5

acres of publicly beneficial space. If that ends up, you know, surrounding a Volpe building, we're in some ways hopefully not quite as bad off as we are today. But, you know, we end up with a similar situation. So I'd love to understand that better and how we can get, you know, the Federal Government what they need, but we also do have a really, like, valuable public space at the end of the day. Along the lines of what we see in the pictures, I think that everyone would like to see that.

AHMED NUR: Hugh, if I may sort of comment on housing as well? And I don't know what graduate students start off -- startups, so on, and so forth, would be considered moderate, I would encourage also just to speak up for especially students that are going to Cambridge, cannot afford in

Cambridge, and they go to Somerville on their bicycles in the cold or whatnot, for them to stay here. And it would be towards commercial to have some sort of startups' incentives, retail for them. More offices would be great.

HUGH RUSSELL: I just want to add my voice to the other members here. I think that a more aggressive affordable component, particularly for middle income housing would be an immediate need in the city.

On the open space, there was a technical requirement. I could not quite figure out 13.14(2) which refers to another paragraph, because the paragraph it refers to, didn't seem to be the right paragraph. So if you would just sort of make it a little clearer as to what's going on there, the paragraph it refers to is a retail exemption

paragraph, I believe, unless I am not doing my homework properly, but I tried. So that's a problem.

JEFF ROBERTS: Could you give that to me one more time again and I'll look at it more carefully?

HUGH RUSSELL: In 13.14(2) on page 10 there's a cross reference to 13.13.11, paragraph 2, and that seems to be a cross reference to the retail FAR exemption. And so I just think it's not -- if that's the case, it's not very well drafted.

JEFF ROBERTS: So that it's -- I'm looking at that reference, and what that means, and it may not be that clear, but there are some variations and requirements that apply to smaller lots and larger lots, and basically it's to distinguish between situations like a 303 Third Street parcel

which obviously doesn't have the same open space and other requirements as the Volpe site would or the Volpe site which is much larger. So that reference is meant to distinguish between those two types of lots, and I'll look at it to see if we can make it more clear, but that 13.13.11(2) refers to the size of the development parcel.

HUGH RUSSELL: Right. And this is -- there are things which are conceptually simple, but in the language here it's difficult.

JEFF ROBERTS: That's a carry through from the existing, the Zoning text but we can try to clarify that.

STEVEN COHEN: Are you suggesting that our Zoning is confusing?

HUGH RUSSELL: The Zoning is probably clear but the language is confusing.

Now I would argue against my colleague Catherine on the question of reduction of the amount of open space because it's -- if you keep the 42 percent and then you tie your hands on building height, and so by -- I think, I think it's wiser than having requirement for open space, while it's still much more than in any other district, is less than 42 percent. And I would say the rationale for that is that at the time it was written there was no 2.2 acre Alexandria soccer field and there was a great need for that function. When that 2.25 acres were accomplished, through -- I guess Joe's still here, Joe's efforts in Alexandria rezoning, that the need for the play field kind of went away and, therefore, I think it's appropriate to allow some reduction of open space. I think one of us commented it would be better

to finalize that language when we see the results of it connecting.

If this is going to get filed before that, it seems on track to do that, maybe we have to accept your suggestion.

CATHERINE PRESTON CONNOLLY: And that's really what was driving it. It is this unknown. If we had an open space proposal in front of us at this point that we were trying to drive towards that said, hey, none of these, none of these particular areas is going to need to be any bigger than 2.5 acres or whatever, I would feel very differently about it than when we're looking at a plan that says, you know, that the community came up with some years ago that had a very much bigger -- and I appreciate the Rogers Street Park and the soccer field has changed the environment in East



Cambridge, but not knowing what that -- what we're going to be trying to accomplish, I am very hesitant to tie our hands before we know what we're trying to do.

BRIAN MURPHY: Mr. Chair, if I might, what I suggest is that we go back and look at the calendar. Part of what we were trying to do was to structure this in a way as best we can try to forecast it. It would work with the Council's schedule in terms of trying to get this done, but what we can do is take a look and see given that we're talking about not that long, you know, the middle to end part of February, whether it makes more sense for us to delay the introduction a little bit. And I don't know, Jeff, if you've done the calculation in your head or not, but if we were to sort of introduce it after that, well, that would

work. Certainly something open to look at it.

CATHERINE PRESTON CONNOLLY: I mean I --

JEFF ROBERTS: One point I wanted to make is that the day we were planning to come back to the Planning Board is the day that the team submissions are due. So that, if that's the case, we can certainly, I mean if -- we're very close I think, and even if that's the case, it's important to remember --

CATHERINE PRESTON CONNOLLY: Doesn't that make sense to delay two weeks until we've had a chance to see those?

JEFF ROBERTS: Yes, sure, we'll certainly go back with all of the comments that we've heard and we'll reevaluate where we're heading. It is important to note,

though, that the changes like that can be made whether it's up or down or sideways, can still be made through the petition, through the hearing process when the petition is submitted.

So just to clarify the process, again, I guess for the third time, we're -- this is being submitted for discussion. When the Planning Board feels comfortable -- when and if the Planning Board feels comfortable, it could be advanced as a Zoning petition to the City Council. That would then open up the public hearing process, come back to the Planning Board again, and changes could still be made up to the point where it's voted on. And that wouldn't be for several months.

HUGH RUSSELL: The Board has received in the last couple days letters from Barry Zevin which goes into, it shows a lot

of thinking about the open space question. I would certainly want the department to pay close attention to that communication. I think Barry was part of -- was he part of the advisory committee?

IRAM FAROOQ: He was part of East Cambridge Planning Committee in 2001. He is not on the Cambridge Redevelopment Board.

FROM THE AUDIENCE: He's here.

HUGH RUSSELL: Yes.

And then there's a letter from the Cambridge Residents Alliance that I think you have to look at as questions that you need to ask yourself about each of the provisions that they're asking. You know, because these are questions that not only will be asked before the City Council but there have to be good answers. And if there aren't good answers that explain the logic and the

rationale for how certain numeric provisions were achieved, another big part of it was on the inclusionary and affordable housing, and I think we've talked about that. And so, I would, I think I would encourage others who want to comment on this to also send us communications so that we can, so the staff will have those points of view. If we take public testimony tonight, we will not accomplish the other items on our agenda. And so I think I would prefer not to do that. But I do think these are very -- these comments are helpful and in general the comments from public are helpful. And as you can tell from Iram's first slide, the notion that we worked together is part of the principle. I'll have more to say on this subject on the next major item on our agenda.

JEFF ROBERTS: So, Mr. Chair, I

would add, too, that since this is still sort of a -- in terms of whose court the ball is in, since this is sort of a staff item, we also appreciate getting comments on the draft.

HUGH RUSSELL: Right.

So it's now the time for our break do you think?

H. THEODORE COHEN: I think so.

HUGH RUSSELL: We're going to take a break and do the rest of our agenda.

(A short recess was taken.)

FROM THE AUDIENCE: Has the Planning Board hearing on the Foundry disposition been scheduled yet?

BRIAN MURPHY: No, it is a tentative schedule which is, I want to say it's tentatively scheduled for the end of February.

HUGH RUSSELL: February 10th.

FROM THE AUDIENCE: Okay, thanks.

HUGH RUSSELL: Okay, the Board is now going to hear presentation on the Foundry building, Rogers Street land business process.

BRIAN MURPHY: So, this is, again, and I think another one of preview of coming attractions, which is to let the Board know where things are with the Foundry Building process, for the city to collaborate with the Cambridge Redevelopment Authority to redevelop the Foundry Building.

Some of you may remember the Foundry Building came to the city as part of the work of the Planning Board, the community, and the City Council to -- in the course of the Alexandria rezoning to have the Foundry Building dedicated to the city. And there's

been a long ongoing process to determine how best to use the Foundry and how best to sort of use it for public and beneficial purposes in a way that's still financially viable, and there's been a decision made that it's one of the best use is really a collaboration between the city and the redevelopment authority. And so the middle of the December the city reported back to the City Council giving an update on where things are, and it's anticipated that the city went in the lease agreement with the Cambridge Redevelopment Authority which would then issue a request for a qualification -- the request for proposals for a developer to complete the building fit out and redevelop the Foundry according to the missions and objectives developed by the city and within the overall framework requested by the City



Council and the community. You know, it's being done under the CRA's demonstration plan authority and, you know, we do expect there to be a diminution of the formal process of the city in part because much of that same work will be done through the Cambridge Redevelopment Authority process. But, again, as I say this is mostly just a preview of coming attractions because we're anticipating the February 10th would be the date for a public hearing to go through the -- to start the process and just want to give a little bit more of an update, a little bit more flesh of the bones. We've got Kathryn Madden who is wearing her hat as a consultant to CDA and Tom Evans wearing his hat as executive director of the Redevelopment Authority.

Kathryn or Tom?

TOM EVANS: Thank you, Brian.

Mr. Chair, I just wanted to briefly follow up on Brian's discussion of the process to date. One of the key reasons this is coming before the Planning Board is it's a result of the Alexandria rezoning in 2009. The city took possession of the property, which is located at 101 Rogers Street, and just for reference for everyone, there's two documents in front of you. One is the draft demonstration project plan. It's a thicker document. And the second is a single sheet with a map on the front of it which is a lot of the same material just digested on a single sheet. And at the top of that is a small site plan with the location of the Foundry.

We have also been working a great deal with the CRA Board and in collaborative process with city staff and city manager's

office, and certainly City Councilors who have been invested in this project to really come up with a system for how best to bring about the redevelopment of the site in tune with the community desires expressed through that rezoning process, specifically to the disposition process, the Planning Board will be having a hearing looking into the disposition report which is still being worked on, but the planning, the plan in front of you, which is the demonstration project, will be an attachment, sort of an exhibit that comes along with that disposition.

So a couple other things about the process to date. After receiving the property in 2012, the city began an investigation of what to do with it. In 2013 it involved a feasibility study and then an

initial public meeting in October of last year -- 2013. Just to explore the options for what -- how the building could be reused, what are the community desires that could go into that space. Then in March of last year the discussion with City Council looking into the best way to implement that -- those community desires, and that's where the partnership with the CRA was to be explored. And so we then began a process with the city to further refine those community objectives, really kicked off by a community workshop in June of last year, where we just really looked at the various programmatic options, filling a building with a number of uses; a combination of uses and community development and arts and very common theme of steam uses in the building, and then followed that session up with a series of sessions with

various youth programs over the summer just to -- because, you know, there's a lot of youth programming being discussed in the community meeting, but there weren't a whole lot of youth at that particular community meeting. So we wanted to continue that process with the target audiences for the Foundry.

And then in October we had another follow-up meeting with the community specifically looking into a refined set of visions and objectives which are outlined in the sheet of paper in front of you, and we've tweaked those quite a bit, and since that meeting to come up with a broad vision for the project objectives by which the project would be developed under. And then a rubric for governance and financing of the project to reach a point of a sustainable building

that could bring about this community event that's over the long haul.

So the disposition report will look to provide a lease from the city to the CRA. So the CRA could then through specific exemptions and flexibility to procurement rules enter into a what we think is going to be a much more flexible and innovative disposition process that we're calling a competition of ideas to try to rather than surgically say there should be 5,000 of this or 8,000 of this in the building, to look at how development entities could come together, collaborating between non-profits and for-profit developers to put together a program that's very innovative, has a lot of shared use, doesn't necessarily mark out all the territory, but looks at how the building can operate together to meet those objectives

across the square footage rather than being precisely prescriptive of all the square footages.

And that process that we would then take up after the lease was negotiated would be to have a two-step RFQ process and RFP process whereby we hope to select a development entity sometime by the end of this calendar year. And then we would, the CRA would work with that development entity and have a long-term stewardship over the building working with the development entity and various tenants of the building to make sure the building kept to its goals and objectives as stated in the demonstration project.

We're also proposing the CRA can function as a bit of a financial backstop for some of the more innovative sort of emerging

uses that are being considered that may be a little bit more difficult to finance from a bank's perspective or construction project, so we're kind of functioning as a financial backstop over the long term build out and programatic use of the building. And so, at that point, at this point I just want to let Kathryn come up who has been ushering us through this community process, just to walk through the envision objectives that have emerged out of this and then we'll come back to you in a month or so with some more specific reports for you to review.

Kathryn.

KATHRYN MADDEN: Being aware of time, you have in front of you the vision and the objectives, but I just want to convey, I think, what we've learned through the community process, right? The Zoning as per



a minimum of 10,000 square feet of community uses for -- dedicated to education, culture, and the institutional uses. And when we had the first community workshop in June, we asked the question of what are the priorities, what would people really like to see? What we learned and what we heard back was that was really this desire to be a much more shared space, much more flexible, maybe shared at different times of day. And so really that starts to influence how it gets designed. And so part of this idea of having the competition of ideas is looking for how do you build teams that are -- can both run non-profit and -- as well as startup and commercial uses can sort of operate a building, but also have the experience to redevelop the building. So the vision really sets forth what a lot of those goals in terms

of being very flexible, being very innovative, having this focus on connecting what's happening in all we just heard about Volpe and Kendall Square and connecting that with the surrounding communities, especially with some of the underserved communities, the low income, the youth, and really providing that access, especially for youth to get in -- connected to jobs. When we met with teens, they described so perfectly, if we had programs in the building, we would go in the building. We would see startup companies happening there the way ICE is. We would get internships and workforce training. We would get internships and ultimately we would have jobs in those. And it was such a great description of a pathway created for that whole building.

And I think one of the other -- some of

the other important goals are just that anyone would feel they could walk into that building, whether that's to go to a program, to go to a cafe, right? So something like a cafe to get something to eat, is a public use, but makes it public or to, you know, to a job or just to feel like they could open that door. I think some of the important things that -- about the site is the building, people think of it as a big loft space and it was once a big loft space, but it is really very narrow, eight-foot sort of floor to ceiling. So we're looking for people to think creatively on how to use that space, maybe open up some of that space. It's important in terms of the site, and the site plans shows it, is that parking lot right next to the Foundry that fronts on Third Street is a development site and people

may think -- I don't know if it's come before this Board yet, but the development that would happen on that site needs to be respectful of the access into the Foundry in terms of Rogers Street. Rogers Street is really an alley and so it's only 14 feet wide in places. So where we're gonna look for developers on the Foundry. Our selection process that are thinking about those connections to the Rogers Street Park and to -- out to Third Street, but the adjacent development is also important.

And finally one of the things that we're looking for and that we're gonna want to build these creative teams of non-profit and private, and we're not sure who we'll submit, is because we're looking for creative financing that can, that can support both below market rent and market rents within

this building to kind of cross-subsidize and then ultimately that this remains a city asset. The city will retain ownership and give the lease to the CRA, sublease it, but we're looking for it to be financially sustainable over the long term, and to ensure that it remains a well-maintained city asset over the long term. Right? This is an important, important asset as you know, that we want to protect and steward as Tom has spoken about.

And the I guess the last thing is you also have the list of the uses, and I just want to -- the uses, I guess it's not on the Zoning. We're saying those are -- kind of reflects the kind of uses that we might expect in that building, but the building isn't going to be able to have all of them, maybe over time they'll shift, maybe during

the time of the day they'll shift. So it is really trying to set parameters but also allows for flexibility and allows for creative proposals to come in for us to look for the review.

Do you want to -- yeah.

TOM EVANS: I just wanted to close by recognizing that this has become a pretty high priority by the CRA Board as a project for us to take some of the success of Kendall Square and make sure it is connected to the rest of Cambridge. And as far as focus for a strategic plan, we have some of our CRA. Kathleen Born and Margaret Drury, and Barry Zevin I think will continue to show our immense interest to bring this public benefit to implementation stage for the city.

HUGH RUSSELL: Thank you.

Questions by board members? Steve.

STEVEN COHEN: Basic questions, and forgive me if I'm not understanding the structure of this, isn't your run-of-the-mill sort of thing. So the city owns it, it's leasing it to the CRA? Okay.

And what is going to be the relationship between the CRA and the developer that you're seeking?

KATHRYN MADDEN: So the proposal is that the disposition would be to lease it to the CRA, the city would retain ownership, and that we would then go through a selection process to find a developer which could be non-profit, private, any combination, a development entity that would then redevelop the property, because it needs a lot of -- it needs substantial ample improvements.

STEVEN COHEN: As a consultant to the CRA or as a lessee --

KATHRYN MADDEN: As a sublease.

STEVEN COHEN: -- as a sublease the whole thing to the developer?

KATHRYN MADDEN: Yes.

STEVEN COHEN: I see.

KATHRYN MADDEN: And the vision is kind of working very closely with the city staff to maintain oversight of that and both from a CRA Board and the CRA Executive Director and also the City Manager's office there will be provisions that the public goals would always be met.

STEVEN COHEN: I see. But the developer lessee would actually be the operator --

KATHRYN MADDEN: Yes.

STEVEN COHEN: -- of the building and the enterprise subject to whatever rules, regulations, oversight that you build in?



KATHRYN MADDEN: Yes.

STEVEN COHEN: Thank you.

Actually, one more. What do you mean by demonstration project?

KATHRYN MADDEN: You go.

STEVEN COHEN: Do we need to know that?

TOM EVANS: So, yes, the demonstration project authority is a special provision of the state law for urban renewal agencies to take on specific site projects outside of an urban renewal plan area. So the Kendall Square urban renewal plan area just south of Binney down to Main Street is the designated urban renewal project. The option of having a demonstration project allows to surgically just look at a project site outside of a plan area and still have some of the tools of redevelopment that you

would otherwise have in an adopted plan. The specific tool that we're looking to utilize is some flexibility with the procurement process and the agent to negotiate with the developer along the way rather than following some of the strict procurement rules that the state imposes on municipalities. And we think that this is -- really benefits the public process and iterative process, and it's a very unusual style of disposition. And the other key thing of a demonstration project is you're doing something different that can be set up as a model for elsewhere in Cambridge or elsewhere in the Commonwealth. And the state is very intrigued by this concept of how to bring out public benefit through a cross-subsidy by utilizing the economic excitement of Kendall Square to bring about community benefits in a

project that otherwise will not require a constant feed of public funds. It's this unique attempt of a hybrid project that is why the state is interested in this as a demonstration project to potentially be used elsewhere.

STEVEN COHEN: Thank you.

H. THEODORE COHEN: Well, I would like to take Steve's questions one step further. What does the developer get out of all of this? I mean, I understand that it's a non-profit that is doing it out of the goodness of its heart, but are they going to charge for activities or sublet the space, sub sublet the space?

TOM EVANS: So the developer would be allowed to take portions of the building, and we haven't limited how much of that to be market rate rent, so they could take a floor

of the building and lease it, lease it out to a some -- and we've been very careful to look to very specific types of tenants, private tenants, that might be there that fit into the mission of the building and is not just there to get the office space and close the door. We want them to be interacting with the rest of the building, but they will be collecting rent from those. They also would be collecting rent from some of the other below market uses. They will not necessarily be paying market rent, but they'll be paying some element of funds. We've imagined that there would be in addition, the CRA would collect a base rent, a very minimal base rent from the developer that we would then reinvest into the community-oriented programs of the building. And so we've done some -- a fair amount of fiscal analysis. We hired a

real estate consultant to look very closely at this, because, are we crazy? Is this really gonna work? Can you do anything beyond 40,000 square feet of high end office to get a 10,000 square foot communities to work? And then the result of their analysis is that, yeah, it actually does work at something of a 40/60 percent mix of a building between market rate uses and below market rate uses that you could get an acceptable return on your investment of around seven-and-a-half percent. So you could make a profit, not tremendous profit, but you could find this to be a profitable venture. So the process of going through an RFQ and then an RFP is to then -- gradually then get developers on board with non-profits and other program administrators to have development entities that we would then

select and say, okay, now you figure out how to make this work and come back with very specific proposals, perhaps a short list of developers. This isn't going to be easy. It's a complicated building. It's a historic building, and a lot of work has to go through the design. And a make up of how the finances work is going to require some creativity. If you think of something like CIC, you don't pay rent on a square foot base, they collect membership over a large square footage, maybe there's some kind of creative financing a developer may want to look into. We've had some people talk to us about the idea of crowd source funding of development projects. And so we're open to creative ideas, and that's why we want to have this multistep process to say to the development community what's a creative way

to make some profit, limited profit, but bring about this community benefit?

STEVEN COHEN: If I could follow up on Ted's question, can this -- I presume that you'll structure this so that the developer can get the benefit of rehabilitation tax credits?

TOM EVANS: We're looking into that. It's a little complicated because it's a city-owned resource. And so you have to have a certain level of taxable revenue.

KATHRYN MADDEN: It's not in a historic district.

STEVEN COHEN: It doesn't have to be.

TOM EVANS: It's right next to one (inaudible) and was originally part of the other buildings. So it's -- we would have to get designated. We'd look into it. We've

talked to a couple -- had some initial conversations with consultants about it. And so it's possible, it's a small building. It may be -- the restrictions that come with those tax credits, either state or federal, may not be worth it, but we want to be open to that as an option. We're going to be exploring that.

STEVEN COHEN: Yes, I think in order to make it work for a developer, picking up on Ted's question, that would be a -- I think that's a make or break. So I'd certainly suggest you make that one a priority.

KATHRYN MADDEN: Can I say when they did the financial modelling, they assumed that without that benefit and it was still -- it was still feasible project.

HUGH RUSSELL: Ahmed.

AHMED NUR: I'm going to ask a



stupid question. I know it's going to be. So I thought Cambridge Redevelopment agent is part of CDD? I don't understand.

TOM EVANS: No. We work very closely with CDD and collaboratively, but we are a fiscally separate institution somewhat to -- from the city. We follow the policies of CDD and their plans, and we serve implementing a challenging, creative projects such as this one, so.... But we do have fiscal separation in some ways to protect the city from risky redevelopment ventures. So that's why they're set up with that sort of firewall.

AHMED NUR: And if this demonstration plan does not work, in other words, no developer steps in and builds this place out and doesn't get their money back, what's your statute of limitations? How long

are you going to try to get a developer to do this work? And if not, do you have plan B or maybe the city buys it and actually supposed to --

TOM EVANS: The city owns it.

AHMED NUR: Thank you. The city keeps it and uses it for the appropriate --

HUGH RUSSELL: So the CRA, I believe, has been active in the city for 56 years and they've got great staying power. They have done many things that many people have forgotten about. There's a whole neighborhood of the city that they intervened in and did hundreds of different of projects and you wouldn't know it today unless -- because it happened 30, 40 years ago. So it's also a -- there's -- a new board was appointed a couple years ago now.

TOM EVANS: About two years.

HUGH RUSSELL: Two years ago. And they've rededicated themselves to a public service and that's -- they're taking on the tough jobs that nobody else could do.

AHMED NUR: Okay, thank you.

STEVEN COHEN: That's a novel approach.

HUGH RUSSELL: If I could speak for you from my perspective.

Could we go on to the next item on our agenda?

Thank you very much for briefing us.

Okay, the next item on our agenda is discussion of the Planning Board process focus group suggestions. And we'll have a short presentation of the Planning Board discussion.

And I would like to make one thing perfectly clear here. This is not a Planning

Board process. This is a process that was initiated by a Council order to the City Manager to study how the Planning Board process benefits the city or doesn't. And this has been done by the staff of the city without significant consultation with the Planning Board.

In fact, that's the purpose of tonight's meeting, is for them to come and talk to us just as they've been talking to many other groups in the city.

Ultimately we'll have to get on board with the recommendations that affect the Planning Board. But as you will see in this presentation, this is really opened up a much wider question. And the question, the wider question is what are the results of the various agents and actors in the city in the planning process of the city that goes on?

The major actors are the City Council that enacts the Zoning.

It's Community Development Department and its consultants that study Zoning.

The Planning Board that reviews Zoning proposals and does Special Permit work.

But there's also the Historical Commission, the Conservation Commission, the Public Works Department, the Traffic and Parking Department, and of course the public. And there's been a much renewed interest by the public in how this function goes. And while that has focussed on the Planning Board, and specifically criticism of the Planning Board, in fact, it's a whole system. And we're part of -- we're part of -- we happen to be a relatively small part of the system that has some statutory entitlements from the state. I think we have to look at

this process in a wholistic way, and as I look to the list of things that have been considered, you know, perhaps a third of them actually relate to the Planning Board process and the other two thirds relate to other people's actions within that process.

So the goal, I think, is to try to come to a new understanding of how, how we can make this process serve the citizens of the city, because that is ultimately what the city departments and the city boards are intended to do. We're intended to serve and represent the interests of the entire city.

So I'm daunted to read Steve Kaiser's 114 points or the 19 pages that were given to us as a result of the CDD. I would just rather say oh, let's just fix it and go ahead, but it's much bigger than that. And so that's my preface. And I'll hear from

CDD. Who wants to kick it off?

STUART DASH: Thanks, Mr. Chair.

And I'll kick it off and I'm going to -- Stuart Dash, Community Development. And folks should have the copy that we sent out to the Planning Board of the 18 pages that Hugh refers to with the cover letter that details our work with focus groups that occurred to supplement the hearing that the Planning Board had on October 28th and we held a series of focus groups and working with myself, Suzannah Bigolin and our research associate Minki Kim (phonetic) working with focus groups that represented different areas of interest and lawyers, developers, two different resident groups, architects, former Planning Board members, and former staff. And I think we got a good range of input as well as the letters I think

which it sounds like you also received.

My proposal is to try to quickly walk through that, those charts. And there are a number of things -- there's six categories, some of which we have great agreement on, we think we have great agreement on. We think we have great agreements on. And as Hugh said, they're aren't necessarily within our -- fixing our website is not something that we're looking for to you do. So, yes, we would say we're in great agreement and we're going to go ahead and work on that.

If you'll permit me I'll try to walk through there and you're welcome to sort of stop me. And I'll try to call out areas whereas you said, there's particular Planning Board interest, but there are some areas that are not. Some areas are City Council interest. So please call out when you say



this is Planning Board interest and we thought about this.

So I'll start walking through there, through the document.

Improve website design. And this is a good -- on page 3 -- a good illustration of something we think there's good agreement on. Lots of good suggestions from folks and lots of good vetters in detail and mostly up on our plate to take care of. And I think from the Planning Board's points of view, I think just hopefully the comfort that we're going to be improving the website, that there's better access and better understanding of information.

The next page, on page 4, we start to get things that are more appropriate for Planning Board interest. And this is, this will include -- we have a note on the bottom

there, this document was the one that we sent out to focus groups and we had to refine focus group, a large focus group on December 18th, and this is the one we sent to you. We've since actually had taken some of those comments and looked at them in the letter so I may be supplementing what you're looking at with those when I can of pieces. And we expect those sort of integrated after we're getting your comments.

As we look through here, the time limit on proponent presentations. Already in progress from our point of view.

Allowing neighborhood presentations. The Planning Board already does, and we talked about working with the Planning Board to develop further guidelines to how best to do that.

Allowing one speaker to talk on behalf

a group. Again, the Planning Board already does that on specific occasions and we can work further with the Planning Board on guidelines for those.

And the -- on the center of the page there, comments for project up to Planning Board discretion. And in few places we have up to Planning Board discretion, and we don't want to make it sound like that it's a flip Planning Board, well, whatever kind of thing. And what we mean is it sort of is up to your judgment. And there's various reasons that things are done in a certain way. We try to detail those, but when we say Planning Board discretion, means that you are thinking about it and considering when is the appropriate time and best time to take those into account. So, for instance, one opportunity to comments for a project, the standard is

you have a single comment, but the Planning Board often may say if there's new material, there's additional comments, and that's what we mean by Planning Board discretion. It doesn't mean that you're willy-nilly deciding something.

And we, and great interest in something that's at the bottom of that page of allowing parties to factually correct incorrect comments. And we went back and forth on this with a few focus groups on this. It's the kind of thing where whether it's -- we actually heard from developers and from the public which is if something is perceived as an incorrect comment, when is that corrected? And as we look at it, our feeling is to work with the Planning Board on that, but our sense is that the Planning Board is the judgment location for that. If they -- or

the place to ask that question. We're not looking for the people to sort of be just calling out questions to the Planning Board or staff to be calling out questions. We did have a suggestion for some processes of index cards that are handed in to people. It sounds like a clumsy approach, but we're open to possibilities. Our suggestion at this time is probably that the Planning Board look to sort of call out questions of fact and to help have them corrected when appropriate.

The next page, page 5.

H. THEODORE COHEN: Are we going to comment?

STUART DASH: Go ahead. Sorry.

H. THEODORE COHEN: Okay.

STUART DASH: We'll stop at the end of each page.

H. THEODORE COHEN: If I could jump

in.

STUART DASH: Please.

H. THEODORE COHEN: Starting with the time limit proponent presentations. You know, since it's now ten o'clock and we're going to be going on for quite sometime, I would be all in favor of that, but I think it's necessary for people to remember that when the presentation occurs, it's the first time we as a Board actually see the project. I mean, yes, I look at things on the website. I get the stuff or as it becomes available on the website, and I know what's on the agenda, but we have not participated as CDD has and with the concept of earlier neighborhood involvement with the neighbors. And so presentation is really important to me, and I assume to all of us, because somebody's explaining the project for the first time.

And so, you know, yes, it would be good to limit everything, but I think public needs to be aware that on some of these projects that are very complicated, this is our first shot at it. And, you know, we need to take as much time as necessary to hear it.

STUART DASH: All right, thanks.

H. THEODORE COHEN: And I think, you know, a lot of the other things, you know, I think we have been very good at allowing everybody to speak as long as they want. We changed the rules a year or so ago, so we didn't terminate the hearings and left them open to keep conversation going, and I've never really felt that there have been factual incorrect comments made that somebody didn't immediately put up their hand and say no, that's not right. So, you know, if there is another way to work on that, that's fine,

but I personally don't see that that's been an issue.

STUART DASH: All right. And keep in mind when -- on the left column suggestions, these are basically all the suggestions that we heard both in the hearing and in the focus groups.

HUGH RUSSELL: Right. I also comment on this page that I've never in my years as Chair figured out how you have a list of 20 people and the time limit's up at 15 and you tell the last five people they can't speak. I've never been able to figure out how that's a fair, equitable, or in the public purpose. You know, I get very foggy about this time of night, but I think arbitrary limits are -- I just don't think it's feasible or desirable. I think it's part of what you buy in this country is that



people have a right to speak. Maybe only three minutes.

STUART DASH: Others on this page?

STEVEN COHEN: I just --

HUGH RUSSELL: I guess I have one other comment. Is that the -- it might be, if you could work out a system by which a group of people could say, in writing in advance to Liza, here are, here are four or five people and we want, you know, we want to have a 12-minute presentation, and we'll figure out who says what over that time. Just make it a fairly automatic thing so that when you go into a hearing in addition to the individual speakers, there are groups. I don't think it -- I think it's difficult to do on a sign-up sheet. I think it could be done in advance.

STUART DASH: That's the kind of

thing of establishing a guideline for that.

TOM SIENIEWICZ: Sorry, go ahead  
Steve.

STEVEN COHEN: Go ahead.

I just have to -- one comment, I think certainly we want to hear the public's viewpoints and opinions on matters that come along, but frequently we hear the same point reiterated over and over. And we're trying to work on the merits, but not by a show of hands, how many people feel this way or that way. And I wish that we could really make it a clear, strong principle for the public that, you know, if your point, concern, comment has already been expressed, thank you, but there's no need for you to repeat it. Please only come and speak if you have something new to add.

STUART DASH: This is probably an

example, something we'll get to a little bit later. We're referring to a Planning Board handbook which is the kind of thing that maybe we expect might have copies of and on the web and things to give guidance not only how Special Permit works, but how the process works. But what the Planning Board in terms of comments, if you're repeating something, you may say very quickly repeat rather than a full four-minute repeat or something like that.

TOM SIENIEWICZ: So, organizing the speakers in some way I would really appreciate. And I know the Zoning Board has got a different charge, but in the course of those hearings, the speakers are organized in people who are speaking in support of an application, people who are speaking against an application, those are held in that order.

And then there's also deference given to people who live in proximity to the particular site in question. And rather than first-come, first-served on the sign-up sheet, if we could begin to sort through the various voices in the room. Community groups obviously are a very important component here that isn't necessarily a relevant kind of voice at the Planning Board necessarily. If there was a way to just put some simple, you know, fairly loose structures, we'll hear from people in support, we'll hear from people in opposition, we'll hear from people who live close, and people who live in distant neighborhoods. Those comments at least to my ear are offered in very different ways. I certainly take note of everybody's address who speaks. That's important for me to understand where they are in the city

relative to a particular issue.

Now district-wide zoning, there is a different way you might organize that versus one particular proposal for a project, but that may be some -- a way to bring some order to the public testimony. Because what I do here, my perception here is that we hear often from the same voices no matter what the -- no matter what the issue is in front of us, it's the same dozen or two dozen individuals that we see here every single night. And we appreciate the passion and the commitment to the planning issues in the city, but those perspectives are often predictable. And I'd like to find a way to broaden, broaden that input.

AHMED NUR: I would just add, like my colleagues, that maybe we can do some sort of a formal to the sign-in sheet. There's 40

seats here and they walk right in, and we say probably we have 40 people signed up, maybe one minute per person if you could just have anything to say. That's 40 minutes you got and if it's half, 30 to 40, we'll do two minutes. If it's ten or less, we do three minutes. Some sort of a format, not exactly like that, just to give an idea what the night's going to look like if we have a time limitation which we do.

HUGH RUSSELL: Another difficulty we have in this is that some issues are quicker than others. You think we all -- well, those of us who were on the Board remember our visit to East Cambridge to hear people's comment on the courthouse. It was an extraordinary case. We took an extraordinary visit and we, I think listened for three hours. And I know except for the first half

hour where we couldn't do anything because the transcriptionist's computer wasn't working properly. Those are the wasted 30 minutes. It was -- so, when you -- there's a lot of things need some discretion, but there still has to be predictability and it's a big challenge.

There's an item on here, set realistic time limits for agendas.

STUART DASH: On page 5.

HUGH RUSSELL: On page 5. I would say that after sort of doing all of the meeting logistic items, sort of commenting on all of those, talking about that that's very difficult to do. That's all I can say. It's extremely -- yes, there's very serious effort made to try to program the meeting so that things will work out, but you cannot predict when things will be canceled and you cannot

predict when people will come out in numbers that you are surprised at. And so it's hard.

H. THEODORE COHEN: Can I follow up on that?

HUGH RUSSELL: Yes.

H. THEODORE COHEN: I have a somewhat different view on the realistic time limits for agendas, which is that we should have an agenda with specific times and that we stick to it. And what that means -- and I know there are a lot of people who don't like it, is that if we've scheduled an hour and a half to hear something, then we're not completed at the hour and a half, we continue the hearing to another date. And so people know if they come to a hearing, this thing that I'm interested in is going to run from 7:30 to 9:00 and at 9:00 we move to the next thing. And if we haven't heard from



everybody, then we come back another time, and it leads into other issues about the agenda, is that when the agenda gets established, there is automatically built into it a proposed second or third hearing on that matter that may or may not end up being used, but that if we haven't completed in the time that we've scheduled, it's already scheduled for a follow-up hearing where we will pick up and let the people who haven't spoken, speak then. Now that runs into some difficulty with Tom's suggestion of, you know, people who are for or against, because you may end up then with one night is the people who are for and the next night's people are against. But in my experience on a lot of other boards where you really stick to the time limits, you accomplish much more and more efficiently because people know when

they need to be there, and they know when they can leave. They know, you know, how long they have to have a babysitter for. And in my experience it just works very well.

AHMED NUR: Can I ask you a question about that, though? In your experience -- so if we had people sign up a list and then we get to No. 19 and we say okay, this is the cutoff time, we're starting 20 on the next day around, did that work? Did any of these people that already spoken recommended to other people hey, go in there and just keep on going? That's my only fear.

H. THEODORE COHEN: Well, you know, people have to come back, you know, they have to go through the process of actually feeling that they have something significant to say that's going to make them come back, that what they already said hasn't been said. I

mean ideally, you know, although Hugh talks about how difficult it is, and I agree, well, we can say well, this hearing we're going to schedule for three hours. Maybe this night we're just going to hear one thing because we think it's going to be so big and, you know, maybe it's done in two hours and then we have a free hour to actually talk about something. Or maybe it's not done in three hours, but so that people will come back. I mean, I think we had a couple of nights on the courthouse, you know, we didn't complete everything the first night and we came back. I mean, we do a lot of that now already because we go through an evening and then we make suggestions of what we want to see the next time. But I am a firm believer in strict agendas and strict schedules and, you know, when the time is up, we move on to the next

thing and we just come back to the first thing another time.

STUART DASH: Thanks.

Well, moving along. And if we go to page 5, the -- we talked a bit about realistic agendas. Public comments for general business items. And, again, we said up to Planning Board discretion. And we certainly -- there's been times when comments have been taken and when comments have not been taken, and I think we can certainly work more with the Planning Board to establish clear guidelines or clear understanding of that for a handbook.

At the bottom of that page 5, this gets to a little bit of the discussions with the Planning Board in revising our application submission requirements and the interest in having a physical model and how they compare

to the computer models. 3-D models should probably say computer models. That's a bad choice there. I think it's something we talked about for a while and we look to have a discussion with the Planning Board.

On page 6 we had the question of the timer, and we are in complete agreement a good timer would be good. And we may even take up Mr. Hawkinson, if he's still here, on his offer of a custom timer, but we'll look for a timer that works for everyone.

Rearranging the room. And this is an example of sort of someone -- we heard from a few people, most of the consultants who present who is sort of comfortable if you're not facing the people in the back of room, we're going to try a few arrangements and a few ideas. And a few of these things, I think we should understand we'll be trying

some things maybe and see how they work.

Additionally, the other -- I think the rest of the items for the most part are for the city rather than the Planning Board. We know at the bottom of that page there's mixed feelings about the Senior Center as an option. We'll keep that in mind as we try to make improvements to this room.

Looking to page 7 -- any other questions on page 6? We're going to page 7.

Logistics. And this is probably a fairly large one. I think you're familiar with it. Actually we've even got Volpe's aero engagement on Zoning petitions, much as we're going to discuss them later on, aero engagements for the neighborhoods on public outreach for Special Permit processes. We see this as something for us to have a discussion with the City Council on. The

Planning Board can certainly have an interest on this, but in terms of their requirements on that we see it as City Council as the place to have that discussion.

HUGH RUSSELL: Talk to Mr. Teague about that since he and -- he and other people take their rights under the law to file citizen petitions. I think those are petitions, you know, need to be heard. I thought that you could set up some barriers that would discourage citizens from filing petitions which is not really the intent of the law. So maybe the -- you have to have a different procedure for petitions that are a result of planning studies, and City Council also files petitions, but I don't think they -- they're not going to follow our rules.

STUART DASH: The next one is a

suggestion, the agenda should carry a business anticipated section. Something we think we'd need further discussion with the Law Department and the Board as it is certainly. Liza makes -- it has a mixed, mixed issues for us in terms of notification. If you're basically saying that things are not anticipated as business, so I think we --

H. THEODORE COHEN: What do you mean by that?

STUART DASH: John?

JOHN HAWKINSON: Sorry. John Hawkinson for the record.

I think it needs two things:

One is that I think there's general guidance from the AG's office that Boards ought to have a section of the meeting reserved for that in the event that things couldn't make the 48-hour cutoff for the



agenda which in many cases isn't applicable to the Board.

H. THEODORE COHEN: So this is like new business?

JOHN HAWKINSON: Yeah. But also it's an opportunity for the Board to say we've got some time, and on our minds we've been thinking about the ramifications of the Teague petition with respect to the Volpe Zoning, and we'd like to talk about that and share some thoughts amongst each other.

HUGH RUSSELL: No security lighting.

JOHN HAWKINSON: And if you had extra time at the meeting and you want to use it, you should be able to do it. Or whatever is germane.

H. THEODORE COHEN: But, that's fine, but would you envision that the agenda in the business not anticipated would list

things that we might talk about or just that --

JOHN HAWKINSON: Only in the case where the agenda preparers thought of them and had hopes to talk about them.

STUART DASH: Then it is anticipated?

HUGH RUSSELL: This would be the last item on the agenda.

JOHN HAWKINSON: This would also be fine.

STUART DASH: All right. This bears more discussion.

The PUD Amendment we talked about with the Board. We submitted that to Council and we hope for a Council action in the future time on those. We are actually in favor of -- and on the -- in favor of having the Planning Board be able to read transcripts

and participate, and that's something that would need City Council action but I think we favor that.

The next, halfway down the page, the Planning Board rule to require the Chair to review the Planning Board agenda. And we can discuss that, how that's done with the Board. There's a version of that that's done now and we can discuss how that's done in the future. And we can ask your opinion on where you have a workable agenda.

We also got a comment that's -- it probably belongs in this section that we heard in the focus group of taking comments for BZA cases, that came up this evening. And I think it's something that we think of up to Planning Board discretion. If the Planning Board wanted to talk about it more, they could. And that's how we think about it

and that's remaining in that fashion.

And there's a comment that we heard and actually heard in our focus groups, no interest in of course probably all the focus groups, of having a separate group like a Boston Civic Design Commission. And there was very little support for that, so we don't see that -- us proposing or proposing a change.

And -- but we don't, again, we also, the city's energy requirements will be taking on probably more of the lifecycle analysis kinds of questions that are on the bottom of that page.

Any other questions on that page, Steve?

STEVEN COHEN: Stuart, maybe I'm not sure what the right section was, maybe it was the previous one.

STUART DASH: Right.

STEVEN COHEN: But I had raised once before the possibility of televising the hearings, and I, you know, work as a developer, and I think almost every town and city that I worked in the hearings are televised.

BRIAN MURPHY: We are -- there's sort of a longer term answer and a shorter term answer. The longer term answer is that this building is third in line after the Sullivan Chamber and the Senior Center for, you know, a significant audiovisual updating which I know it's necessary, the high caliber of mics that we have here. But as a more interim measure, one of the things that we're looking into is there a way to do a fixed camera piece to do something where we could do streaming, live streaming over the

internet as opposed to, you know, cable tele -- doing it by cable TV, we're working with the manager's office and Lee Donetti (phonetic) as something to explore. And that will be coming back in the short to medium term but it is something we're looking into.

STEVEN COHEN: Just seems kind of ironic, Cambridge the sort of high tech capital of the world.

FROM THE AUDIENCE: It does, Steve.

STUART DASH: And live streaming not live screaming just to be clear.

Continue on, on -- but we do think it's quite possible as well.

The -- at the bottom of that page the lifecycle. So on to page 8. Notifications for Planning Board meeting, and these are things that are in process that the DPW is looking at bulletin boards and we're looking

at more closely at the placards to see if we can get notification up. And the comments on the invitation to participate. We see that as many of the things that we'll be doing as an invitation to participate. So I think we'll see that as a broad positive in the outlook.

Again, these are things not directly in the Planning Board purview, but more CDD, sort of posting the Planning Board agenda and things that are already improvements in progress and will continue to do.

We don't plan on attendance schedules. We are still reluctant to start the same things that might happen as a formal I think might happen, so we are -- we think that the video streaming will help that and allow people to sort of look back at that. But we find that there will be a combination of

confusion and misunderstanding if we start putting tentative possible schedules that look more than tentative possible.

CATHERINE PRESTON CONNOLLY: Stuart, on that point where anything -- where it is public hearing, it's two weeks before the meeting that it has to be out?

STUART DASH: That's correct.

CATHERINE PRESTON CONNOLLY: Okay. So it's not like somebody has two days notice?

STUART DASH: That's correct.

CATHERINE PRESTON CONNOLLY: Okay.

STUART DASH: And also to improve -- also the -- and also make sure that we're clear on the agenda when public comments expected. And I think we also see the Planning Board hand bucket is making that clear. In some sense the Planning Board will



often hold a hearing open but it doesn't necessarily mean that they're taking public comment in the same way at the second hearing as they were in the first hearing, and I think we can make that clear and allowing still the Planning Board the discretion to say yes, it's important that we hear from the public again.

On page 9. Access, this is reporting materials. And these are things mostly sort of in our bailiwick. Down at the bottom, sort of just to make sure that materials are made available ahead of time for different items, and the presentation of materials available on-line in realtime, and I think we think it shouldn't be a problem given technology, that we should be able to at least put a -- when a presenter walks in a door, no reason we shouldn't have that

presentation available very close to that moment. So I think we're going to work on that.

HUGH RUSSELL: Something that doesn't appear to be on this list is the time scale for written public comments. It's very frustrating to arrive at this room and have six or ten pages of written comment come in during the day that we've -- you know, we can schedule 15 minutes for reading at the beginning of the meeting, but I really feel that, you know, we're trying to put standards on everybody about time scale and we've got to make a very clear expectation that written comments from the public need to arrive, you know, I would say by Saturday morning for a meeting, because most of us, I think, do our review over the weekends, those of us who have jobs. And if we're getting the

information out to the public, then I think that we should ask that they, that this is what's come in.

STUART DASH: And I think there's I think good understanding of that. And I think what you said at the last comment, we get the interim process, where we're getting items out to public in a timely fashion. I think people feel like it's more comfortable for them to get comments to the Board in a timely fashion. And so I think we'll get improvements on that.

TOM SIENIEWICZ: I just want to be clear, we're not trying to be school monitor here. The material that comes in in the written letters, I find really actually often incredibly informative and often very thoughtful and it would be great to have time to reflect on it and digest it and sleep on

it overnight. I'm -- I steal away time from my practice because the letters often will come in in the afternoon on a Tuesday. I try to get them all read and digest it before the hearing. But I just want the public to know that we really relish the input in written form. Just give us a break and we'll use it more effectively.

STUART DASH: All right.

Page 10. Public records of planning board meetings. Transcripts, and we're working on -- in-house, we're working on those to make sure that we're getting those sooner. We know there's been an issue on it. There's been an increased capacity for the people working on the transcripts, so we'll be working with them.

Planning Board summaries, CDD summaries, Planning Board meetings on-line,

and I don't think we're -- we intend to -- that the only other thing video streaming to allow people to look and look at Planning Board meetings but we don't, we're not intending to start preparing summaries over and above what goes on other than the transcripts. A status update, however, on projects which is a little bit -- we heard, actually, in our focus groups, that an additional thing that would be -- people have great interest in, I think we could accomplish and work with ISD on as well, is sort of when notify people when is when a Building Permit issues, when does a C of O issue, things like that that we don't necessarily think are important to the public, but the public is interested in. We think that's workable.

STEVEN COHEN: So if you have a

separate web page for each project. You can just keep building on that. Everything related to that project is all on that one web page.

STUART DASH: That's right.

This thing, on the fourth box down, page 10, and this is something that we thought we'd discuss with the Board. Summarize the project at the end of the discussion. And it's something that I think given time on the agenda, the Planning Board and the Chair certainly have often been willing to do, and it's very helpful for not only for staff but for the public to basically say here's where we are right now at the end of this project. Something that ties in with the agendas and the size of the meeting, it feels like there's time for that. But we appreciate hearing, you know, Planning

Board thoughts about that kind of idea.

Page 11 on --

H. THEODORE COHEN: Could I -- on your last box on page 10. I agree with Mr. Hawkinson about posting written comments on the web. I think there is -- e-mails and letters and other documents we get are public records and they are maintained and they are available for anyone who wants to look at them, but I think there will be some people who would prefer not to have their material posted on the web, and I just think of -- that it will change some of the comments and some of the materials that we receive by making it -- it's -- obviously is public, but throwing it up into everybody's face, I think, is not a good idea.

And my second comment about, you know, what the Planning Board heard and noted what

the Planning Board response is, you know, I don't, I think that's done in the decisions. There's a list of everything that's been received and the Planning Board, you know, we -- usually there are comments in it, but I think trying to address every comment we received in all of our deliberations and in all of our discussions, would just be incredibly onerous. I think the decisions that we make speak for themselves of what we've accepted and what we haven't accepted.

CATHERINE PRESTON CONNOLLY: So my -- the regulations that stuck out was something that I brought up in particular. So just to clarify, what I meant, at least by bringing up the situation that they go through, is that in any given decision they summarize the comments received and summarize how they are addressed or not, and I do think



our decisions do that. And it's just useful to have that available to people to see, you know, that generally the points have been heard. It's not a point-by-point call and response kind of -- that's not what I was envisioning at least. There may be people out there who do.

To the point about whether or not public comments are affected by being widely available to the public, yes, they probably are. I think it in general has a positive effect rather than a chilling effect, however. I think it improves tone, that comments are put in, people are more thoughtful about them when they know they can be widely read. And I also think it makes, you know, this kind of thing makes it possible for people to see each other's comments and, you know, that's not a bad

thing to see, "Hey, my neighbor had a really good point and I want to second that." Or, "I disagree with this other person, and I want to make sure that my voice is heard." I think that's, you know, especially for the people who can't be at the meetings. I think that's a really valuable function that this can play.

HUGH RUSSELL: So, two comments on this. And one is when the Federal Government makes regulations, there's a very elaborate process and they take comments and then there's this very thick thing, it used to be thick, it probably now is electronic, but it comes out with every comment and every answer, considered answer to every comment by the rule makers. That would be, would make for a lot of new jobs in the Community Development Department.

Another thing is there was an article, I guess it was last weekend, about the Alewife area that was in the Globe and there were 110 comments to that article that were also available. It was troubling that they were all pieced by people with pseudonyms so you didn't know who was saying what, but the actual discussion was pretty interesting. I mean, yeah, half of them were kind of off the wall anonymous comments, but there was a lot of very interesting comments. Now, do we want our web page to, you know, add a thousand comments on a case? Can we actually deal with something like that? I think, you know, something we can try and experiment with and see what happens, but the outcome may be unexpected.

CATHERINE PRESTON CONNOLLY: Yes, I will say I was specifically thinking of

comments that would require the commenter, as in a federal rule making, to identify themselves, that it would not be anonymous, would not have pseudonyms. And while you could still end up with a thousand comments, I think the pseudonym and the anonymous piece of it defeats the comments I had before about improving the tone.

STEVEN COHEN: One thing, the usefulness, the value of what we're talking about is debatable, maybe it's useful, maybe not. But perception is really important, and I think this would contribute to the perception of the Planning Board as being transparent. Our process has not been perceived as transparent in the past. I think unjustifiably in some respects, but, but that as it may, there hasn't been anything that we can do that would increase

the sense, the perception of transparency I think would be really valuable for the whole public process.

STUART DASH: I think it's worth more than a discussion. Something where technology may have already superseded our decision making, because I think most of the comments are already circulating on three or four websites on their own.

STEVEN COHEN: Is that so?

CATHERINE PRESTON CONNOLLY: Some selection of them. And that's exactly the point is that by having a document where all of them are -- everyone can be heard, not have it be essentially a rumor mill that occurs on private e-mail lists or somebody's selection on an individual website.

STUART DASH: Okay.

H. THEODORE COHEN: Can I just ask a

question or -- of all of you? I mean are you talking about -- I assume this was relating to the e-mails and the letters, etcetera, that are delivered to Liza and then distributed to us. And certainly not a comment section on the website where, you know, like I didn't read the Globe on-line, I actually read the paper and the City Manager's letter of response. But I mean I assume we're not just talking about, you know, all of the comments that can go on for, you know, hundreds and hundreds of people saying well this guy's crazy and this guy's right and blah, blah, blah. That's not what you were envisioning?

CATHERINE PRESTON CONNOLLY: No.

TOM SIENIEWICZ: I'm intrigued by this thread, we've all seen that on websites and they're largely -- a lot of them are

really horrible because they're anonymous. But I am searching for the 21st century version of the town meeting, right? That's the marvelous part of what goes on here. It's one of the free zones where there is an awful lot of traditional town meeting and it's messy and Democratic and it's wonderful. And people stand up and identify themselves, and there's a great conversation that happens here that I find really beautiful. I want a 21st version of that which has greater transparency, greater (inaudible) it doesn't require physical presence, it can be a virtual presence. So if it is a thousand comments and they're attributable to have somebody with a name and an address, I find that -- I think it would be useful. It might even save a fair amount of, you know, gas or bicycle power to come down and babysitter

fees to come down here and actually be physical present, people can express themselves. The anonymous -- very not interested in anonymous comment.

CATHERINE PRESTON CONNOLLY: I agree.

STUART DASH: Okay, all right, thanks.

And on page 11, I think we're on to page 11. Planning Board handbook. And this is, you know, we sort of are putting a lot of stuff into the Planning Board handbook and I want to call out sort of the -- there's a middle of those bullets there which came up in one of the focus groups as an important point. And a place where we put -- explain the role -- if you look at the few bullets under there, lay out the entire process in an understandable manner, explain the role of



the Planning Board and their discretionary jurisdiction. These are big questions for us, and I think we -- and it's the kind of thing where we, as we discovered years ago when we started doing an FAQ for when we did citywide or Concord Alewife, where there's some long questions sometimes with long answers, and if you keep repeating them, it's counterproductive and inefficient. And so we thought that a Planning Board handbook would be a place to very carefully and very thoughtfully explain some of the things we've seen people struggle with and the Planning Board struggle with trying to explain how do Special Permits work, how does discretionary approval work, where does judgment come in. Things like that. And so we thought that would be the place that would occur, and I think people were very interested in

occurring there, but I think sort of caution that that's an important piece and to not overlook that.

And, again, to sort of when we say sort of that we expect that we'll be working with the Planning Board, come to you and say, you know, drafts and things and go back and forth and those kinds of things.

At the bottom of that is -- actually, the second one down, informed the public and this isn't so much in our ballpark but ours, but we expect this sort of as we've done the version over the years in our comments and whether it's in Jeff's memos saying that we met with the developer, maybe they say it very briefly and we'll expect to do that in a more explicit way and be clear about what we're talking about and how we're talking back and forth with the developer about

different issues.

The bottom, circulate the draft of the decision. And the Planning Board over the years every so often has required a draft decision to come before them and take a look at it on complex cases, that we expect that would still be up to the Planning Board discretion when can I see a draft to make sure the language is right and things like that. So we don't anticipate a change in that, but fairly open to whatever the Planning Board decides that that's what they'd like to do.

Page 12, these are a few miscellaneous items. This is a Planning Board training for those who haven't been to one recently, just request for training materials to be available. We don't have a problem with that. Make sure that we work with the City

Solicitor to make sure that there's nothing improper about it, but all their materials as folks know they're looking at planning studies, looking at the Zoning for an hour, the planning study for an hour, we're happy to make materials available.

The request about the Planning Board doesn't come under your purview so we don't need to talk about. Something we'll work with ISD on. And again we had a Planning Board member recusing themselves. We're working with the City Solicitor that we're clear about what the Planning Board member has to state or not state about why they're recusing themselves and make sure we're clear about that.

H. THEODORE COHEN: Can I comment on that?

STUART DASH: Sure.

H. THEODORE COHEN: I agree with everybody that there should be openness, but I think we and members of any Board don't give up our privacy rights simply because we're on a Board. And I think someone recusing themselves from a hearing or a decision is a matter of personal interest to them that maybe because of a personal reason, it could be because of work reasons, it could be many of many reasons, and I know nothing in the Open Meeting Law that requires somebody to give a reason. I know judges do not give a reason when they recuse themselves from a case. You know, I think if somebody wishes to say why, that's fine, but I don't think anybody should be required to give a reason. If someone doesn't recuse themselves and they should have, there's a conflict of interest law which has penalties if they

haven't done it. I just think that this is a personal privacy matter that the public is not really entitled to know about other than someone is recusing themselves for some reason.

STUART DASH: All right, thanks.

JOHN HAWKINSON: May I very briefly?

H. THEODORE COHEN: What?

JOHN HAWKINSON: I hoped that the Board could state the fact of the recusal and not necessarily require the reason behind it but the mere fact of it as opposed to leaving the room silently.

H. THEODORE COHEN: I don't have any problem with that.

STUART DASH: Okay.

All right, got some agreement on that one. Thank you.

Next page on page 13, CDD's role. That

these are things that we've been working on and I think making improvements along the way of establishing time for review before submission, and we've been pushing the development community on that and successfully, but still not to where we want to be, but it's been improvements over the last year especially.

Professional advice given to the Planning Board, and we have our -- the staff memo includes a professional level advice. The -- also we're clear that we can request expertise as needed and Planning Board as City Manager has mentioned a few times, always welcome to a request expertise as needed on cases.

The next one is a large one and comes on -- we should, you know, and we'll try to move along to page 16 on the working with

proponent and neighbors before a project comes to the Planning Board. And this is probably the chunkiest item that we've heard about from the focus groups. And we'll get to page 16 soon but, that's where it occurs in larger form.

Present Planning Board, CDD comments at the beginning of the hearing to set the planning context. And we've been doing more of that, and the memo from staff that Jeff and Suzannah put together, we will be doing that as a Planning Board and we'll like to do more of it and happy to do more of it or to do it in different formats.

And the page 14, a neighborhood liaison position. And this is a version of what our neighborhood planners have done over the years. It's sort of gone up and down, but we are acting research seek to do that, a



version of this discussion maybe not in the complete fashion as described in some of the letters that have been sent out, but this is something that we've done in different versions over the years.

On the next part, Planning Board questions. We have just to call out. Work with the Planning Board. That the Planning Board is always welcome to ask us for -- actually in the way -- and tonight was probably good illustration of such a thing of setting the planning context for the Volpe site, and something I think we've done consistently but I think we're always happy to do more of it. We're always happy to do less of it. I think we just like to get it right and I think the Planning Board, we're happy to hear from the Planning Board on suggestions for getting it right and getting

it better. And sometimes I think we've done that at the beginning of the process and sometimes we're two years into a process and we forget that not everyone was there the first year of the process of the first meeting and that's important for us to remember and sometimes the Planning Board, the Planning Board members weren't there as part of the process as well.

And so we're always open to those suggestions and we'll have to make sure that we're keeping track of staff time and resources for that.

And we can, whether it's scheduling a Planning Board meeting, which a number of years ago, we had a special retail sort of session at the Planning Board and talked about retail, we had special people invited to come here and talk about retail. It's

offered to the public as well. And members of the public should also feel they could ask us for a session, whether it's a community group or community meeting, and many members of the public have done it over the years and we certainly welcome that, that interest.

HUGH RUSSELL: And we may also indicate that the Board occasionally does site work that's the early part of this general copy.

STUART DASH: Okay.

Next page, page 15, and this is some of the things, just sort of having deciding on opportunities for informational sessions, whether it's a walking tour as we've had or whether it's a meeting in the neighborhood. And the second one I think is a critical one that we talked about, Special Permit revisit the Special Permit criteria, and I think we

expect that we're going to be working with the Board on the public -- on special -- on revisiting Special Permit criteria over this next period of time. It will probably be part -- it will wind of up being very closely entwined with the citywide process, but I think it may be certainly more in advance of that as opposed to waiting for sort of a three-year period. But I think we've heard a lot about it and I think the staff and Board have heard questions as well as the public, can we do better getting the Special Permit criteria sharpened and getting the grain that we want so see in that.

Deadlines for material submissions. As I mentioned, we're doing better on that and enforcing that more rigorously.

And we also heard in the focus group requirements for application materials, just

to make sure that people are doing better on summarizing the changes to a project. And sometimes we'll get a second or third meeting where it starts to be confusing, I think, to people what's new and what's not new and what's changed since the last meeting and to make sure we're doing better on that.

So the next page gets to the larger issue we referred to earlier, and as I think many of you have read the letters, there's a great interest, and we actually heard it, it's interesting, we heard it in all the focus groups, a great interest and support for early engagement in a project. We heard it from the developers, we heard it from the public, we heard it from old Planning Board members. You know, everyone we talked with (inaudible) engagement helps things in general. The exact form of that is not

clear, but the notion of that the developers should go out to the public and talk about a project before it comes to the -- early in the process, whether it's before it comes to the Board or early in the Board's process. What we've done on this page is what we're sort of determining as short term action because we think it's something that the Planning Board could just decide to say we've got to make a rule change much as the Planning Board did about I'm thinking about a year ago, that said we'd like to see the developers do this and make it more of a requirement that the developer do this and submit a letter saying what did they do with their Planning Board application, and that's part of their application process. As much we say you submit a letter talk to Public Works, submit a letter and show that you

talked to the public. And so we've got it there and I think we're interested and if the Board's interested in pursuing this, we're interested in drawing up something in the next, you know, meeting or two that would be a draft for, you know, a single page of guidelines that the Board can look at and say this might be the Board's guidelines that we hand to the developer and say, here, this is what we should do and that's the advantage of this. That's something that could be put into place without a large to do.

STEVEN COHEN: Stuart, can I -- I'm sorry, you wanted to say something?

AHMED NUR: I was just going to -- no, I was just going to say that that sounds like a really good idea. And the difficult thing to solve is where, what you consider a developer. Guy doing a renovation in the

back of the yard and talk to a butter or is it I recognize the community versus a big building. You know, just that line there is -- varies from seriously two people to hundreds of people.

STUART DASH: Right. We often fall back on our Article 19 thresholds, but there are smaller projects that might not meet that in the way you think so. It's worth thinking about.

STEVEN COHEN: Stuart, I assume a proponent meets with CDD staff early on and begins a dialogue. And what we've been hearing a lot from the public and from us is that maybe this dialogue in meetings should start early on also with neighbors, sure. But it appears to me, and I'm not proposing anything, but it crosses my mind about getting some feedback from the Planning Board



early on also because, you know, even if the process is great with everybody else, you know, by the time it comes to us, it still comes pretty much fully baked. And it depends on who's doing the baking and maybe some neighbors will do some baking now as well. But as far as we're concerned, it comes fully baked. And maybe it would be a useful and a good opportunity to at least get some feedback early on when it comes to CDD to, I don't know, somehow run it by us. And maybe you have to use some judgment which projects this would be appropriate for, but get some feedback from the Planning Board what issues, what concerns we might have, what we would like to see addressed here rather than trying to play catch up ball later on in the project after the developer has already put in all sorts of, you know,

effort and then money into designing it in a certain way and then it's kind of difficult to get him to backpedal.

STUART DASH: It's interesting, not only for us, not only legal questions but also in terms of notification and things like that. Because every so often we have in the past, we'll ask the developer to come and have a preliminary chat and sort of thing, and that starts to be a Planning Board discussion at that point. Shouldn't you have a notice in the paper about this? It's an interesting balance.

CATHERINE PRESTON CONNOLLY: Never mind, Steve, would you propose that to be the fifth Tuesday? I mean, I mean, you know, as much as I -- you know, I appreciate the sentiment, I personally rely on the staff to do a lot of that pre-baking for us especially

given how many and how long our meetings are these days.

STEVEN COHEN: Yes, two thoughts on that: I guess one of them is, you know, perhaps if they get some early feedback from us, it will actually save time for us and for the entire process down the road. And by the time it actually comes to us, it will more closely represent what we're looking for.

AHMED NUR: So sometimes they can design review -- big boys, they come in and they go away and they come back with the input.

HUGH RUSSELL: So --

STEVEN COHEN: Just quickly, the other thing that I wanted to say is that, you know, what makes for a really good staff is, you know, that they're sure that they have great judgment and expertise and

professionalism on their own, but also that they're really good at predicting what the Board is going to do based on everything that, you know, and experienced with us.

CATHERINE PRESTON CONNOLLY: Right.

STEVEN COHEN: I assume that, you know, a critical part of your role --

STUART DASH: That's right.

STEVEN COHEN: But it would also be nice if we had more of a relationship and we had opportunities to talk to each other about planning in general and what we're looking for and we don't have that much of an opportunity to do that. So it -- I think it would be nice if we actually worked more closely together.

HUGH RUSSELL: So....

AHMED NUR: Relationships.

HUGH RUSSELL: There's a dynamic

here that we should probably -- I mean, I think the staff has been very good at predicting what our comment's going to be, and the reason is that we're basically all on the same page and that page is in the policy document, it's in the various criteria for granting the permits, the guidelines, the studies, that they're -- sometimes we come up with stuff that's surprising to the staff, but that's -- and when that process works, our views and our interests are actually being communicated even though we haven't seen the project. The question is sometimes the proponent doesn't listen.

CATHERINE PRESTON CONNOLLY: Yes.

STEVEN COHEN: That's something else entirely.

HUGH RUSSELL: And, you know, when you have a new person and has had urban

design in the city who's been here six months or so, we may have great confidence in what she's doing and what she's saying, but, you know, the odd dentist who's developing property in North Cambridge, for example, you know, may not be able to hear that very well.

Now, if you're -- if people are represented by, you know, the --

CATHERINE PRESTON CONNOLLY: A regular?

HUGH RUSSELL: -- a regular attorney who comes to the Board a lot and perhaps is a consultant who has done a number of projects, that message can be communicated. There may be sometimes where the staff is going to think this is really important and not getting it, we've got to ask them to come in for an informal meeting so they can hear the bad news because they're not hearing it from

us. And I don't think this would be a regular process. It might happen once a year, but that kind of, you know -- and that sort of reminded us of the training that we gave to the lone attorney who represents cell tower companies. And it took a few meeting before he started to understand what we were doing. And we'd like to give all those towers back to you guys, still that's part of the process, is that our team actually extends up beyond, you know, this Board, beyond the staff, but has the community of developers and we have a pretty terrific group of developers, but not everybody is terrific. But there's some really terrific people. I'm thinking of say Joe Maguire who is owner, you know, in Alexandria who --

AHMED NUR: He was here a minute ago.

HUGH RUSSELL: Yes, he was here a minute ago. And he cut some wonderful deals with the City Council on rezoning which had enormous community benefits. And he's also serving the innovation community by building space. So I mean, I don't want to get too far off the topic.

STUART DASH: I think that gives us something to work on, something to bring some proposals back to you as we talk about and continue as well.

STEVEN COHEN: Can I give you one quick example as the way it's come up. If I mentioned it several times, and forgive me if it's a broken record, but we've had a number of cases over the last year and a half or so with really long buildings. And they come in to us and kind of -- or many of us, I shouldn't say none of us, but many of us



weren't thrilled with that. We wish, you know, you get the massing would be different, and then the minute it comes back again and then they made some changes, but basically it's variations on the theme. And, you know, I don't know what the dialogue is between the proponent and CDD before it gets to us, but, you know, I wish either we would have the opportunity to give that sort of feedback early on to the process or that staff would, you know, know us well enough to inform this proponent you're going to have a problem if you do this, they have issues with this. And I mean that's just one simple example. But several times Suzannah --

STUART DASH: We do now. And I think it applies to all these issues because I think the neighborhoods would certainly have -- if they're in early and often I think

they would have a different effect. I think the Planning Board would have a different effect if they're in early, and also it applies to the earlier page about Special Permit criteria because maybe it's something in the Special Permit criteria to call out rather than getting the right people in the room. I think all of that is certain pieces of the puzzle.

H. THEODORE COHEN: If I could jump in there, while I'm not anxious to spend a sixth Tuesday, I really think we need to meet with staff a couple of times a year just to talk about what is important to us, issues that we see recurring that we'd like to address, and what staff is thinking about. And, you know, yes, we talked about the long buildings. Well, maybe, you know, we ought to sit down with staff sometime and say do we

want to prohibit them or are they okay? And just hash out. And, you know --

STEVEN COHEN: At least get on the same page.

H. THEODORE COHEN: Or get on the same page or at least make clear to staff if you come in with this type of building, some members might like it, some members won't like it, and you're going to have to deal with that. But I think the lack of just being able to sit down with staff a couple of times a year to just talk about where we are, where we're going, what we ought to focus on in the next six months or a year, you know, what part of the Special Permit criteria are we anxious to -- you know, God knows, you're busy and if you do everything that's in here, you're going to be even busier unless Brian hires you a lot more people. And, you know,

we're all going to have to prioritize what can we do now, what do we do in six months, what do we do in a year, what's the most important thing. And I think having on-going communication would be great. I mean, you're being here tonight and going through this, you know, section by section is great for us, but it happens rarely.

STUART DASH: No, I agree. And actually to that point, actually the -- we will be looking more closely in the next few days, actually, I think you'll -- at the Monday hearing with the Council further discussion and we'll hopefully get more refinement on hierarchy and short term, long term, and resources, that's certainly part of what we realize we can't do all of this immediately, but we appreciated very much the comments.

Was there another comment on this piece?

I wanted to get to the next part of this which is the proposal by a number of residents to have a more formalized early engagement process, and they laid it out in a memo that I think most of you got about that process. We actually, our research associate Minki Kim has been doing this as she's been working on this process to look at other cities elsewhere, other cities have it, whether it's Boston or Seattle or Portland, Oregon, and starting the chart -- that chart is -- struck us out there in sort of levels of engagement and levels of department engagement that are part of that. And we put in that chart sort of the existing processes that already occur. So those of you familiar with the Central Square Advisory Committee is

very much a version of a standing committee that takes on projects in Central Square and performs a function in early action, early hearing committee. We have one from North Mass. Ave., the versions of that, the non-binding ones. And Boston has their impact advisory group. And I think it's something that we're going to continue to investigate and to sort of put it and compare it with the suggestion that was put forward by the residents, and their suggestion was for a project-based committees to be formed on each project and to have CDD be attending with the developers and have summaries be written by the committees themselves and submitted to the Planning Board much in the same way that the Central Square Advisory submits a set of issues, and the Planning Board is asked to respond and say if they're

not responding to the issue directly, then why are they not responding, that kind of thing. And I think we expect that we will be doing that over the next period of time and not immediately, but in the coming months to be more engaging in that process. And so we look forward to having more input from the Planning Board and the residents as well on that.

H. THEODORE COHEN: Can I just comment one thing about that? Yes, I think we have to have an early involvement with the neighborhood and we have to have, you know, a procedure to follow and that they know what's happening and what the developers know what's happening, but my concern is that, you know, we represent -- this Board represents the city as a whole and that, you know, every neighborhood quite rightly is concerned about

their own particular neighborhood and are not necessarily focusing on what the city needs as a whole, and that if every neighborhood says well, we don't want more housing in our neighborhood, put it someplace else, we don't want more traffic here, put it someplace else, you know, we won't be able to live up with our growth policy and with all of our other, you know, ideals and ideals that we have as a city as a whole. And so I just wanted to make sure, you know, that when you're going through all these things, there are -- I don't know whether it's guidelines or limitations on, you know, what the neighborhoods are saying -- not what they're saying, obviously they can say anything, but what their reasonings do not bind us or the City Council or anything else to, you know --

STUART DASH: And their proposal was



not a binding recommendation.

H. THEODORE COHEN: I understand that. But I just want to be clear, you know, because, you know, there could be the tyranny of the majority, too, and we don't, you know, want people to feel that if they just make a neighborhood group happy, they're going to get what they want.

STUART DASH: Right.

And I want to make sure that it's clear that our short term action proposal for the Planning Board would be to require that the developer come in with that report on their public outreach process.

HUGH RUSSELL: There's a lot to be said to have the author of the report not be the developer.

TOM SIENIEWICZ: I agree.

HUGH RUSSELL: We think about the

letters that we get from the Central Square Advisory Committee, and those of us with very long memories can remember things from the Harvard Square Advisory Committee before the Historical Commission sort of took over development control in Harvard Square, and the East Cambridge Planning Team, the North Cambridge Stabilization Committee used to be more formal and organized than they presently are, so they're -- when we got those reports, instead of having 50 people get up and talk about things, we tended to get a report and then a few people saying well, you know, this didn't make into the report, but the report becomes a basis but it -- if it's the developer telling us what he heard, that has a very different.

TOM SIENIEWICZ: So the impact advisory group that the city of Boston uses

for major projects, I find it useful. And there is a report that comes out that drafted, but with the assistance of the BRA staff. And that does form a basis, but it also, you would go to some neighborhoods and there's competing neighborhood groups, right, with different points of view and IRGs are a way to bring those forces all together in some kind of order, relatively small size groups, but there's some threshold by which IAG gets appointed by the Mayor. And there are a lot of people that want to participate and they're going to be asked. And it's another venue by which we can get participation in a formal way. It's non-binding recommendations but it's the ground on which they're calling for.

AHMED NUR: If I just, I am sorry, and if I may just add with regards to maps,

presentations on this thing, I would appreciate it if there was a clear, I don't know, mark or, you know, street names or something just to show the common audience as to where we are in Cambridge when we show it as the Chairman had mentioned that the Red Line coming from on Roger's presentation coming from East Cambridge and into Kendall is how do you get the pedestrian from there to there because there's no indications what they were and there is some wiggly lines going the other way, but so -- if we get both on the proponents and the city when we do the presentations to clear, to have something to point and describe where we are on the map.

And then the second thing I found when Beth and Roger were here, we live in a great country and I tell you, there are cities like Cambridge and Boston and great planners in

those cities when we're dealing with K2, for example, there's places like it. Those of us who travel, you'll see it. You'll see it in Detroit, St. Pauls, places they're having the exact same problems we're having now and they're resolving it and they can give us the feedback. And while we're going through this annually or twice a year training, we could -- the city staff could find out what successes are there in other cities, you know, like (inaudible) sometimes.

STUART DASH: Okay.

HUGH RUSSELL: So, I would note that we received a number of communications in the last few days that were very detail rich and very thoughtful, and I would certainly say you received them too because they came through Liza. I think they really need to be part of the overall process being considered.

And I would not propose that we ask that those comments be repeated in front of us because of the hour, but, you know --

AHMED NUR: Turn into a pumpkin.

STUART DASH: And certainly that's our intention, and we received them and we've been processing them in-house and we suspect they'll be part of the discussion on this coming Monday.

HUGH RUSSELL: Is there an agenda for what's happening on Monday?

BRIAN MURPHY: I think what you're basically going to have is the Manager will send a cover letter, you know, with these some are the still version of these letters saying, you know, basically I asked people to come together and give me their thoughts, here's some of the ones we have, here's my reaction to the thoughts, and then at that

point I would expect that we'd have a shorter review of that with the Council, the Planning Board, and roundtable and then discuss.

HUGH RUSSELL: So it will be a typical roundtable in which the -- each Councillor with his own microphone gets to say -- make a lot of remarks and we struggle to try to find a microphone or find somebody to reply. That's the way one communicates with the Council.

BRIAN MURPHY: We'll see what we can do -- and the other point, to let people know, it will also be at the high school because the Sullivan Chamber, although it's almost ready, isn't quite.

HUGH RUSSELL: All right, so --

BRIAN MURPHY: And just one last thing just to clarify among the comments you talked about, where at some points we talked

about the fact that the developer should host at least one public meeting. We want to hold the one meeting, we would expect that a requirement, and basically the developer who comes in having not done that would have to start, would basically, instead of being a precursor, that's a precursor before you come in before your application is ready to go to the Board.

HUGH RUSSELL: Okay. So we will go on to the next item on our agenda which is election of Chair which should -- and I assume you can also elect the Vice Chair even though that's not on the agenda since our rules require it.

BRIAN MURPHY: It wasn't anticipated.

STEVEN COHEN: Treasurer?

HUGH RUSSELL: Pay master?



LOUIS BACCI, JR.: Legal counsel.

HUGH RUSSELL: So, I discovered actually I've been on this Board for 26 years and five months and I don't actually know how long I've been Chair. I think it's five years. It might be six. It might be four. I don't really know. I'm sure that it's in the transcripts, but -- and for, the first 20 years I sat more or less where Jeff is sitting, and for the first ten years I was sitting next to Fred Cohen who was my mentor on this Board and a better mentor you could not hope to have. And I liked being over there because I could focus -- first, I could see everybody's face and I could see what people were interested in. And I could -- and also, I could focus on the sort of the planning substance and less on the process.

So, I would like to go back to that

chair and focus less on the process. And the last hour's discussion has certainly reinforced that feeling that this is a very large subject for which I am not perhaps as well trained as others on the Board.

So, now I'm in a situation where we have two alternate members who I don't believe can be Chair or Vice Chair. We're now going to have one member who has been on the Board for more than a year, which is Ted. Three members who have been on the Board for about a year, and three members, one of whom unfortunately is sick, who only has been on the Board for a month or so.

STEVEN COHEN: That makes it pretty easy, doesn't it?

HUGH RUSSELL: It does seem it's pretty obvious.

STEVEN COHEN: Can we do this by

acclimation? It's not seniority, you're the best qualified as well.

H. THEODORE COHEN: Well, I would dispute that because I'm sitting next to the best.

STEVEN COHEN: Well, that's true. I mean, if it's institutional memory is part of the value in this position that's incomparable nobody can match that, but Ted will come pretty close.

AHMED NUR: So it sounds like from what you're saying, that absolutely Ted is the only one qualified and I agree with it and I'm glad he does qualify and I would vote for him and also --

HUGH RUSSELL: Would you nominate him?

AHMED NUR: Pardon?

HUGH RUSSELL: Would you nominate

him?

AHMED NUR: I would nominate him.

STEVEN COHEN: You need a second for a nomination?

HUGH RUSSELL: Yes.

STEVEN COHEN: What the hell.

HUGH RUSSELL: Are there more nominations?

(No Response.)

HUGH RUSSELL: Okay, so then on the nomination, all those in favor that Ted become our new Chair?

TOM SIENIEWICZ: He has to accept the nomination, doesn't he? Are you interested or are we going to force you into this?

H. THEODORE COHEN: I will be happy to do it.

AHMED NUR: But furthermore, Chair,

I'm sorry we're going to vote.

HUGH RUSSELL: I think we should vote. So we vote the Chair.

(Show of hands.)

HUGH RUSSELL: And all members are voting in favor.

Ted did not vote.

STEVEN COHEN: Do you have a silver watch or something?

HUGH RUSSELL: No, your pay goes up every year by 20 percent.

JOHN HAWKINSON: Doubles.

HUGH RUSSELL: Right.

And now I'm sure that some of you can figure out the formula, it still works out to zero.

For Vice Chair, it seems there are really three candidates; i.e. three people that have been on the Board for a year. And

I would anticipate that all of them would probably end up chairing this Board at some point in the future because I have been so impressed and gratified with the abilities and the skill and the of all the people and the different perspectives that you bring to the Board and I think that basically has to be, that's the -- we have to choose among these three people. And I'll tell you I have a choice for the first person to take on this role which would be Catherine. And the reason is she's -- she used to be an insider, and because I think the questions of procedure and process and how do we work with the staff are going to become very important, and the Vice Chair does more than sit in this chair when the Chair is not here. The Vice Chair becomes the sounding board for the Chair. You know, I discuss the upcoming

agenda with the Vice Chair, you know, how we put the process we need, what are the crucial points we need to go forth, and we've been doing that for I think ever since I've been Chair and it's helped me do my job. So that would be my recommendation, but I don't --

STEVEN COHEN: As our last act of respect and deference to your leadership, I'll nominate Catherine to serve as Vice Chair.

H. THEODORE COHEN: I second that.

HUGH RUSSELL: Are you willing to do that job?

CATHERINE PRESTON CONNOLLY: I am willing.

HUGH RUSSELL: Are there other nominations?

(No Response.)

HUGH RUSSELL: So on the motion to

elect Catherine Vice Chair, all those in favor?

(Show of hands.)

HUGH RUSSELL: So everyone voting for that except for Catherine.

AHMED NUR: I was going to say, though --

STEVEN COHEN: Did you recuse yourself?

AHMED NUR: I was going to say former Chair that my second choice would have been you to go and go the first year and then with someone else. So you beat me to it so Catherine is fine.

HUGH RUSSELL: I would like to be sitting hopefully in either one of the end chairs, one end or the other.

I'm not sure that I'm going to reach the 29 years of service that Fred Cohen and



Paul Dietrich gave to this Board but who knows.

H. THEODORE COHEN: Could I say something?

HUGH RUSSELL: Sure.

H. THEODORE COHEN: My inaugural speech. Since I will not be here at the next meeting and Catherine will have to take over, but I'm not recusing myself, I'm travelling. I do want to say that, you know, I personally want to thank you, Hugh, for not just 25 years but the past three or four or five, six years that he has been Chair of the Board. I think he has done just an incredible job and he certainly this past year, which has been a difficult year, he has led us through it with quiet grace and great good humor and I really look forward to his being back in Jeff's seat, you know, adding all of his comments

that he always does to the discussion because, you know, I'm not a design person and I'm going to need him and Tom and everybody else to really help us, you know, implement all the changes that we're going to be looking at. And I really, you know, will be looking certainly to Catherine to be, you know, working together, you know, to get everything through to make the Board all that it can be and to, you know, hopefully re-instill everybody's faith in the Board. But I just can't imagine a better Chair than you and I want to thank Hugh for all of his work.

AHMED NUR: And, yes, you are a great mentor to me.

HUGH RUSSELL: Thank you.

Well none of you were here when some of the great Chairs of the past sat in this

chair.

STEVEN COHEN: We should put portraits up.

HUGH RUSSELL: So I believe our agenda has been completed and we are adjourned.

(Whereupon, at 11:30 p.m., the Planning Board Adjourned.)

**C E R T I F I C A T E**

**COMMONWEALTH OF MASSACHUSETTS  
BRISTOL, SS.**

I, Catherine Lawson Zelinski, a  
Certified Shorthand Reporter, the undersigned  
Notary Public, certify that:

I am not related to any of the parties  
in this matter by blood or marriage and that  
I am in no way interested in the outcome of  
this matter.

I further certify that the testimony  
hereinbefore set forth is a true and accurate  
transcription of my stenographic notes to the  
best of my knowledge, skill and ability.

**IN WITNESS WHEREOF**, I have hereunto set  
my hand this 30th day of January, 2015.

---

Catherine L. Zelinski  
Notary Public  
Certified Shorthand Reporter  
License No. 147703

My Commission Expires:  
April 23, 2015

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