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PLANNING BOARD FOR THE CITY OF CAMBRIDGE
GENERAL HEARING

Tuesday, December 21, 2010

7:00 p.m.

in

Second Floor Meeting Room, 344 Broadway
City Hall Annex -- McCusker Building
Cambridge, Massachusetts

Hugh Russell, Chair
Thomas Anninger, Vice Chair
Steven Winter, Member
Charles Studen, Associate Member
H. Theodore Cohen, Member

Susan Glazer, Acting Assistant City Manager
for Community Development

Community Development Staff:
Liza Paden
Roger Booth
Les Barber
Stuart Dash

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

2 (Sitting Members: Hugh Russell, Thomas
3 Anninger, H. Theodore Cohen, Steven Winter,
4 Charles Studen.)

5 HUGH RUSSELL: Good evening. This
6 is the meeting of the Cambridge Planning
7 Board.

8 Do you have any Board of Zoning Appeal
9 cases?

10 LIZA PADEN: There are no Zoning
11 Board of Appeal cases. And I don't have any
12 transcripts to report on either.

13 HUGH RUSSELL: Okay. So we can go
14 to item No. 2.

15 Susan.

16 SUSAN GLAZER: Thank you, Hugh.

17 Our next meeting will be in January, on
18 January 4th when we will have two public
19 hearings on Zoning Petitions. One on a
20 Petition from Chestnut Hill Realty regarding
21 housing in basements. And the second will be

1 the hearing on 5.28, the conversion by-law.
2 And on January 18th there will be two public
3 hearings on new developments; one on the
4 Faces site on Concord Turnpike. And Lesley
5 University will be coming to the Board with
6 its building for the Art Institute of Boston
7 in Porter Square. We will also have a
8 general business item on the Bin Street
9 Development that you passed a couple of years
10 ago and there's a new owner and there are
11 some modifications to it.

12 February 1st will be our Town Gown
13 night. It will be held at the Senior Center
14 in Central Square for those who are
15 interested. And that is the evening when all
16 of the universities in the community make
17 presentations to the Planning Board on some
18 of the changes to their campuses over the
19 year and what they foresee in the future.
20 And finally on February 15th, we will
21 probably have two public hearings that night.

1 We are just finalizing the agenda for that.

2 But there are a lot of Zoning Petitions

3 coming in so it will keep us busy.

4 And I think I'll stop there because

5 we'll have a lot more coming in in March.

6 HUGH RUSSELL: Okay, thank you.

7 And the next item on our agenda is the

8 Fox Petition, discussion and possible

9 decision. I think we'll start with a

10 discussion and see where it leads us.

11 SUSAN GLAZER: I'm going to let Les

12 do his presentation.

13 LES BARBER: I distributed to the

14 Board a couple of new documents. The first

15 being just trying to summarize the kinds of

16 Planning issues that would be appropriate for

17 the Board to think about in making their

18 decision. And then after that, a chart of

19 all of the lots affected in the district

20 trying to lay out the development potential

21 for each under the various scenarios. And

1 I'm certainly not going to stake my life on
2 the accuracy of every one of these numbers.
3 But I think the chart accurately reflects in
4 general terms the implications for each one
5 of the choices that you might have. And I
6 apologize for misspelling Edmunds on the
7 chart.

8 Susan did talk to the Law Department,
9 because the Board did ask whether there was a
10 concern with regard to reverse spot zoning.
11 And they weren't in a position to make a
12 written communication to the Board because
13 they didn't have time to review the details
14 of the proposal. But the recommendation to
15 the Board was that if the Board needs to find
16 that there is a legitimate public purpose in
17 making this change, and should that be the
18 case, then the issue of reverse spot zoning
19 wouldn't be an issue. And that's partly what
20 I tried to do in the written document that
21 I've handed out to you. And I can go through

1 that briefly if that would be helpful to you.

2 HUGH RUSSELL: Yes, I think we need
3 it so some of us could get back up to speed.

4 LES BARBER: You may recall, and as
5 part of the package are a couple of maps
6 which highlight the area to the rezone. One
7 is a land use map. The other is a floor area
8 ratio map. There are five lots in the
9 district. And it was identified by the
10 Petitioners as an area zoned Business A-2,
11 which is the business district along
12 Massachusetts Avenue. Which atypically
13 extends further than 100 feet from the
14 Massachusetts Avenue corridor. That occurs
15 in three or four places along the avenue, but
16 it is typical for that business district only
17 to extend for 100 feet back from the avenue.
18 Here it extends back and encompasses, as I
19 say, five lots which are variously used as
20 residential and/or of commercial use.

21 The proposal is to rezone the area to

1 Residence B. And Residence B is the zoning
2 district which occurs on the other side of
3 Cottage Park Avenue, and then would extend
4 that district to encompass all of the area
5 within the designated area. And the result
6 is a significant reduction in density and
7 essentially the elimination of
8 non-residential uses from the designated
9 area.

10 So, the Business A-2 as I indicated,
11 does extend atypically more than 100 feet
12 from Mass. Ave. And then the questions
13 follow from that, is this an area that would
14 be appropriately redeveloped to a much higher
15 density, either as commercial or residential
16 use? Would it be appropriate for high
17 density uses to have access from Cottage Park
18 Avenue to these lots? And if these lots were
19 to be assembled into a large lot and be
20 redeveloped even if it were facing on
21 Massachusetts Avenue, is that a direction

1 that we would like to encourage? Obviously
2 Cottage Park is a street that has limited
3 capacity.

4 The existing line goes back at least to
5 1943. This area was zoned actually for very
6 high density commercial development like
7 Harvard and Central Square when there was an
8 active railroad with passenger service going
9 through this area. And that obviously
10 accounts for the industrial uses that are
11 occurring elsewhere.

12 And we have looked at this area for the
13 reasons I've indicated as part of our
14 currently ongoing north Massachusetts Avenue
15 study, and we identified it as an anomaly and
16 we're in the process of developing possible
17 recommendations for the area when the
18 residents submitted the Petition. So we
19 haven't gone further than that at the moment.

20 So then the Residence B District
21 proposal continues a district which is across

1 the street from Cottage Park Avenue, and it's
2 common standard planning analysis to consider
3 the extension of an existing district to
4 abutting areas as a reasonable thing to
5 consider, other matters being equal. The one
6 existing large building in the effected area
7 of the industrial building would be even in
8 Residence B designation, allowed to be
9 redeveloped to much higher density
10 residential use through the 5.28.2
11 provisions. Depending on the details, the
12 building might continue as a non-conforming
13 -- have non-conforming uses continuing within
14 it. I don't know the details to know if
15 that's currently possible under the
16 Ordinance. As I said, the Residence B
17 designation would be a logical extension of
18 the existing district.

19 Portions of a number of lots, 14 and 18
20 Cottage Park and Seven Edmunds Street would
21 actually remain in the Business A-2 District

1 because those lots extend a little bit into
2 the 100-foot strip along Massachusetts
3 Avenue.

4 Then the Board actively discussed the
5 alternate of extending the Special District 2
6 which abuts the affected area to the south as
7 an alternative to the rezoning as Residence
8 B. This district is very similar to
9 Residence B which was created in 1999 and
10 substituted for a medium density industrial
11 district which had gone back through the
12 Zoning Ordinance again to at least 1943. And
13 it was intended to facilitate the transition
14 of the effected areas which are on both sides
15 of the Linear Park to residential use by
16 easing some of the complications for the
17 existing buildings which might be used as
18 non-residential uses currently. But the hope
19 was that over time those non-residential uses
20 would disappear.

21 The significant difference in applying

1 the Special District 2 is that the
2 non-residential building at 22 Cottage Park
3 Avenue would as of right be allowed to be an
4 office use. Office use is one of the limited
5 number of non-residential uses allowed in
6 Special District 2, but only for existing
7 non-residential buildings. It's important to
8 understand that the Special District 2, while
9 it's industrial in character now, is
10 anticipated to be redeveloped in the shorter
11 medium term to residential use so that the
12 whole area surrounding the rezoning area will
13 be actively evolving into a residential
14 district. So then the question is is a
15 district which would allow the 22 Cottage
16 Park building to be sort of an island of
17 office use in the middle of all that
18 residential use a logical planning objective.

19 And, again, extending an existing
20 district into an abutting area, Special
21 District 2 into this area, certainly has the

1 same planning logic as extending the
2 Residence B District across Cottage Park
3 Avenue to the district.

4 The chart, which I won't go into in
5 detail unless you have any questions about
6 it, proved to be extraordinarily complicated
7 to do just the gross floor area analysis
8 because the lots are in so many districts.
9 But you can see that in the Business A-2
10 District development on all of the lots is
11 considerably more dense than exists now. And
12 while there are differences, the Residence B
13 and Special District 2 have pretty much the
14 same outcome in terms of density and uses.
15 The only significant difference is the
16 potential options for the 22 Cottage Park
17 building which still would benefit from the
18 5.28.2 provisions even in the Special
19 District 2. But again, would have the option
20 to going to office and some other general
21 office and some other limited office uses in

1 the Special District 2 as of right.

2 There are ranges of FAR's and gross
3 floor area here. And those are the two
4 numbers that have been extracted from our
5 Assessor's records. And the one -- the
6 higher number generally includes the basement
7 in the building which is not considered in
8 many cases liveable area under the terms of
9 the Assessor's, but might indeed be counted
10 as gross floor area in our Ordinance. So
11 I've just given you the range to indicate the
12 sizes of existing buildings there. With the
13 exception of the industrial office building,
14 three of the lots are used residentially and
15 one has a small utility structure on it. So
16 I guess I'll leave it at that unless you have
17 some questions.

18 HUGH RUSSELL: Steve.

19 STEVEN WINTER: My microphone's not
20 working. Do you mind if I -- I just don't
21 know what to do. Could you define anomaly as

1 we used it?

2 LES BARBER: It's just an oddity
3 along the avenue where there's generally a
4 fairly uniform 100-foot corridor. And then
5 at the Henderson Carriage building and
6 actually sort of diagonally across the street
7 at Trolley Square, there are extensions of
8 the business district into the neighborhood.
9 In those two instances actually, fairly large
10 areas and substantially into the
11 neighborhood. Here somewhat less intrusive.

12 STEVEN WINTER: Okay, thank you.

13 H. THEODORE COHEN: Les, just to
14 make sure I understand it, the EA-2 west of
15 Cottage Park does not exist on the south side
16 of Mass. Avenue.

17 LES BARBER: That's right. And I
18 should indicate -- I'm sorry I didn't bring a
19 Zoning map down. But the black line on this
20 land use map is the Zoning District line.

21 H. THEODORE COHEN: Was there some

1 rational e for i t only bei ng on one si de of
2 Mass. Ave. rather than both?

3 LES BARBER: I suspect i t' s
4 hi stori cal. And, agai n, that li ne goes way
5 back. On the south si de as you go up there,
6 you' ll see a number of resi denti al bui ldi ngs
7 wi th a li ttle fi rst floo r commerci al
8 extensi on, so i t probabl y does extend back to
9 before Zoni ng was adopted i n 1923.

10 HUGH RUSSELL: So, i t looks li ke the
11 other vari ati ons from the 100 feet are al most
12 al ways associ ated wi th a si ngl e property?

13 LES BARBER: Say i t agai n, Hugh.

14 HUGH RUSSELL: The other anomal ies
15 are al l associ ated wi th what was at the time
16 when the map was drawn as a si ngl e property,
17 li ke your Henderson Carri age House and
18 Trol ley Square --

19 LES BARBER: Yes, ri ght.

20 HUGH RUSSELL: -- thi s i s one pl ace
21 where i t does not associ ate wi th that.

1 LES BARBER: In Porter Square we've
2 actually made adjustments between Henderson
3 Carriage and the center of Porter Square
4 where that district on the north side
5 actually extended fairly deeply into the --
6 off of Mass. Ave, and we've cut that back in
7 a variety of re-zonings to eliminate the
8 residential uses that exist now.

9 HUGH RUSSELL: Tom?

10 LES BARBER: Yes, KayaKa though is
11 actually in the Business C District. So
12 Porter Square is the more expansive district
13 than the corridor.

14 THOMAS ANNINGER: I'd like to
15 understand better the residential aspects of
16 SD-2. The difference between Residence B and
17 SD-2 is office, but it also seems that they
18 could have eight units instead of five as of
19 right?

20 LES BARBER: The difference is SD-2
21 has a slightly higher density. Rather than a

1 0.5 it's a 0.65 in terms of FAR. Rather than
2 one unit per 2500 square feet, it's one unit
3 per 1800 square feet. And then there are
4 provisions which if you're tearing down an
5 existing building that has a higher density
6 than allowed, you could have an FAR of 0.75.
7 So all of those sort of up the densities a
8 little bit above the Residence B designation.
9 In the end they don't result in a whole lot
10 of --

11 THOMAS ANNINGER: It's not a big
12 difference.

13 LES BARBER: Yes.

14 THOMAS ANNINGER: But as you say,
15 5.28 would be available in both cases?

16 LES BARBER: Yes.

17 THOMAS ANNINGER: And what would
18 that -- now there the density square footage
19 per unit is a bit under examination right
20 now, is it not?

21 LES BARBER: It is.

1 THOMAS ANNINGER: By the Council.

2 LES BARBER: It is, yes. And it
3 might, it might change even -- there might be
4 a change in the Residence B District
5 depending on how that comes out.

6 HUGH RUSSELL: That would have the
7 effect of lowering --

8 THOMAS ANNINGER: Lowering the
9 density.

10 HUGH RUSSELL: 31 to 43. Maybe 20
11 to 25.

12 LES BARBER: Right.

13 We should certainly indicate that range
14 of units isn't necessarily what's practical
15 in converting the building. It's just a pure
16 mathematical calculation of the existing
17 square footage divided by 900. So you have
18 to provide the parking. I don't know what
19 the building's like inside and what's
20 feasible to convert. So you're very likely
21 to get fewer dwelling units in any case than

1 what's technically allowed by the Ordinance.

2 But that's available in both the districts.

3 The Special District 2 actually had an
4 earlier version of 5.28 where there were the
5 same kind of calculation at a slightly lower
6 density, but 5.28 would trump that and allow
7 a higher density conversion.

8 HUGH RUSSELL: Charles?

9 CHARLES STUDEN: I think what I'm
10 struggling with here is what the public
11 purpose is of this Zoning Petition in
12 particular. I think that the work that
13 you've done, Les and the Community
14 Development Department, is actually very
15 helpful in illustrating the complexity of
16 what's going on here. And I'm just wondering
17 if it doesn't make better sense to do a
18 planning study of this area that engaged the
19 property owners and abutters rather than what
20 we're doing now. And I'm not sure how that
21 would work. Is that a possibility?

1 SUSAN GLAZER: The Law Department
2 said that your decision should be based on a
3 planning rationale, and that could mean doing
4 a study or if there are facts that come out
5 in the course of testimony or in the course
6 of discussion, that would lead one to a
7 determination that, you know, here is a
8 concise planning reason for going one way or
9 the other on the Zoning.

10 CHARLES STUDEN: Well, I guess I for
11 one then am I guess advocating that we do go
12 the route of a planning study in particular
13 based on the testimony that we have from both
14 the property owners as well as the business
15 owners at the last hearing. I think again --
16 I mean, there was a side to me that earlier
17 thought that just simply extending the
18 Special District 2 boundary into this area
19 might be the logical way to go. But I'm not
20 sure that that is the case anymore. And I'm
21 not sure that we're going to be able to

1 resolve it here this evening in the context
2 of this hearing. So, I think I'd like to see
3 a study if that would be possible.

4 HUGH RUSSELL: Steve.

5 STEVEN WINTER: Charles, I concur
6 fully with what you're saying.

7 So actually what I wanted to say was
8 to preface it with a few things. This
9 district -- in the text from last -- our last
10 hearing, it talked about it was built before
11 there was cars. Part of the text that Les
12 gave us was that the district lines go back
13 to 1943 and were laid according to railway
14 pieces. This district is a very, very
15 delicate fabric right now, and we have to
16 keep the residential part secure. We can't
17 disrupt that. And I think there's so many
18 forces at work that are historical forces,
19 other things. I believe we need to take a
20 step back from looking at just this little
21 triangle and look at this area from Magoun to

1 Tyler Court and really take a serious look at
2 it so that we don't rush in and do more
3 damage than good. So I certainly concur.

4 HUGH RUSSELL: I guess my feeling is
5 that I agree with you in a different way.
6 Which is that Business A designation does not
7 seem to be correct to meet the goals of
8 extending the residential neighborhood, not
9 having conflicts of traffic and use, but on
10 the other hand the use that the building has
11 had over many years at 22 has not been a, you
12 know, has not been problematic. The
13 testimony is that the business fit in okay.
14 And it's the worry that a different type of
15 business would have much bigger impacts. So
16 to me that's the logic for supporting the
17 notion that this is an area that ought to be
18 changed.

19 And a real question in my mind is
20 trying to deal with the rights of the owners
21 at 18 and 22. And I don't see that I'm in a

1 posi ti on to say well , i t ought to, you know,
2 we ought to go the Residence B thi ng whi ch
3 means i t coul d only be resi denti al under 5. 28
4 or we shoul d go Speci al Di stri ct 2, I don' t
5 know enough to do that.

6 CHARLES STUDEN: Ri ght.

7 HUGH RUSSELL: And I -- so I thi nk I
8 woul d support the noti on that some process be
9 used to fi gure out that pi ece and to then
10 look beyond the tri angle to the, you know,
11 far enough so that you' re sure you understand
12 what you' re doi ng.

13 Now i s that a planni ng study? Is that
14 a, you know, a negoti ati on process that
15 i nvol ves the actual parti es i n i nterest? I' m
16 not, you know, I thi nk i t i n some sense the
17 Counci l can deci de exactl y what the best
18 process that they want. We can say that thi s
19 deserves that ki nd of potenti al even though
20 i t' s only si x l ots, i t' s a l ot of l i ves and
21 i t needs to be done ri ght.

1 Tom.

2 THOMAS ANNINGER: I agree with all
3 of that. Just two things to add to it.

4 One is I'm not sure that SD-2, if
5 that's the alternative to the extreme down
6 zoning to residential is the right
7 alternative either. It could be yet some
8 third option. SD-2 sounds a little, a little
9 off to me depending on the facts come out.
10 And the other aspect is the one that we just
11 talked about, which is that a critical part
12 of this 5.28.2 is influx itself which makes
13 it I think difficult to even get at it until
14 we know where that's going to end. And it's
15 possible that 5.28.2 might look one way for
16 Norris and might look, where I think there's
17 an attempt at creating less density, 5.28
18 here might want to be a different number. So
19 it gets kind of complicated.

20 HUGH RUSSELL: Although I think that
21 it somehow I don't think -- it seems like 30

1 units on this site would pose the same kinds
2 of impacts that the 38 units proposed on
3 Norris Street. I mean in all those
4 comparisons it was like a 70 percent increase
5 in what's happening on the block. If you
6 applied that math here, it would be several
7 hundred percent increase. So that's even --

8 THOMAS ANNINGER: That's right.

9 HUGH RUSSELL: So, are you in
10 agreement with this thinking, Ted?

11 H. THEODORE COHEN: Yes, I do. I'm
12 in total agreement with everything that's
13 been said. The only additional point I have
14 is the one that you made, Hugh -- and I
15 respect what the Law Department is saying,
16 but I am uncomfortable about rezoning just a
17 very small area that's going to have very --
18 well potentially negative impact on one or
19 two particular properties until there has
20 been a larger study of the area. And maybe
21 out of that study will be that this is the

1 only thing that should be changed, and then I
2 think we'll have the basis for recommending
3 that where it may be that there's a larger
4 area that ought to be changed or tweaked one
5 way or the other. I would feel more
6 comfortable then with, you know, with an end
7 result that has a negative impact on some of
8 the property owners.

9 CHARLES STUDEN: I agree. And,
10 again, I think it goes back to I think what
11 the Law Department was saying which is that
12 we've got to be clear on what the public
13 purpose is in whatever course we take in
14 terms of this rezone. So I think again that
15 suggests that we look at this carefully
16 before doing that.

17 STEVEN WINTER: Before we proceed,
18 Mr. Chair.

19 HUGH RUSSELL: Yes.

20 STEVEN WINTER: Any recommendation
21 that we make to the Council about what we see

1 here, I would like to be able to say that the
2 core of what we're really worried about is
3 maintaining the fabric of this neighborhood.
4 That the parts of it are currently
5 residential, I think that's really important,
6 to be able to say that that's why -- a quick
7 decision on this is not really going to
8 protect the fabric of that whole
9 neighborhood.

10 HUGH RUSSELL: It sounds like we've
11 basically got a recommendation because I
12 think we're all in agreement. So I would
13 think that what we would want to have happen
14 is a motion to make your recommendation to
15 the Council, and that way we could
16 incorporate the various points that have been
17 made. And I think the form of that motion
18 would be that we would recommend against the
19 adoption of this proposal without a more
20 detailed study of the area, although we find
21 ourselves sympathetic to the basic goal of

1 this rezoning which is the protection of the
2 residential neighborhood.

3 THOMAS ANNINGER: So moved.

4 H. THEODORE COHEN: Second.

5 HUGH RUSSELL: All those in favor?

6 (Show of hands.)

7 HUGH RUSSELL: Five members in

8 favor.

9 (Russell, Anninger, Cohen, Winter,
10 Studen.)

11

12 * * * * *

13 (Sitting Members: Hugh Russell, Thomas
14 Anninger, Steven Winter, H. Theodore Cohen,
15 Charles Studen.)

16 HUGH RUSSELL: So, I guess we will
17 go on to the next item on our agenda which is
18 the MIT status report.

19 STEVEN MARSH: Let me just start
20 with some introductions. First of all, my
21 name is Steve Marsh. I'm the managing

1 director of MIT's investment management
2 company. And I am joined tonight by David
3 Manfredi of Elkus Manfredi Architects and
4 also by Michael Owu from my office.

5 So, let me just start quickly with some
6 background. And I think we were back here
7 early summer. We had started a process to
8 talk about some concepts about Kendall
9 Square. In the spring I think we met with
10 the Planning Board here and had a
11 conversation back in the summer. And we've
12 been talking with you and others about our
13 desire to revitalize Kendall Square. Since
14 then we've had a lot progress in terms of
15 process. We've been sharing and listening to
16 stakeholders around the city. City
17 officials, staff, community groups. And
18 we've spent a fair amount of time with MIT
19 constituents from governance to students to
20 faculty. And throughout this there's been a
21 consistent enthusiasm to try to revitalize

1 Kendall Square. And I think where we are
2 today, although we don't have all the details
3 that you might expect for something that, you
4 know, such as an Article 19, we have advanced
5 our thinking enough to shape a meaningful
6 discussion around a proposal. And I think
7 really what we wanted to do today was to sort
8 of extend the courtesy to come to the
9 Planning Board, have a conversation about our
10 progress to date, and frankly to get your
11 feedback on our thoughts prior to us taking
12 any formal action. So that's the purpose of
13 today's meeting, just information.

14 So I will start with the opportunity.
15 The Kendall Square area as you know, is a
16 preeminent innovation cluster of the world.
17 And there has been a dramatic transformation
18 in this area over the last decade. We've
19 seen things like the Stata Center, the brain
20 and cognitive science center, the Broad
21 Institute and the Koch Institute for

1 Integrative Cancer Research. Many of these
2 initiatives didn't exist in terms of sort of
3 the life sciences focus that was around MIT.
4 And that is a very energetic enterprise
5 that's occurred off of the main street area.
6 And as a result of much of this we've seen
7 many innovative forward thinking companies
8 also take note and locate into the Cambridge
9 market: Novartis, (inaudible), Takeda
10 Pharmaceuticals, Google, Microsoft,
11 Slumbersaide (phonetic) to name just a few of
12 them. Along with many start-up enterprises
13 in the environment. So I think that again
14 we're proud of the activity that we've played
15 and the city has played and others have
16 played in making this happen as an innovation
17 cluster. But we're recognizing that our
18 improvements in this regard have not been
19 matched by improvements in the physical
20 environment. We're still faced with
21 situations where we have not created

1 appropriate places. We still have in Kendall
2 Square things like broken bricks and
3 disjointed urban plan. And this is not
4 conducive to human interaction which we think
5 is critically important to the creation and
6 sustenance of an innovation cluster. We need
7 people to interact with each other. We need
8 places for that to happen.

9 And lastly it's not, you know, in the
10 existing state providing the services,
11 amenities that are desired by business,
12 academic and the residential communities that
13 all are stakeholders in the Kendall Square
14 area. So the challenge and the stakeholders
15 of Kendall Square have expressed an interest
16 in revitalizing the square. And MIT hopes to
17 create a viable plan that does the following
18 three things:

19 One, we seek to create a destination
20 gathering place with lifestyle amenities and
21 services.

1 We're seeking to establish a vibrant
2 gateway. That connective link between the
3 institute, the central business district, and
4 the Cambridge community.

5 And third, we're trying to provide
6 space for both new innovative academic
7 initiatives. We want to make sure that we're
8 taking care of MIT's ability to grow its
9 academic initiatives over time. At the same
10 time providing an opportunity for the
11 commercial enterprises to locate in the
12 Kendall Square market as well.

13 Just talking briefly about proposal.
14 Let me just give you some basic principles
15 and then I will pass it off to David
16 Manfredi.

17 No. 1, we're trying to provide critical
18 mass of restaurants, retail and entertainment
19 services that meet the needs and the wants of
20 the local and regional community.

21 Second, we're trying to develop a forum

1 to publicly sharing technological advancement
2 that's occurring in Kendall Square. We have
3 a lot of interesting things that are
4 happening in Kendall Square, but we don't
5 have an opportunity to celebrate that. And
6 we're seeking ways to do that.

7 We're trying to design buildings that
8 conform to the height and massing appropriate
9 to the area, and we're taking a particular
10 note that we're sitting on a transit hub in
11 Cambridge.

12 And lastly, we're trying to be
13 sustainable, flexible and durable in the
14 creation of the space so that we recognize
15 that what happens here is going to evolve
16 over time and the uses will likely evolve.
17 So we need to be mindful of that. We want to
18 ensure that this is a viable proposal.

19 So, I will hand this over to David
20 Manfredi to walk through some of the images
21 and then we'll pass it on to Michael.

1 DAVID MANFREDI: Good evening. I'm
2 David Manfredi from Elkus Manfredi
3 Architects.

4 Steve has really described the three
5 things, and let me just make it a little bit
6 more visual and graphic. You all know this
7 plan very well, Broadway and the T station --
8 I'm sorry, Main Street and Broadway. The T
9 station, all of MIT and Cambridge Center, all
10 of this is Cambridge Center. And really when
11 we talk about a context plan, it's really
12 what Steve described, it is all of the
13 stakeholders. And it is a diverse group of
14 stakeholders. Obviously there is the
15 institute. Now all of the institutional
16 research that goes on at the institute, but
17 it's also then in this next band is all of
18 the corporate activity of the Genzymes,
19 Novartis, Vertex, all of the things that are
20 happening around in that range. And then you
21 go out a little bit further out and you get

1 into these very important neighborhoods in
2 East Cambridge in area four and you begin to
3 get to some of the entertainment, some of
4 that diverse kinds of activities that we are
5 talking about. But at the heart of all of
6 this, at the T-station, it really is where we
7 want to create that gathering place where
8 really people can come together on a regular
9 basis, both the business community, the
10 research community and the residential
11 community in a regular sort of way.

12 When you pull away all those
13 photographs, there are two paths that
14 intersect. There is Main Street which is
15 obviously the vehicular corridor. It is the
16 historic connection. And then there is the
17 green path which is the pedestrian
18 connection. This is MIT's infinite corridor
19 that stretches all the way from Mass. Avenue
20 through the institute. And today really
21 comes to a conclusion here at health sciences

1 right at the T. But if you look at where
2 these two paths converge, they converge on
3 that circle at that T. And there is a
4 natural convergence of the world and MIT and
5 the opportunity to take place here, and
6 include within that five minute and that ten
7 minute walk, all of those constituencies that
8 we mentioned.

9 The area of study is a 25-acre area
10 that's in color here. And we've just noted a
11 number of our goals, and Steve really
12 mentioned them. This is probably first and
13 foremost is to create a destination, and it's
14 a destination for all of those different
15 stakeholders. And give it an identifiable
16 and a memorable sense of place. We talked a
17 lot, and I know you folks have all talked a
18 lot about what sense of place means. I think
19 is there's an opportunity here to be quite
20 specific. The stakeholders are really quite
21 special and unique in how they come together.

1 As you go around the world and you work in
2 this life science arena, you realize that
3 East Cambridge and Kendall Square has an
4 identity around the world. You go to
5 Shanghai and you say Kendall Square, and they
6 know what you're talking about. And yet when
7 you're there, there is no sense of
8 identifiable place. We've drawn two circles
9 here. And they really just kind of define
10 the heart of what we think this place is.
11 And this is from Ames Street to the
12 intersection of Main and Broadway, both sides
13 of the street. And then on north, south --
14 and that's obviously sidewalk and public
15 realm. And then north, south there is the
16 plaza space that's in front of the Marriott,
17 and the opportunity to create a kind of
18 corresponding place across the street. And
19 if this is about a street and about sidewalks
20 and buildings and spaces that engage
21 sidewalks, this is about making a pedestrian

1 place that can hold events. That yes, retail
2 can spill out into it, restaurants can spill
3 out into it, but it can have a real kind of
4 destination quality and it can be a host kind
5 of space. A host for all kinds of different
6 programmable activity.

7 The other thing that you see in this
8 photograph which tells a big story about
9 these 25 acres is that it is a quite
10 interesting mix of uses. There are important
11 landmark buildings like the President's
12 house, like Senior House, the original media
13 lab. And there are important new buildings
14 like the new media lab and the new Sloan
15 School. And historic buildings like the
16 Kendall Inn. And yet there is also at the
17 heart of this a lot of surface parking.
18 These were sites that were carefully
19 assembled over many years by the institute
20 for the growth of its academic mission. And
21 clearly the institute is coming this way.

1 But as you look at it today, that infinite
2 corridor that I described comes over here and
3 kinds of stops. And over here you now have
4 an absolutely beautiful new green space, new
5 buildings of the Sloan School, and the
6 connection has not yet been made.

7 So, when we look at this, now we've
8 simply inserted a drawing into that
9 photograph. And you can see really a lot of
10 things come together in one place: Transit,
11 pedestrian activity. The city meets the
12 institute. And the opportunity to really
13 create a two-sided street with continuous
14 activity on both sides. And a center, a
15 heart, a hub to all of this. And at the same
16 time the institute grows and its academic
17 mission continues and connection is made east
18 to west.

19 So, this is the plan that describes
20 what we're after, but don't take it as an
21 architectural proposal. Take it as a

1 planning proposal. It describes -- it
2 defines in tangible ways the planning goals
3 that Steve described. And there are actually
4 eight sites you can see here described. And
5 they're very, very different. There are some
6 very small sites. And I'm just going to walk
7 you one through eight very, very quickly.

8 One is a very small building. A very
9 small footprint that really we're trying to
10 fill in the street. We're trying to create a
11 bit of a buffer to what is a service yard,
12 and we're trying to create continuity along
13 Main Street.

14 Two is a bigger footprint. It replaces
15 what is the Cambridge Trust site today and a
16 surface parking lot. But this will all be
17 continuous retail along this edge. Small
18 shops, restaurants that spill out onto
19 widened sidewalks on Main Street. And then
20 the heart of the place, this publicly
21 accessible space. It's on access with

1 existing space across the street.

2 Three is a similar building to two,
3 meaning it is active retail on all of its
4 edges. Life science, office space above.
5 Again, I should have mentioned on two, life
6 science, office space above, our greatest
7 density south of Main Street really right
8 here clustered around that space.

9 Four is a tiny little space. It's
10 about 1500 square feet. It's one story, but
11 it's intended to kind of create the edge or
12 complete the edge and create continuity in
13 active edges.

14 Five we call the hub. And we think of
15 the hub as a kind of anchor for all of this
16 pedestrian activity. It might include things
17 -- cultural pieces like the MIT Museum. It
18 might include cinema spaces, restaurants.
19 Places that are truly a destination that
20 would pull pedestrian traffic off of Main
21 Street and really activate this edge.

1 Six, again surface parking lot today.
2 Potentially a housing site.

3 Seven. We go across Broadway. And
4 seven again is a surface parking lot. This
5 would be retail at the base, office, life
6 science uses above.

7 Eight is a little one-story piece that
8 we believe can be kind of inserted -- it's an
9 unoccupied site today, but we can create a
10 piece of retail that actually fits in under
11 One Broadway and creates or continues the
12 very nice activity that's happening along
13 Third Street. So you can see that this is a
14 number of pieces that are intended to create
15 continuity to make place, to redefine what
16 Main Street is all about. And to do some
17 in-fill that really is looking to make
18 connections, tie pieces together.

19 So I'm going to take you through a
20 series of renderings. They're loose. They
21 try to communicate a vision of what this

1 could be.

2 First looking west on Main Street, you
3 know, what exists today and what everybody
4 always points out when we show them this
5 photograph is look at all the bikes. And
6 there are a lot of bikes. We didn't, we
7 didn't style this photograph. We just went
8 out and took it. And that's what Main Street
9 is today with some important buildings. The
10 vision for Main Street is to maintain
11 obviously 238 Main Street. To maintain at
12 least the significant part of 294 Main
13 Street, the building that Rebecca's is in the
14 base of. And then to create two-story base
15 with scale that's appropriate to the street
16 with retail shops on the ground floor and
17 greater density above. And the kind of
18 footprints that can accommodate life science,
19 research kinds of users, those kind of 25,000
20 square foot footprints. And even the
21 suggestion, a little bit off of MIT's domain,

1 but that the north side of the street with
2 some very simple kinds of additions can be
3 activated as well and you can really make
4 this a two-sided street.

5 This is a view obviously looking west
6 towards the Longfellow Bridge and Boston
7 beyond with the Cambridge Savings Bank to
8 your right, and what it might look like. And
9 I'm going to show you two views of this and
10 really to make the point that this is not yet
11 about architecture. What you're looking at
12 is a kind of reinvented Main Street. We've
13 changed the metrics a bit. We're suggesting
14 that the median is eliminated. That there's
15 two lanes of traffic, one in each direction.
16 That there's bike lanes on both sides.
17 There's parallel parking. And there's wide
18 sidewalks. And that we can create on that
19 site which is the surface parking lot and the
20 bank site today, this kind of two-story scale
21 that is all retail. That's all restaurants.

1 That is local. That is places where both the
2 community comes to, the institute comes to,
3 the Googles and the Microsofts and the
4 Genzymes and the Broad folks, this is where
5 they come together on a regular basis. This
6 can be very operable and open in the
7 summertime. It wants to have a scale that
8 feels very much like it engages pedestrians.
9 And there is a building above, and it's
10 pushed back and it's pushed back
11 approximately 20 feet. And so you create a
12 scale here that is friendly to pedestrians.
13 And then the same thing through -- is true
14 here, the site of the former MIT building and
15 that piece of 294 Main that we've retained.
16 And again a building above with those kinds
17 of footprints and metrics can accommodate
18 these kind of uses but maintaining the scale
19 of the street, bringing north side and south
20 side visually as close to each other as
21 possible.

1 And this is just -- this is the same
2 rendering and I've just changed the
3 architecture. And the point is it's not
4 really yet about the architecture. It's
5 about scale, about smaller scale shops, about
6 35 to 40 foot facade on the street, and about
7 really engaging pedestrians.

8 This is a view across Main Street over
9 on to the Cambridge Center side, and I'm
10 looking into that space. And you can see the
11 T-station. And our proposal is that the
12 T-station remains exactly where it is, but we
13 rebuild a head house. We actually build
14 Building 2. And you notice that in the site
15 plan in order to create a bigger space. And
16 so those active uses at the ground plane.
17 They are continuous along Main and then they
18 come into this space and they wrap around
19 this space and they spill out into the space
20 as well. And we're creating a space here
21 that as I said, can really be host to all of

1 these kinds of activities.

2 If you stood on Main today and looked
3 directly south, this is what you would see.
4 The leaves would be gone. This space from
5 the T head house to the MIT press building is
6 27 feet wide. And what you can see at the
7 end of this is Carlton Street. And you see
8 one of the food trucks beyond. And what
9 we're proposing is basically that head
10 house -- not basically. The head house is in
11 the same place, it's rebuilt, it's made more
12 transparent. We've got the thought that we
13 could actually bring retail into the head
14 house itself. Maybe it's the greatest
15 newsstand, actually into the head house. But
16 we've created a space here that's about 70
17 feet wide. It actually varies, but at its
18 minimum dimension it's about 70 feet wide.
19 It has those retail uses. It has seating
20 that spills out. It can host vendors within
21 that space. And at the far end is -- that's

1 what I call the hub building. That building
2 that can be the destination. And it's just
3 the suggestion here. And we've got lots of
4 different kinds of response to this
5 suggestion. That this building can have a
6 kind of building envelope that can look like
7 a portal building to the institute, but can
8 become an active kind of screen, using all of
9 the technology that's available. And it
10 could be the World Cup on a summer afternoon
11 with restaurant at the base, museum civic
12 space in that building. All of those things
13 that come together, that pull people in to
14 activate the space. And we've looked at this
15 space in the daytime. We've looked at it at
16 night. What you're seeing now at night,
17 actually if you look at it very closely, you
18 can see a scene from King Kong. And what the
19 suggestion is on a summer night there's 300
20 folding chairs in this space and there's a
21 movie. And the community comes out and you

1 could be dining on an upper terrace. You
2 could be dining in the spaces that spill out
3 from the restaurant, or you can just be
4 coming to watch the movie. And we're trying
5 to make a place where people's paths cross in
6 a regular kind of way and all of the
7 stakeholders that we've mentioned.

8 We were challenged by MIT to look at
9 not only in the summertime but what does it
10 look like in the winter. Obviously the
11 leaves fall off. It gets a little bit
12 greyer. But it can still have all of that
13 energy. And this is just a kind of a crazy
14 idea, but it goes to the point that this is
15 MIT. They can do things here with technology
16 that are quite specific to place. And this
17 is a -- this is quite a fanciful sculpture
18 that can be programmed to take on different
19 shapes. And what you're looking at is
20 actually, if you remember Bill Mitchell from
21 MIT, he had created this idea of the Bit car.

1 These are collapsible cars like supermarket
2 carriages that take cars off the street,
3 reduce parking lots. Well, that's what's on
4 the screen. The point is that MIT can
5 enliven the space. They can tell all of the
6 stories of all the things that are happening
7 at MIT. But so can't Genzyme and Novartis
8 and Google and Microsoft. So that there is a
9 real, there's real value to the space. It
10 can be entertainment, but it can also be
11 educational as well. And it can take on
12 forms that are quite unique. We can do
13 things here that you couldn't do in a totally
14 commercial kind of environment.

15 And at night in the wintertime, again,
16 it can be quite activated. This is the place
17 where the ice sculpture happens. This is the
18 place where the winter festival happens.

19 We've gone through with different
20 neighborhood groups, all sorts of ideas about
21 book fairs and winter kinds of events that

1 can be programmed to keep this space alive
2 365 days a year.

3 We've also looked at that site that I
4 call Site 7 which is down at One Broadway, it's
5 really not that far away. And when you begin
6 to think about the street running from
7 Broadway from really from where the T dives
8 into the ground all the way to Ames, it's not
9 that long a dimension. And with some
10 landmark kind of activities on each end, you
11 can actually make this quite a wonderful
12 pedestrian space, quite a defined pedestrian
13 space.

14 So this is what the 25 acres looks like
15 today in a very recent photograph. And,
16 again, this is the infinite corridor. This
17 is the main spine of the institute which kind
18 of ends right here. And then the Sloan
19 School beyond. And part of our, part of our
20 mission here is to enhance that connection.
21 But the biggest part of our mission is that

1 ellipse and that ellipse and to bring all of
2 that together. And so, we dropped in
3 buildings that represent 1.1 million square
4 feet of space. And these are not -- this is
5 not architecture. This is not even really
6 the proposal for finite building massing yet,
7 but it is an accurate depiction of 1.1
8 million square feet. So those two bigger
9 buildings that define that plaza, they are
10 shown here at 130 feet and 250 feet of
11 height. That hub building that is the anchor
12 at the end of that space. You can see the
13 spine of MIT continuing through as a kind of
14 green way over to the Sloan School. And the
15 in-fill of some housing here along Hayward
16 and then development on the One Broadway
17 site. You can't really see that on Third
18 Street. But this is an accurate depiction of
19 the kind of density that the proposal calls
20 for.

21 So, everything that we have talked

1 about, this is really how it breaks down.
2 And these are net new numbers. So 100,000
3 square feet of net new retail. And we see
4 that in relatively small pieces. 2500 square
5 foot tenants, 5,000 square foot tenants
6 stretching out that whole length of Main
7 Street really on the south side and around
8 the square. 940,000 square feet of new lab
9 and office. 60,000 square feet of housing.
10 And that's the 1.1 million square feet. What
11 exists today and what would remain is the
12 existing entitlement of 800,000 square feet
13 on that 25 acres which would continue to be
14 dedicated to the academic mission of MIT.

15 So --

16 HUGH RUSSELL: You say entitlement.
17 Is that the size of the buildings or is that
18 the floor area ratio that you're entitled to?

19 DAVID MANFREDI: That's the floor
20 area ratio that the institute is entitled to
21 today. Very simply put, we're trying to make

1 place. We're trying to make an identifiable
2 memorabile place. We're trying to create this
3 common ground for neighborhood, for institute
4 and for business that surrounds the
5 institute. Do it in a way that's active 12
6 months a year, 365 days a year. And that
7 speaks to, addresses all of these different
8 stakeholders and really takes advantage and
9 expands what is already a world class address
10 for all of this kind of research activity.

11 Mike.

12 MICHAEL OWU: My name is Michael
13 Owu, MIT. I'm going to try to do both things
14 here. I'm going to walk through some of the
15 things here as we went through sharing our
16 ideas with our neighbors.

17 So, first we have spent pretty much the
18 last three months or so talking with pretty
19 much anyone who was willing to listen to us.
20 So we've had the opportunity to talk to City
21 Councilors, several different city

1 departments, various community groups, pretty
2 much all the community groups that surround
3 the area as well as Cambridgeport which is
4 further removed, but we thought it was
5 important to talk to them as well. Abutters
6 both directly and the Kendall Square
7 Association. We even talked to some folks at
8 the state level. And then we had kind of a
9 fair amount of -- a lot of discussion
10 internal to MIT. As you can imagine MIT is a
11 complicated place, as well as different
12 groups within the institute that we also have
13 to share our ideas with. In addition, we
14 have had a number of brainstorming sessions
15 that were open to both the public and to the
16 MIT communities. So we had people come in
17 and really literally brainstorm and give us
18 some ideas about what we could do. And
19 lastly, we had an online survey where we
20 solicited some input by anyone that would
21 respond. And we also had an e-mail address

1 where we received comments from various
2 people.

3 So the big picture to what we heard, in
4 general there was enthusiasm for change. I
5 think people recognize that Kendall Square as
6 it is today has a lot of potential to change
7 and be improved, and they recognize that
8 there's a significant opportunity there. And
9 there's sort of an embracing of the
10 challenges and recognition of the challenges
11 that we face as we address this. People were
12 really engaged. I think a lot of folks that
13 we talked to were really ready to roll up
14 their sleeves and tackle the problem which
15 was really encouraging. We got a lot of
16 constructive feedback from that.

17 We did hear some competing perspectives
18 which is not unusual in sort of a situation
19 like this where you have sort of proposing
20 opinions as to what the right answer is. And
21 of course we had the usual concerns that

1 folks have when there's a large development
2 is almost concerned about traffic and height
3 which is natural of something of this scale.
4 And then also there's questions about the
5 limitations and how this would actually roll
6 out, and then a lot of suggestions that we
7 are sort of cataloging and putting together.

8 So, big picture things. We definitely
9 heard from a lot of people saying given what
10 Kendall Square is today, given the kinds of
11 things that are happening around the area
12 both at MIT and businesses, this is a unique
13 opportunity to be really bold in what we do.
14 So let's not be timid about the proposal, but
15 let's do something that's bold and
16 transformative. People want this to be a
17 unique location. So this should not be
18 another Harvard Square or another Central
19 Square another, you know, Davis Square. This
20 is something that needs to be unique to
21 Kendall Square because Kendall Square is in

1 fact different from all the other squares in
2 the city and the surrounding area.
3 Innovation is big in Kendall Square. That's
4 what Kendall Square's about. That's what the
5 future of the country is about. So let's
6 celebrate that and just really take advantage
7 of that. Other issues about sustainability
8 and creating a very dynamic and extended
9 house of environment. Kendall Square today
10 is actually quite active in the middle of the
11 day, but it dies after five o'clock. So
12 people are really looking for opportunities
13 to have a sense of place that goes beyond the
14 nine to five period and would extend into the
15 evening and on weekends.

16 There are some real challenges in
17 trying to transform Kendall Square. Stuff
18 that we've heard from people. Stuff that we
19 recognize ourselves. How do we make retail
20 successful? This is a challenge that
21 everyone face. It's a challenge even in

1 areas that are successful today in terms of
2 retail. They go through cycles. So, it's a
3 real legitimate question. And there are some
4 challenges as to how you address that. And
5 that is something that we are committed to
6 focusing on in trying to figure out what the
7 right answer there is.

8 The density we're proposing, it's a
9 significant amount of density here. How do
10 you create that density but also maintain
11 intimate spaces that actually work at the
12 ground level? So that's a challenge that we
13 are in some of our plans that we're trying to
14 address.

15 Phasing is obviously a major issue. We
16 want to create this place as quickly as
17 possible because Kendall Square is just dying
18 for something to happen. But there are
19 logistical challenges in developing a million
20 square foot space or how do we phase it and
21 at the same time create places as we go

1 along.

2 And then one of the things that David
3 addressed is how do you activate it during
4 all seasons of the year? As we've seen the
5 last couple days it's not always warm and
6 sunny outside. We want Kendall Square to be
7 a place where people want to go to, you know,
8 summer and winter as well. So that's
9 something that we are focusing on.

10 So general common themes are clearly
11 strong desire for restaurants, entertainment
12 and fun activities. Kendall Square needs to
13 be lively. So those are sort of some basics
14 there. We heard some suggestions about maybe
15 a movie theatre or the MIT Museum that David
16 mentioned earlier. But obviously off hour
17 activities that will draw people in here
18 beyond the regular nine to five period.
19 Questions about connecting to Main Street
20 that David showed in one of the buildings, we
21 are trying to sort of extend that activity

1 along Main Street and also along Third Street
2 to begin to connect some of the other
3 developments that are happening further in
4 East Cambridge.

5 The relationship to the river. It's --
6 Kendall Square is very close to the river.
7 That's something that we recognize and how do
8 we acknowledge that given some of the
9 constraints that we have in the surrounding
10 areas. Suggestions about fountains,
11 sculpture, artwork. (Inaudible) finding is
12 huge. We talk about standing on the sidewalk
13 on Main Street and asking us where is MIT?
14 And in fact, they're standing right there at
15 MIT. Clearing that's an important part about
16 what we need to think about. And the
17 convenience retail. And then lastly sort of
18 thinking beyond just the car and how do
19 people get here. Thinking about bicycles and
20 public transportation and other things that
21 are important.

1 We also heard some competing messages
2 and conflicting ideas that it's important for
3 us to sort of wrestle with. We heard some
4 people saying that the proposal should
5 include more housing. 60,000 square feet, we
6 had some people suggest it should be more.
7 We also had people suggest we shouldn't have
8 housing because we're trying to create a
9 lively busy potentially noisy area which
10 could conflict with housing. So that's a
11 challenge that we have. One of the buildings
12 that we showed you on the screen that David
13 talked about, we had people who loved the
14 screen, we have -- and do more. And we had
15 people say no screens. Let's not go down
16 that road. So, again, some conflicting
17 ideas.

18 Green space, sort of the balance
19 between the green open space versus sort of a
20 more urban plaza, and this is something I
21 know the Board has struggled with in some of

1 the proposals that are coming forward, and
2 that's something that again we need to
3 address.

4 Parking is always an issue. There's
5 always folks who want less parking because of
6 the impacts of traffic. And then conversely
7 there are folks who want us to provide more
8 parking so that people don't park on the
9 neighborhood streets and then walk to work.
10 And so, again, there's a challenge there.

11 Community benefits. Thinking about,
12 you know, what does the community need and
13 how does that balance with what we're
14 proposing which is really a revitalization of
15 Kendall Square which we believe will serve
16 the entire community. So, there's a
17 challenge there.

18 And then the last one which is one of
19 my favorites is we have people look at the
20 image and say it looks like Times Square in a
21 good way. And other people who look at it

1 and say it looks like Times Square in a bad
2 way. It depends on whether you like Times
3 Square or not.

4 We have some profit suggestions as
5 well, some of which are very helpful. People
6 have been generally supportive of our open
7 process. We have had a lot of meetings as I
8 described earlier. We're collecting feedback
9 and we've been encouraged to continue to be
10 as open in our process so the people can
11 really engage at multiple levels. The
12 coordination with abutters. Clearly we're a
13 major property owner on the south side of
14 Main Street, but there are other owners in
15 Kendall Square area including right across
16 the street that we need to coordinate with,
17 in fact, I just had a meeting this morning
18 with Boston Properties and some other folks
19 just talking about this plan. Provide more
20 detail in the retail. So, as we go through
21 this process, clearly the retail component is

1 a critical part of what we're doing here.
2 People want to know what exactly is that.
3 And so even though we are early in a sort of
4 Zoning process here, people are looking for a
5 little bit more detail to understand the
6 character of that retail to make sure that
7 they're comfortable with what we're
8 proposing.

9 Create additional opportunities for
10 community input, and we're going to be
11 working on additional surveys, possibly some
12 additional brainstorming sessions in the
13 spring in less than few months to, again, get
14 more information and feedback.

15 And then lastly we had a few
16 suggestions to get more student input. In
17 fact, we have had several meetings with MIT
18 undergraduate students, graduate students,
19 some of the residents in the dormitories in
20 the east campus area. So we have been going
21 through that process.

1 So next steps, as I said, we are --
2 this is essentially the last of our sessions
3 reviewing this proposal. We basically have
4 been showing the same set of documents, same
5 images, same renderings to all of the groups
6 in the last two or three months. We've been
7 collecting lots of feedback. Some really
8 great comments, great ideas that we're now
9 going to go back into after we hear what you
10 all have to say, we're going to go back and
11 think about the proposal, think about what
12 needs to be modified, adjusted, what, you
13 know, we feel remain. And then with
14 expectation that we would file for some kind
15 of Zoning change in the coming months.
16 There's also a city planning study that's
17 going to be coming forward so we think about
18 how our proposal is coordinated with that
19 effort. But that's kind of where we are
20 today. And we would be happy to take
21 questions.

1 CHARLES STUDEN: Excuse me, Michael,
2 what's city study?

3 HUGH RUSSELL: Susan.

4 SUSAN GLAZER: I'll take that
5 question.

6 The City Council has asked us to -- or
7 asked the City to do a study of the Kendall
8 Square to Central Square area. And we are
9 trying to put together an RFP to hire a
10 consultant to do that. And I specify both
11 squares because there is a connection with
12 the two. And in particular we want to look
13 at that sort of area between the two squares
14 so that both squares get revitalized and yet
15 we don't forget those parcels that are in the
16 middle that are important as sort of the link
17 between the two. And there are several large
18 development proposals that are within that
19 transition area. There's Forest City would
20 like to do a new building along Main Street.
21 Novartis will be coming in at some point in

1 the future. We haven't talked with them,
2 with a new building across Massachusetts
3 Avenue. So there's new development potential
4 other than MIT, and we want to pull it all
5 together and look at it comprehensively.

6 CHARLES STUDEN: What's the schedule
7 for that? Do you have a sense at this point?

8 SUSAN GLAZER: The RFP is pretty
9 well drafted. We hope to go out right after
10 the first of the year. We still have to
11 identify the funding for it which is always a
12 big piece, but we're working on that.

13 There are two pieces of all of this
14 that are sort of -- actually, three pieces
15 that are running in tandem. One is
16 reconstruction of Broadway near Kendall
17 Square. That is moving forward. That's been
18 in the process for a while. There is also a
19 study of Main Street, infrastructure study of
20 Main Street. That will start right after the
21 first of the year, but it will be informed by

1 and we will work together with the city study
2 which is more a global planning study. So
3 all of these pieces are sort of working
4 together.

5 H. THEODORE COHEN: I'm sorry,
6 Susan, as part of this and for MIT, too, is
7 there any thought or discussion of realigning
8 or moving some of the city streets? Because
9 right now Kendall Square doesn't really work
10 in terms of moving around.

11 SUSAN GLAZER: Well, I can say that
12 the streets will not be moving, but one of
13 the purposes of the Main Street study is to
14 look at how the vehicles and pedestrians move
15 along the street. And as both Michael and
16 Steve have said, there is an idea of opening
17 up Main Street to Third Street. We'll be
18 looking at that as well. So all of this is
19 happening all at once. It's really quite a
20 challenge for all of us, not only in the
21 Community Development Department but in the

1 Public Works Department and other city
2 department to try to coordinate all of this.
3 We've had a number of meetings trying to do
4 that coordination so that we get the best
5 outcome for everyone.

6 HUGH RUSSELL: Steve.

7 STEVEN WINTER: Is this our time for
8 comments, Mr. Chairman?

9 HUGH RUSSELL: Yes.

10 STEVEN WINTER: Because the first
11 thing that I would like to say is that I
12 congratulate you for showing us the respect
13 of coming before and after your public
14 involvement and getting our ideas and
15 opinions on this. I actually was at one of
16 the -- is this working at all? I was at one
17 of the sessions and it was lively. It was --
18 there was a lot of people there and there was
19 a lot of different kinds of people. The one
20 I saw looked pretty good.

21 We're on the right track with this

1 because we need to keep the edge at Kendall I
2 Square, the edge of -- the competi ti ve edge
3 that we now have. Kendall I Square is known
4 all around the world, that's true. But
5 Seattle, the Boston innovati on di strict is
6 creeping as they can towards creating these
7 envi ronments. We've already got it. But we
8 won't have it if we don't cul ti vate it. So
9 thi s is a correct di recti on. Thi s is
10 economi c devel opment. Thi s is exactl y what
11 we need to do in Kendall I Square.

12 I thi nk the pedestri an access across
13 the Longfel low Bri dge is cri ti cal , essenti al
14 to make that connecti on to the Ci ty of Boston
15 and bri ng the Boston pedestri an traffi c into
16 Kendall I Square and make that part of what
17 they do.

18 I also thi nk that we have to be careful
19 with thi s not to turn our back on the new
20 devel opment that we've created between the
21 Volpe and the ri ver and down towards Kendall I

1 -- towards Lechmere. We have to be very
2 careful not to create the carnival up here
3 and backwater down there. And I think that a
4 good designer can do that.

5 I really, really like the small
6 two-story frontage where the Cambridge Trust
7 is now with that business. And, you know,
8 Tom, this is one of our issues that we've
9 had, I don't think there's -- everybody on
10 this Board loves modern buildings and loves
11 urban architecture, but I think we should
12 keep some of our brick here in New England.
13 And this might be an interesting way to keep
14 the brick on the street level and keep the
15 modern buildings up top and really help us to
16 remember that. That's just a suggestion
17 there.

18 I do want to say that the Asian
19 Community Development Corporation has been
20 doing movies at the Gate for two or three
21 years now where they show Chinese language

1 movies outdoor in the summer. It's
2 remarkable. I go. And I feel privileged to
3 be able to sit there. But it's people, the
4 families, young parents can bring their
5 children who can scream and nobody cares.
6 It's a wonderful community building. It's a
7 great idea.

8 I also like the idea of something that
9 tells the stories of what's happening in
10 Kendall Square. And I know that that's -- we
11 haven't talked that out, what that really is,
12 but that's really important. Telling our
13 stories is very, very important. And if we
14 can figure out an interesting way to do that,
15 that would be good.

16 And, Michael, when you said, you know,
17 we're not Harvard Square, I've always said
18 Kendall Square is not Harvard Square, but do
19 we really know what the heart of Kendall
20 Square is? And can we really build something
21 that will reflect that? I'm not sure we know

1 yet what that is. I think this is the place
2 for density. This is the place for, in our
3 urban fabric, to put the density that's going
4 to take us 30 years into the future. And in
5 30 years I'm going to say it's not going to
6 look so big to people, but it will to us.
7 But in 30 years, 40 years, that -- we've got
8 to build the density that can take us that
9 far into the future. We've got to do it now.
10 And I really like the idea of the business
11 incubator space, the economic development of
12 the spaces that will be created in Kendall
13 Square.

14 Michael, I think we all ought to
15 realize that the retail is a moving target.
16 And, you know, I think it's very difficult to
17 put a developer in a position of saying we
18 want this retail or that retail. I think
19 retail's a moving target, and I would like to
20 leave it to the experts to figure out what
21 sells best.

1 And, you know, Michael the last thing I
2 wanted to mention to you is I think that MIT
3 needs to work really -- a little harder to
4 inventory the benefits to Cambridge from this
5 development to really say and to work with
6 the leadership, to say what are the benefits
7 that would be meaningful to you? And I think
8 that kind of -- that kind of discussion now
9 is going to help us later. And, you know,
10 the other thing I just want to do is provide
11 encouragement.

12 MICHAEL OWU: Thank you.

13 HUGH RUSSELL: Anybody who feels
14 moved? I have a list of things to say.

15 CHARLES STUDEN: Tom, go ahead.

16 THOMAS ANNINGER: Okay. This is
17 very well thought out. It's really quite
18 wonderful. It represents a lot of work. In
19 many ways I can't add anything to your list.
20 You've heard it all probably several times
21 over in different conflicting ways. Clearly

1 there's a vast room for improvement in the
2 area. So if you did only a quarter to a half
3 of what you're saying, it still would be a
4 lot better than what we have now. So I think
5 there's -- no matter what you do it will get
6 better. I guess the way I feel about some of
7 your key objectives, however, is that I
8 didn't really find the rounded story at the
9 beginning of the pictures very convincing.
10 And I say that in this way: It seems to me
11 to be a fantasy that you've created here.
12 And there's nothing wrong with that, but I
13 don't think it's very real. The two things
14 that I would point to, I think these plazas
15 with cafes sitting outside are to me some
16 sort of a Euro fantasy. Amsterdam, Vienna.
17 Barcelona maybe. But I don't see that here.
18 We don't have that here in Cambridge. We
19 don't have it in Boston. It's very rare in
20 this country. I'm not sure you can recreate
21 that here. Au Bon Pan is not what I think

1 you have in mind. And yet that's what we
2 have at our best in Harvard Square. So, I'm
3 skeptical that you can pull that off. But I
4 think the weakest part is the one that may be
5 the most important. You had up there three
6 objectives. One was to have a forum. You
7 used some metaphors; a forum, a host, a place
8 for programmable events. To me a movie
9 theatre is not that. Maybe restaurants are
10 in part that, but I think that's the weakest
11 part. And that's where I think European
12 cities have a church, a boulevard, a bridge,
13 a something that can serve as a catalyst for
14 that. I don't think we have that in Kendall
15 Square. You're going to have to create it I
16 think from whole cloth. And I haven't heard
17 yet how you're going to do that. I think
18 that's the missing part. I hope you can do
19 it. I certainly don't want to be a stink pot
20 in this garden party, but I think you have to
21 be real at the same time or you have to

1 really come up with something bold and big
2 and that isn't quite there yet.

3 CHARLES STUDEN: I concur actually
4 with much of what my colleagues have said so
5 far. I think, however, when I look at this,
6 what I'm concerned about most of all I think
7 is the program that you've described, the
8 1,100,000 square feet and getting that
9 program right both in terms of the square
10 footage as well as the uses, because that's
11 going to affect building height and so on and
12 all sorts of different factors. And what
13 bothers me a little bit is -- actually, more
14 than a little bit is the amount of housing
15 that you're proposing in the total package.
16 60,000 square feet is probably only 40 or 50
17 units. And I think that the housing is going
18 to relate back to the traffic and the transit
19 and so on. Because you don't have people
20 living there, they're going to have to come
21 here somehow. And so and Cambridge is taking

1 a lot of pride in trying to get people to use
2 methods other than automobiles.

3 And the other thing I look at is I see
4 a lot of surface parking which I think it's
5 great that you're eliminating it, but it's
6 not clear to me where that surface parking is
7 going. Not only the surface parking that's
8 there now and being used for some purpose,
9 but all the new uses that you're creating,
10 940,000 square feet of lab and office as well
11 as the retail. So I think that is something
12 I'd like to know something a little more
13 about. And I'm sure you're already looking
14 at it, but I just want to emphasize it.

15 The other issue, building height, and I
16 know other people have talked about it. I
17 think buildings No. 3 and 7 in particular
18 seem extremely high to me for the location
19 that they're in. And in particular the
20 reason I'm worried about it is because I like
21 what you're trying to do on the ground plane,

1 and I'm very supportive of it, but those
2 buildings are going to have a tremendous
3 impact on those usages. You won't be able to
4 sit outside most of the time. The shadows
5 that they create, the winds and so on. So I
6 think that's something that's going to need
7 to be looked at rather carefully.

8 I also would like to see the diagram go
9 out a little bit further. Not the
10 development area, but the connections that
11 you're making. And I think maybe the city
12 study that is going to be taking place here
13 may begin to do that. And what I'm thinking
14 of specifically is I don't want to stop on
15 Main Street at Ames, but go beyond that. At
16 least to Vassar, there's a wonderful
17 pedestrian and bicycle connection already
18 established on that street, and somehow we
19 need to see how that's going to relate to
20 what's going on in Kendall Square. And then
21 also the connections -- this comment was made

1 earlier, but I'd like to reinforce it, is
2 connections to the river. MIT has a
3 wonderful location. It's right on the banks
4 of the Charles River and yet I think
5 sometimes it's very hard to know where that
6 river is and how do you even get there. And
7 I think there might be an opportunity to look
8 at that more closely as you redevelop this
9 area. Because there's the, you know, the
10 boat houses and the jogging and paths and so
11 on.

12 So, again, I think that the approach
13 that you've taken here is a good one. I'm
14 delighted to see that you've taken the time
15 you have to meet as many people as you have.
16 Obviously you're just beginning the process.
17 It's going to take some time and a lot of
18 cooperation with the City and others until we
19 wind up in the right place. But, this looks
20 like a good start.

21 H. THEODORE COHEN: I could jump in

1 now?

2 HUGH RUSSELL: Sure.

3 H. THEODORE COHEN: And, Hugh, you
4 can wrap it up I guess.

5 Well, this is from somebody who does
6 like tall and does like Times Square. So I
7 may have somewhat a different perspective of
8 things. But I agree with most everything my
9 colleagues have said, and I especially agree
10 with Tom, that we don't have a cafe society
11 and that people aren't going to sit outside
12 except in the warmest weather during the day.

13 But I think two of my points are that
14 it all depends on transit. I think if you
15 look at what has happened to Davis Square
16 over the past 20, 30 years and, you know, it
17 really is a, you know, a poster child for
18 transit-related development. The T went in
19 there and it turned from the most decrepit
20 moribund area to probably the most vibrant
21 area in the city. And, you know, obviously

1 you have the T at Kendall Square, but I think
2 it's not a pleasant place to go to. It's
3 hard to find. It leaves you nowhere. I
4 mean, friends who are world travelers arrived
5 a Saturday about a month ago to go to dinner
6 in the Blue Room with us and it's like they
7 get out of the subway and where am I? Where
8 am I going? It's deserted. There's nothing
9 there. There's no indication of how to get
10 to anything. So I think -- which was part of
11 my questions about realigning the streets
12 because I think the streets now for cars and
13 even for pedestrians don't make a lot of
14 sense. Especially if you get beyond I think
15 it's Otis Street, I think you try to go left,
16 it's impossible. And if you go right, you
17 end up on Ames Street and going off on to
18 Memorial Drive again. So, I think there has
19 to be a more logical arrangement for
20 pedestrians and bicycles and T riders and
21 cars. I am not that concerned about the

1 amount of housing. First of all, you've got
2 students, thousands of students who are
3 there. But I think if you create the right
4 place and the right environment, people will
5 come there. We're actively promoting housing
6 in abutting areas of East Cambridge and
7 Cambridgeport, and so I don't know that in
8 this immediate area there has to be that much
9 more housing. Obviously you want to see
10 housing, but for the redevelopment of this, I
11 think the commercial and the retail is much
12 more important. I think bars and restaurants
13 are going to be your answer to get people
14 there. I think right now, you know, EV00's
15 moved and we now see people going to that
16 area that didn't happen before. I think
17 that's really what's going to be necessary.
18 Obviously whatever you can do is going to be
19 an improvement because right now there is no
20 there there. I drive through twice a day. I
21 walk through it. If you go in the evening,

1 it's just dead. I mean, there's nothing
2 whatsoever. So, I think what you can do
3 would be great. You know, it's not an
4 architectural yet, so obviously a lot of low
5 buildings, a lot of the low facades with tall
6 being setback, you know, makes a lot of
7 sense. It makes it feel much more pedestrian
8 friendly.

9 I do agree that the connection to
10 Central Square is important. And I think
11 we're starting to see that with some
12 restaurants and wine bars and liquor stores
13 coming into the area where the Necco Wafer
14 building used to be. So, you know, that's
15 what I see happening there.

16 And, you know, I wish you luck and I
17 realize you're hearing from hundreds of
18 different people. It looks like Times
19 Square, it looks like Times Square, you know,
20 that's going to happen everywhere.

21 HUGH RUSSELL: Basically everything

1 I have on my list here has been said by one
2 of my colleagues with perhaps one exception.
3 I still think if you were to come out of the
4 subway and the rendering of that Central
5 Square, you'd say where's MIT? How do I get
6 there? And I think the goal of establishing
7 a gateway and those connections has not --
8 needs to be stronger, and I think it needs to
9 be knit into a larger pattern and it's got to
10 be very clear. So I mean I think the basic
11 diagram makes a lot of sense in terms of the
12 pedestrians find reaching over to the Sloan
13 School. I mean you -- each time you say well
14 the infinite corridor and you point to where
15 it goes across an outdoor diagonally across
16 courtyard, I'm not sure you can get your
17 faculty and staff outdoors. So maybe you
18 need to think about that more.

19 I'm very puzzled about retail now. You
20 have over Binney Street a big development
21 wanting to make a retail core to enliven the

1 street, we have your desire to do that. If
2 you look it -- I mean I work in Harvard
3 Square so I notice that year by year there's
4 less and less available to buy in Harvard
5 Square. And I also notice that more and more
6 I'm buying stuff on the internet. And the
7 two things are connected in some sense. I
8 mean, you used to be able to buy clothes at
9 the Coop and you can't anymore. And I think
10 if my reading about what's happening to the
11 Borders and Barnes and Noble, you probably
12 won't be able to buy books there except for
13 textbooks in a year or two. It's very
14 seductive when Amazon sends you an e-mail and
15 says we think you might be interested in this
16 book. And oh, by the way, here's another
17 book that people who like this book like.
18 And you can go down that train and you can --
19 one click and it's, you know, in your mailbox
20 in a week. There was a story this week in
21 the Wall Street Journal this week about

1 people who take their iPhones in to buy
2 things in the stores. And so they find what
3 they want, they scan the code, they go to an
4 app that says where can I get it cheaper?
5 And then they, right there in the store, they
6 buy it cheaper online. So, the store is
7 becoming a showroom and it's not making
8 money. So what's going to happen to retail?
9 I mean, retail changes dramatically every 20
10 years. And we're in the midst of one of
11 those changes. People are always going to
12 have to eat, and they're probably always
13 going to want to get together and drink and
14 eat potato chips or whatever. And so I think
15 that is going to be very important.

16 I mean, to me I would say okay, how
17 many people are going to be passing through
18 this point in a day and what can they support
19 in terms of the kinds of services? And
20 remembering that they're probably just going
21 to go to the internet anyway. So my

1 suspi ci on is a hundred thousand feet of
2 retail is probably more retail than what will
3 work, but you've got a big area. And so the
4 challenge is how do you activate a big area?
5 I don't -- I mean, north -- Mass. Avenue
6 between Harvard and Porter Square is one of
7 the most vital and vibrant retail districts
8 in the city now. And the shops are tiny.
9 And it's, you know, it's like the one person
10 to shop. I just went and bought a ring, you
11 know, you have to push the button on the
12 front door so the guy who's making the ring
13 in the basement comes up and let's you in.
14 You know, it's a one person who is an artist.
15 And so that's a problem.

16 Housi ng. I think more housi ng makes
17 sense. I feel that in some, you know, if you
18 want more floor area ratio, I sort of feel
19 like you can have as much as you want as long
20 as you build housi ng. You know, and I think
21 havi ng more people who are li vi ng close in

1 helps. And there are, actually in Harvard
2 Square there are a lot of residential units
3 mainly occupied by I think people who are
4 connected to the university. The university
5 owns most of the buildings, and I think
6 they're restricted to affiliates. But still
7 there's a -- there are a number of housing
8 units, hundreds and hundreds and hundreds of
9 housing units in addition to the dorms. So I
10 think -- I mean, you've had a strategy of
11 housing your graduate students off in kind of
12 the -- well over Pacific Street say, and
13 that's not particularly a vital area. I
14 mean, it's been greatly enhanced by all those
15 people who are now living there, but it's a
16 little residential district. I think more
17 residence will work.

18 I agree completely with Charles about
19 the height. You know, the height limit in
20 the district is 120 feet. I sort of want you
21 to explain why you can't accomplish what

1 needs to be done there? Why you've got to go
2 to 230 feet? Maybe in 10 or 20 years we'd
3 say oh, gee, it's too bad we couldn't go to
4 230 feet. And of course there is 200 feet
5 across the street, but it's going to produce
6 a problem. I think -- I come down to the
7 urban plaza side as opposed to the green
8 space. I think the urban -- but I think it
9 would be nice to see the tree lined
10 pedestrian walkways from that urban space.
11 So, you -- I mean it's almost like you're in
12 Harvard Square which is not mucholic
13 (phonetic) at all on the street. You can see
14 the trees in the yard. You know where the
15 university is. And it's amazing that a fence
16 that was built over 100 years ago, you know,
17 still people find their way in.

18 And the academic, I don't understand
19 the academic needs and uses. It looks like
20 the numbered buildings are not academic
21 buildings, and -- but then I'm not quite sure

1 what the academic buildings are.

2 Comi ng back to the amount of lab and
3 offi ce space, the impacts of let's say 900
4 new parking spaces, maybe three or four
5 thousand new automobile trips per day, if you
6 end up with a parking ratio that's similar to
7 other buildings that have been built in that
8 general part of the city, that's a
9 significant impact. It's not overwhelming.
10 There's a lot of traffic that's going there.
11 If all of those people come down Broadway and
12 live in Lexington, it's a little bit more of
13 an impact. Some of the connection from Route
14 2 goes through a whole bunch of residential
15 neighborhoods and it seems to be working kind
16 of sluggi shly now. So this -- at what point
17 do you get into real problems?

18 Those are essentially my comments. I'm
19 torn between thinking that yes, you're
20 starting the right road, but I think you may
21 be going at it a little too aggressively.

1 CHARLES STUDEN: I also am concerned
2 about the cumulative impacts of what you're
3 proposing because it wasn't that long ago
4 that this Board spent a considerable amount
5 of time talking about and dealing with the
6 Alexandria development which is not that far
7 away on Binney Street. One and a half
8 million square feet of additional
9 development, and that is going to have an
10 enormous impact. And the same people who
11 come to that development will be coming using
12 the same basic roads and subway system and so
13 on as yours. So I think that I'm a little
14 concerned that if it's not handled carefully,
15 this could create a very unfortunate kind of
16 situation in that area.

17 And also I just like to say it again, I
18 think that the residential development,
19 additional residential development is what is
20 going to generate the vitality and vibrancy.
21 It's been proven in case after case, you have

1 to have people living in an area to make it
2 interesting and worthwhile. It doesn't --
3 it's not clear to me, I'm assuming this is 60
4 units of university housing or is this market
5 rate housing? Market rate housing, yes. So
6 maybe exchanging some of the square footage
7 that you're currently devoting to retail, and
8 I would be bold and suggest that in exchange
9 for the residential if you're total
10 development, but program is fixed at 1.1
11 million square feet, and I don't know what's
12 driving that, I assume very complicated
13 financial pro formas and a lot of other
14 things. But again, I think that having
15 people living in the area as well as working,
16 and that's also going to help mitigate
17 against the impacts on traffic. Presumably
18 people who work there are going to want to
19 live there.

20 HUGH RUSSELL: So I think there are
21 also as you start to look at the cumulative

1 effects, I think the city study is going to
2 get into this, your parcels between Windsor,
3 Main Street and Albany Street which have what
4 we've seen proposals, I think even permitted
5 some buildings down in that area, but there's
6 maybe a million square feet of new
7 development potential in that area.

8 The other piece is the -- with the
9 addition to the Broad Institute, the housing
10 site that we created for the redevelopment of
11 30 has now been taken by the Broad addition.
12 And they said well, there were a couple of
13 places it might go. And I think that figures
14 in to your plan. One of the places was to
15 take the Tech Coop building and, you know,
16 tear it down and build something else
17 including a bunch of housing. The other was
18 sort of across the street from where it used
19 to be, and I'm sure there are other kinds of
20 options.

21 THOMAS ANNINGER: Next to the

1 Marri ott.

2 HUGH RUSSELL: Yes.

3 THOMAS ANNINGER: Is the other one
4 where they had the parking. On Broadway.

5 HUGH RUSSELL: Right. So I think
6 maybe talking to Boston Properties who are
7 probably the ones who are going to be making
8 those decisions, might be useful.

9 Are there other comments?

10 (No Response.)

11 HUGH RUSSELL: I guess I would also
12 like to recognize that we received a very
13 detailed letter from the East Cambridge
14 Planning Team that lays out a number of
15 reactions and concerns. And so I found that
16 a very helpful preview. And I did not find
17 it helpful that I have no take away. I have
18 no copy of what you showed me. And so I --
19 it's, you know, I would like to have a copy
20 of your presentation if I could and
21 distribute it to the entire Board.

1 STEVEN MARSH: That's no problem.

2 Well, we appreciate the time. I think
3 that, you know, we started this journey with
4 a question about whether or not this was a
5 good idea and whether or not it was worth
6 pursuing. And as you can see it's quite a
7 simple challenge.

8 And, again, the challenge for us again
9 is to go back. We decided intentionally not
10 to alter our proposal along the way. We were
11 tempted by that with every meeting in trying
12 to respond to people. We decided in fairness
13 everyone was going to see the same thing. We
14 were going to complete the circuit. Take our
15 education and go back and try to identify how
16 our plan morphs and changes along the way
17 here. And I think at the end of the day MIT
18 is interested in doing this. And it's
19 interested in doing it under certain
20 principles. You know, we can't eclipse the
21 academic mission. We need to create -- we

1 want to create that place and we need to make
2 it so it's viable. It's got to work. We
3 don't want to create a fantasy that doesn't
4 make sense economically or the ability to
5 create this thing. So we're going to take it
6 seriously, and we will go back and take your
7 suggestions and we'll be back through with
8 the process and working with City. We thank
9 you very much for the time.

10 CHARLES STUDEN: Just to be clear
11 from my perspective I don't want there to be
12 any misconception here, I think what you've
13 shown us tonight is very exciting. I think
14 there's a lot of potential in what is before
15 us and that's good. So thank you.

16 STEVEN MARSH: We appreciate that.

17 HUGH RUSSELL: Thank you.

18 Any more business before the Board? If
19 not, we stand in adjournment.

20 (Whereupon, at 8:55 p.m., the
21 meeting 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 3rd day of January 2011.

Catherine L. Zelinski
Notary Public
Certified Shorthand Reporter
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