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PLANNING BOARD FOR THE CITY OF CAMBRIDGE

GENERAL HEARING

Tuesday, August 7, 2012

7:10 p.m.

in

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

- Hugh Russell, Chair
- Thomas Anninger, Vice Chair
- William Tibbs, Member
- Pamela Winters, Member
- H. Theodore Cohen, Member
- Steven Winter, Member
- Ahmed Nur, Associate Member

Community Development Staff:
Brian Murphy, Assistant City Manager for
Community Development

- Liza Paden
- Roger Boothe
- Stuart Dash
- Jeff Roberts
- Iram Farooq

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Assistant City Manager for Community
Development 24
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P R O C E E D I N G S

(Sitting Members: Hugh Russell, Thomas Anninger, H. Theodore Cohen, Pamela Winters, Steven Winter.)

HUGH RUSSELL: Good evening. This is a meeting of the Cambridge Planning Board. When people are quiet, perhaps before that, we're going to start reviewing the Board of Zoning Appeal cases.

LIZA PADEN: The first agenda we can look at is the August 9th agenda. I wanted to bring one of the cases to your attention, which is the first one on that agenda, which is 675 Mass. Avenue. You may remember that the Central Square Overlay District has a provision in it that requires that establishments for alcohol beverages and dancing has to be on Mass. Avenue, has to have a Mass. Avenue entrance. And this Variance is requesting relief from that provision since the Zoning Petition did not

1 prevail.

2 PAMELA WINTERS: Okay. And they're
3 also asking for reduction in parking, too?

4 LIZA PADEN: Yes. So they're asking
5 for relief on the parking that's required.
6 They're looking to waive the parking
7 requirement altogether.

8 PAMELA WINTERS: And how many
9 parking spaces do they have now, Liza?

10 LIZA PADEN: The existing ground
11 floor is currently the site or was previously
12 the site of CCTV, so they have -- there's no
13 parking -- I'm sorry, there was no parking
14 for CCTV as far as I know, and that this is a
15 new use in this location.

16 PAMELA WINTERS: And how many --

17 HUGH RUSSELL: Doesn't 675 have an
18 enormous parking lot?

19 LIZA PADEN: Yes.

20 PAMELA WINTERS: Okay, excellent.

21 HUGH RUSSELL: So they just don't

1 want to use it for this purpose?

2 LIZA PADEN: Correct.

3 HUGH RUSSELL: So that's something
4 the Zoning Board really needs to examine.

5 LIZA PADEN: Okay.

6 HUGH RUSSELL: Now, as I recollect
7 our discussion of the proposed Zoning
8 Amendment, there was not a consensus of the
9 use on the Board. Some people felt the
10 proposed restrictions went to a few, and some
11 thought it didn't go far enough. And my
12 question is I'm not sure that this particular
13 proposal's one that we can't actually all
14 agree with.

15 LIZA PADEN: When we had the
16 discussion, Jeff Roberts and I had gone out
17 and done a survey of all of the side streets
18 that would be in Central Square Overlay
19 District, and this is one of the few
20 locations that does not have residential
21 abutters. This is on Prospect Street. It's

1 on the block from Bishop Allen Drive to Mass.
2 Avenue. There's nobody living across the
3 street or beside this building. And the
4 entire building is a commercial office
5 building. So, it already is a very urban
6 commercial district.

7 HUGH RUSSELL: It seemed to meet the
8 intent of the provision that they're seeking
9 to vary as the city locations that you've
10 just described.

11 LIZA PADEN: Yes.

12 H. THEODORE COHEN: My recollection
13 or discussion about the Zoning was that
14 maybe, although we don't necessarily
15 (inaudible) consider it Late Variance
16 situation, that perhaps it was something that
17 should be taken up on a case-by-case,
18 location-by-location basis, and that this
19 location, you know, seems to be in a
20 perfectly appropriate place where it does not
21 need to have an entrance on Mass. Avenue. In

1 fact, I think there's a bar pretty much
2 directly across Prospect Street directly from
3 it already.

4 LIZA PADEN: Yes.

5 HUGH RUSSELL: Okay, so we agree we
6 should send the recommendations and
7 incorporate the discussion.

8 THOMAS ANNINGER: Well, how do we --
9 and that recommendation?

10 HUGH RUSSELL: Is to support their
11 request for the Variance into the -- and to
12 essentially not have an opinion on a Special
13 Permit because it requires the findings and
14 the evidence.

15 LIZA PADEN: Are there any other
16 questions on the agenda for the 9th of
17 August? No?

18 (William Tibbs and Ahmed Nur
19 Seated.)

20 LIZA PADEN: The next agenda that we
21 have is the August 23rd agenda. I do have

1 the sign request for 1 Rogers Street which
2 came to the Planning Board a long time ago.
3 It's permit No. 66. It's the old Lotus
4 office building. They have a sign request,
5 and this sign request is because they want to
6 put the Pegasus systems logo at the top of
7 the building. So it violates the height
8 limit of the sign ordinance.

9 HUGH RUSSELL: Is it visible from
10 Boston?

11 LIZA PADEN: Is it visible from
12 Boston? I... they're proposing to put it on
13 this corner of the building in this location
14 so that faces -- because over here is the
15 residential building.

16 HUGH RUSSELL: And what's this
17 street?

18 LIZA PADEN: That's Land Boulevard.

19 HUGH RUSSELL: Okay. And across
20 from Land Boulevard is --

21 LIZA PADEN: The hotel and the

1 Cabot, Cabot and Forbes office building. I
2 can't tell you specifically that you can see
3 it from Boston, but I don't know that you
4 can't. This is what's across the street.
5 This is the Cabot, Cabot and Forbes building.

6 AHMED NUR: Hotel Marlowe?

7 LIZA PADEN: Pardon?

8 AHMED NUR: The Hotel Marlowe?

9 LIZA PADEN: No. That's at the
10 other corner. That's moving towards
11 Charlestown.

12 AHMED NUR: Oh.

13 LIZA PADEN: This is the building
14 near the Little Charles Park it's called.

15 AHMED NUR: All right.

16 HUGH RUSSELL: So, although much of
17 this discussion's going to happen here, I
18 believe there's tremendous opposition to the
19 notion of putting up new signs of this sort
20 that are visible from the public space along
21 the river, both sides of the river, and

1 presumi ng from the water. So, I wou ld
2 recommen d that the Zoni ng Board exami ne thi s
3 questi on and make a condi ti on as to make sure
4 the hei ght is such that i t's basi cally
5 bl ocked by the bui lding next to i t.

6 LIZ A PADEN: Okay.

7 HUGH RUSSELL: Whi ch i s -- we can' t
8 telli ng, but you know, there' s obvi ousl y a pl ace
9 you can put a si gn that peopl e wou ld be abl e
10 to see i t.

11 LIZ A PADEN: So your recommen dati on
12 wou ld be that the si gn shou ld be l oca ted so
13 that i t' s not vi si bl e from the Charl es Ri ver?

14 HUGH RUSSELL: Ri ght. And the open
15 space around i t.

16 LIZ A PADEN: Okay.

17 HUGH RUSSELL: Even though I l i ke
18 them.

19 THOMAS ANNIN GER: Can we ju st take a
20 moment so that some of us can see these
21 materi al s and see i f we agree?

1 PAMELA WINTERS: Li za, how much
2 larger did they want to make the sign?

3 LI ZA PADEN: I believe that they're
4 allowed a 60-foot sign, and I think the sign
5 is 90 square feet.

6 PAMELA WINTERS: Okay.

7 WILLIAM TIBBS: Was there a previous
8 Lotus sign in the same place?

9 LI ZA PADEN: No.

10 HUGH RUSSELL: There's a blank wall
11 there.

12 THOMAS ANNINGER: The materials do
13 not really help you almost at all. Can you
14 show me where -- what's going on here?

15 HUGH RUSSELL: So here's this.

16 THOMAS ANNINGER: After that --

17 LI ZA PADEN: Well, I can take this
18 out.

19 HUGH RUSSELL: To get a bigger
20 picture of that sign.

21 THOMAS ANNINGER: There. This is

1 the Galleria. Yes, I'm in sympathy with what
2 you say. It's hard to reconcile that with
3 what the CRA just approved for the Microsoft.

4 HUGH RUSSELL: You know, I
5 understand that.

6 THOMAS ANNINGER: And that's no
7 reason to support this on the contrary.

8 HUGH RUSSELL: But this is a case
9 where I think the public may support that
10 principle. The proposal that was in front of
11 us actually had very little impact on the
12 river, but it still has very little impact.
13 So I think it's zero tolerance is what a
14 number of people think. We should remind the
15 Zoning Board of this situation.

16 H. THEODORE COHEN: Well, on the
17 other hand, I mean I was in favor of the
18 change to the sign ordinance as I think
19 actually the entire Board was ultimately, and
20 City Council changed it. And I think that
21 would have allowed signs to be voted on a

1 case-by-case basis under a Special Permit.
2 And so I have no problem with, you know, the
3 ZBA handling it and making a determination
4 whether to grant a Variance or not. As you
5 say, you know, the Board has spoken quite
6 clearly on what they want or might not want,
7 so the Board will take that into
8 consideration and, you know, I'm not per se
9 opposed to any sign that might be higher than
10 the Zoning Ordinance allowed.

11 PAMELA WINTERS: So, Li za, they can
12 in fact put a sign there anyway?

13 LIZA PADEN: No, it's not as of
14 right.

15 PAMELA WINTERS: Oh, they cannot?

16 LIZA PADEN: No, they have to get a
17 Variance for the size of the sign that's
18 greater than 60 square feet, and it's taller
19 than 20 feet on the building. Those are the
20 Variances that they're requesting.

21 PAMELA WINTERS: But they can put in

1 something smaller than that?

2 LIZA PADEN: At 20 feet.

3 PAMELA WINTERS: At 20 feet? Okay.

4 But not at that height? Got it. Okay.

5 LIZA PADEN: Right.

6 HUGH RUSSELL: So I think taking
7 Ted's point is really sort of an elaboration,
8 which is what's the appropriate process for
9 granting the signs? And it's a case-by-case
10 decision.

11 LIZA PADEN: Yes.

12 HUGH RUSSELL: And their
13 presentation needs to be a good deal better
14 than it is --

15 WILLIAM TIBBS: Yes, I agree with
16 that.

17 HUGH RUSSELL: -- to even consider
18 this.

19 LIZA PADEN: Okay. Do you want to
20 see it again or if they do something with the
21 presentation materials?

1 HUGH RUSSELL: If the Zoning Board
2 wants us to, sure.

3 LIZA PADEN: Okay.

4 HUGH RUSSELL: But, you know, we've
5 got an agenda.

6 LIZA PADEN: The other case I wanted
7 to draw your attention to is the 21 Divinity
8 Avenue, this is the Tozzer Library. They are
9 proposing to put a conforming addition to the
10 non-conforming -- legally non-conforming
11 building. The addition is approximately
12 10,300 square feet, and it will be at -- it's
13 a one and a half story addition. They did
14 not schedule to have anybody come tonight. I
15 do have plans if you want to see them or if
16 we can put this on the agenda for August
17 21st.

18 WILLIAM TIBBS: Can you explain how
19 you can have a conforming addition on the
20 non-conforming?

21 LIZA PADEN: So the building itself

1 does not conform to the Zoning, and a lot of
2 the reason for that is because Harvard
3 University, like many of the institutions, is
4 set out on these very large parcels, and so
5 you have every existing building counting
6 them all up and setbacks and things like
7 that, are not conforming.

8 WILLIAM TIBBS: Okay.

9 LIZA PADEN: This building does not
10 increase any of the non-conformity. It
11 doesn't go into the side yard setbacks, and I
12 believe they're still within the floor area
13 ratio. Let me check that.

14 Yes, the floor area ratio that they're
15 allowed is three-thousand -- I'm sorry.
16 Slipped a digit. 3,504,000 and this will
17 increase it to 2,516,000.

18 WILLIAM TIBBS: So you're basically
19 saying that this addition does not add to --
20 it's not adding to the non-conformity?

21 LIZA PADEN: No, it's not.

1 WILLIAM TIBBS: For whatever the
2 reason the non-conformity is.

3 LIZA PADEN: The height limit is at
4 120 feet. They're going to be at 70 feet.
5 They're meeting all of the setback
6 requirements. The setback currently is
7 43 feet. They're going to put the addition
8 in and it will become 40 feet, and the
9 requirement is 38 feet.

10 THOMAS ANNINGER: Can we see the
11 plan?

12 LIZA PADEN: Sure.

13 HUGH RUSSELL: So basically this is
14 a -- this is a result of the Zoning Ordinance
15 that says, defines a lot as the parcel and
16 all continuous parcels owned by the same
17 entity. And so the lot then -- this
18 particular lot has many different buildings
19 on it built from many different times and
20 ages, because of that definition.

21 LIZA PADEN: Yes.

1 HUGH RUSSELL: And it's like
2 whenever you write a definition, there will
3 be some situation that will make the
4 definition seem silly. And this is a case
5 where the university wants to build
6 conforming addition to a conforming building,
7 but because they're non-conforming on the
8 lot, it needs relief. And I think we should
9 therefore support this unless it looks off,
10 and I would be astonished if that were the
11 case but I haven't seen the pictures.

12 LIZA PADEN: If anybody wants to see
13 where they're located within the site, this
14 is Divinity Avenue here. There's Oxford
15 Street. So it's down, this is a dead end
16 street and this is the Tozzer's Library, and
17 this is where the addition is going to be on
18 that building there. And one of the
19 complication, is the way this building is
20 it's all -- these buildings are all
21 connected. So the Museum of Natural History,

1 the Peabody Museum, everything's connected.

2 So this adds to the non-conformity.

3 THOMAS ANNINGER: It looks to me
4 like an improvement.

5 LIZA PADEN: Yes.

6 H. THEODORE COHEN: Where it is on
7 Divinity Street, I mean that whole block is
8 just Harvard buildings and museums.

9 PAMELA WINTERS: Right, it is,
10 exactly.

11 H. THEODORE COHEN: There's no
12 residents anywhere around it. The only
13 people that will be there would be students
14 or tourists looking at Harvard buildings.

15 AHMED NUR: Across the street is
16 residential.

17 H. THEODORE COHEN: Is what?

18 AHMED NUR: Across the street is
19 residential, no?

20 H. THEODORE COHEN: No.

21 LIZA PADEN: It's Divinity Hall.

1 Here's the Tozzer and here's Divinity Hall.

2 So you see all of this is considered one

3 building here.

4 HUGH RUSSELL: So they're also
5 redesigning the slot of the existing building
6 as it appears.

7 LIZA PADEN: I will say another
8 statement in support for the addition is that
9 it is going to deal with a lot of their
10 accessibility issues in this building. So
11 it's addressing a lot of the problems they
12 have right now.

13 HUGH RUSSELL: So is this -- there
14 is an informal agreement between the Historic
15 Commission and Harvard University in which --
16 I believe, in which they show what we did to
17 Charles Sullivan. And is that Charles
18 Sullivan sitting in the back? It is.

19 LIZA PADEN: That was a mistake.

20 CHARLES SULLIVAN: Yeah, I've
21 reviewed this proposal. It Tozzer is

1 surrounded by buildings that are on the
2 National Register of Historic Places. The
3 original crime was when Tozzer was built in
4 the courtyard in 1968 I think. But the
5 proposal won't, won't make it any worse.
6 Won't be any more intrusive, and it will
7 increase the accessibility. It will be the
8 accessible entrance to the museum of Divinity
9 Avenue. So for those reasons, I had no
10 objection to it.

11 LIZA PADEN: Any comments on it from
12 the Board? No.

13 PAMELA WINTERS: Should we support
14 it?

15 WILLIAM TIBBS: I think we could
16 just let the BZA deal with it.

17 LIZA PADEN: Okay.

18 PAMELA WINTERS: Okay.

19 HUGH RUSSELL: I think -- I mean, I
20 think we ought to advise the BZA that this
21 case comes because of a technicality

1 resulting from the way the Ordinance defines
2 lots.

3 WILLIAM TIBBS: But is that
4 something they would know anyway? That's
5 within their purview that they understand.
6 I'm just asking the question.

7 LIZA PADEN: It's in the supporting
8 statement that Harvard University put in its
9 application.

10 HUGH RUSSELL: Okay. In that case
11 we don't have to restate it.

12 LIZA PADEN: Okay.

13 HUGH RUSSELL: We're supposed to
14 advise the Zoning Board on things that are
15 planning issues, and we find that this
16 doesn't have planning issues, and it has been
17 reviewed already by the appropriate city
18 department.

19 All right, are we done?

20 LIZA PADEN: Yes.

21 Do you want to do the transcripts?

1 HUGH RUSSELL: Certainl y. What
2 transcripts are in?

3 LIZA PADEN: So the transcripts that
4 have come in is June 5th, June 19th,
5 July 10th, and July 17th.

6 HUGH RUSSELL: All right. And those
7 have been attested to be accurate records?

8 LIZA PADEN: Yes.

9 HUGH RUSSELL: So is there a moti on
10 to accept those?

11 WILLIAM TIBBS: So moved.

12 HUGH RUSSELL: And on the moti on,
13 all those in favor.

14 (Show of hands.)

15 HUGH RUSSELL: All members voti ng in
16 favor.

17 LIZA PADEN: Thank you.

18 * * * * *

19 HUGH RUSSELL: So toni ght we' re
20 goi ng to di scuss the Kendal l Square Pl anni ng
21 Study, and thi s is a meeting that may be l ike

1 a few others of the Planning Board because
2 we're in a position to make a recommendation
3 ultimately to the City Council on zoning
4 changes and I think that will be filed in our
5 name. Many of you sitting facing us have
6 spent a lot more time working on this, and
7 there are different groups who have done
8 different kinds of things. So our goal
9 tonight is to try to bring the Board sort of
10 up to speed, to really get into the
11 discussion, and for us to decide at the end
12 of the evening what things we need, what
13 needs more work for us to be able to make the
14 recommendation. So that's the very biggest
15 picture.

16 So did you want to make a statement,
17 Brian?

18 BRIAN MURPHY: Sure. Why don't I --
19 and I could also just give the Board a little
20 bit of an update of what's sort of gone on in
21 the Council and what will be coming forward.

1 I'll start with that.

2 The North Mass. Avenue Zoning was
3 passed by the Council last week as was the
4 North Point update.

5 School Zoning advanced to, advanced the
6 process as well. And the Board took the
7 Planning Board's advice and decided to wait
8 for more time on the Four City Zoning
9 Proposal last night.

10 There has been the Yetta Petition has
11 been filed, which is the down zoning petition
12 for primarily Central Square and the
13 transition zone. We've scheduled a hearing
14 for this Board for October 2nd. I haven't
15 heard yet when there will be a City Council
16 hearing on that.

17 Tonight we do have a Kendall Square
18 discussion, and I think as you've pointed
19 out, Hugh, the idea is to really sort of give
20 the Board a chance to get up to speed. We
21 want to make clear, that we want to make sure

1 that the Board has ample time to dig into
2 those issues that it really wants to. We've
3 got a number of people here as you've
4 mentioned to help out. We've got a number of
5 the CDD staff as well as Sue Clippinger who
6 has made it back from the great state of
7 Maine to be here. Charlie Sullivan who is
8 not only here to talk about Tozzer, as well
9 as members of the Kendall Square Committee,
10 Central Square Committee, representatives
11 from MIT, the East Cambridge Planning Team,
12 CBT, as well as Goody Clancy, the city
13 consultant, and many others who are
14 interested in the process. I think there's
15 obviously understandably a great deal of
16 interest in this petition, and you know,
17 we're happy to really sort of start to dig
18 into a little greater detail.

19 In terms of upcoming meetings,
20 August 21st we've got Novartis open space.
21 And I believe we'll have bike parking

1 peti ti on language for you then as well. But
2 agai n more time for Kendall Square
3 di scussi on.

4 We reserved -- we've got again time for
5 general busi ness on September 4th for Kendall
6 Square di scussi on as well. So we've tried to
7 make sure that there's sometime to really
8 give the Board a chance to dig into those
9 i ssues that it wants to.

10 With that, I ram, do you want to give an
11 introductory pi ece before David jumps in?

12 IRAM FAROOQ: Yes, thank you.

13 Thanks so much. I ram Farooq, Communi ty
14 Devel opment. Between Hugh's i ntroducti on and
15 Bri an' s, I thi nk most of what I was going to
16 note has been sai d. I thi nk the one thi ng I
17 just wanted to poi nt out is that we expect --
18 we recognize that there is a lot that has
19 happened at the commi ttee level and at the
20 publ ic di scussi on level, so it will take the
21 Board sometime and mul ti ple meeti ngs to

1 really go through this material and catch up
2 and soak it in. And so today we want to
3 start off with the bigger picture issues,
4 because we have David Dickson here. Last
5 time when we were here -- well, we had David
6 here in May, and then in June we talked
7 through the Zoning recommendations and the
8 design guidelines a little bit. And you had
9 many questions for us. And we'd like to
10 start with the questions that really have to
11 do with establishing a rationale for the
12 vision: How much development? Why do we
13 need additional development? What is the
14 balance of the mix of uses? Is the retail
15 really supportable by the amount of housing
16 in that space that we're talking about here?
17 What's the public space plan? What does the
18 rationale behind the specific floor plates
19 and height recommendations as well as how
20 could we avoid bulky, blocky buildings? So
21 those will be the big questions that we'll

1 focus on today.

2 There were several questions that you
3 asked that were much more fine grained and
4 had to do with things like parking or relief
5 requirements or, you know, very specific
6 items. And we have not forgotten them even
7 though we're not gonna talk about them today,
8 but we will be back with the relevant staff
9 to come back and talk about all of those
10 pieces.

11 We have put together a package of
12 materials for you that pulls from the work
13 that the committee did that starts to layout
14 some of those rationale pieces. So we have
15 information and Roger's handing out those
16 binders. It has information on retail,
17 housing. And we mentioned that one of our
18 interns has started to work on the design
19 guidelines, flushing those out. It's very
20 much draft form, only part of it is done, but
21 we want to send that around and so you can

1 take a look and let us know if that's going
2 to be useful as we go around. And in your
3 evaluation of the projects, if that's going
4 to be a useful thing, because we're still at
5 a point where we can make those corrections.

6 So with that, I am going to turn it
7 over to David Dickson to actually take us
8 through today's presentation. And we're
9 hoping that this is going to be a more of a
10 discussion format and David will respond to
11 each of the questions, the big questions that
12 you raised, and then we'd like to, if you
13 have any questions pitch in in the middle.
14 But really at the end of each question if
15 people have further clarification that they
16 need or so forth, I think that would be a
17 good time to have those discussions. And
18 that's how we'll do it.

19 HUGH RUSSELL: And I think we'll
20 probably want to involve people that are
21 sitting facing the other way in the

1 di scussi ons.

2 IRAM FAROOQ: Absol utel y.

3 HUGH RUSSELL: We' d l i ke to get to
4 the end of the overvi ew by the end of the
5 eveni ng. That' s goi ng to requi re di sci pl i ne
6 on all of our parts.

7 IRAM FAROOQ: Thanks. I' ll be the
8 fi rst di sci pl i ned person and stop tal ki ng.

9 DAVID DICKSON: I wi ll hopefull y not
10 be the l ast.

11 So i t i s very good to have thi s
12 opportuni ty. Thi s, I reali ze as we' re
13 getti ng ready for i t, i s one of the few
14 times, opportuni ties to talk about the
15 Kendal l Square pl an where the real questi on
16 i sn' t about what are the detai ls, but the
17 pl an i tsel f as an enti rety and that' s a great
18 opportuni ty for us, and --

19 IRAM FAROOQ: I thi nk you' re
20 di sconnecte d. Oh, there. That' s good.

21 DAVID DICKSON: Sorry.

1 So, what we have attempted to do is
2 organize a few things -- two things; to
3 organize this presentation around your
4 questions, and to use this opportunity to
5 weave it into what to us feels like, and I
6 hope is to you, a coherent story. And in
7 terms of pacing, I'll go as fast or as
8 slowly, meaning let me know whenever you want
9 me to stop. And if I'm talking about
10 something that you don't care about, just let
11 me know.

12 So, where I'm going to start with is
13 why does Kendall Square need to grow? And as
14 Hugh mentioned earlier, really maybe more
15 importantly, how much? And clearly there's
16 no science to this. We in our office are
17 actually doing planning for a number of --
18 they used to be called innovation -- they
19 used to be called biotech districts and then
20 innovation districts, and now I think they're
21 really attempting to be across the country,

1 innovation communities, places where people,
2 out of necessity, need to live, work, play,
3 etcetera, otherwise they can't attract folks
4 to work. So, we pulled out a couple because
5 they're either changing fundamentally or in
6 the process of being created right now:
7 South Lake Union in Seattle, Mission Bay in
8 San Francisco, which is being developed now.
9 Boston's Innovation District. We looked a
10 little bit less with that because I think
11 it's very early in their formation. 5M which
12 Forest City's developing in San Francisco
13 which is very interesting and probably the
14 most successful start out of the gate right
15 now. And Research Triangle which has really
16 trying to reinvent itself.

17 So there are certain very basic
18 qualities that I think will have a lot to do
19 with the recommendations for Kendall Square.

20 First of all, that these are companies
21 that literally do need, they literally do

1 grow or die, and it's not meant to be silly.
2 They are, they are entirely dependent on the
3 quality of the folks that this they can
4 attract. And the folks that they can attract
5 want to do two things: They want to come to
6 a place where they can live, and they want to
7 come to an area where they have a choice of
8 companies and when they go to work for a
9 company, they will have a ladder of upward
10 mobility. That's means growth. So these
11 companies are very interested in places that
12 are cool and where the folks they want will
13 want to come live and work and people
14 actually decide where they want to live way
15 ahead of work where there's enough of a
16 cluster, but they also need to be in a place
17 where they can grow because they can't start
18 here and then move, for instance, very, very
19 gracefully to the Innovation District in
20 Boston, for example, or to Seattle. Because
21 the folks who are here, many cases are now a

1 five-minute walk from work, etcetera. And I
2 think Forest City is beginning to face.

3 Closely, not closely related to this,
4 but at the same time a very informative
5 influence on what's going on is that while
6 biotech is still growing, it is growing a lot
7 more slowly than the other uses that become
8 these innovation districts. I'll talk about
9 this later, maybe half of the growth for
10 instance in these. But the others,
11 information technology, nanotechnology,
12 things we hear about, need very different
13 kinds of space. But biotech needs them to
14 stay in these places. Because as you
15 probably all know, I'm sorry I've got my back
16 to some of you, the latest step in cancer
17 research which is the number one funded is to
18 deliver a drug, a molecule to the cell that
19 is cancerous. This requires nanotechnology.
20 It often requires engineering technology,
21 etcetera. So there's much more of an

1 interest in being in a diverse place. And
2 then we're doing some work for the University
3 of Washington in Seattle which wants to
4 creation in addition South Lake Union, an
5 innovation community directly next to the
6 campus, and the woman who is in charge of
7 this who is very bright and thinks very fast,
8 basically we were trying to understand what
9 were her program requirements? What sort of
10 incubator space? Forget all that. I want to
11 start with arts, cafes, and housing. If you
12 can give me that, I'll make it work. It
13 wasn't quite that simple, but it was a really
14 symbolic statement because Seattle's already
15 pretty cool. She wanted these within five
16 minutes.

17 So, Boston is uniquely positioned to
18 support growth. You may not want to, but
19 support growth in places like Kendall Square
20 because probably more than any other place in
21 the country, research leads are sort of

1 knowl edge j obs. We -- every regi on wants to
2 grow i ts knowl edge up. Those are the good
3 j obs. We have a di sproporti onate share of
4 ours are in research that naturally come to
5 pl aces l ike Kendal l Square. And as you
6 probabl y al l know, your rents are hi gher than
7 -- Kendal l Square's or anywhere el se in the
8 Boston regi on, whi ch means as we've had a
9 chance to work wi th fol ks in thi s study,
10 there are some i mportant publ ic benefi ts that
11 can be in effect generated by thi s
12 devel opment that aren' t possibl e in other
13 pl aces.

14 So, how i s thi s transl ated? And
15 there' s another message here. There' s a
16 l i ttle under 10 mi l l i on square feet wi thi n
17 exi sti ng Kendal l Square. One reason we are
18 focussed so much on exi sti ng Kendal l Square
19 i s because so much of the success of these,
20 of these empl oyers are here of the i nnovati on
21 goi ng on depends on proxi mi ty. There' s a

1 five-minute rule. If you can't get to
2 someplace in five minutes, you don't go talk
3 to somebody, that kind of thing. So
4 companies are very conscious of growing
5 extensively rather than extensively.

6 Right now if we look at what is
7 achievable -- and what we've done is look at
8 what's realistically achievable. We've
9 worked very hard to figure out where you can
10 put buildings and where you can replace older
11 buildings, etcetera, rather than just take a
12 mathematical formula and say, gee, there's
13 another three million square feet. If it's
14 not possibly, achievable it's not meaningful.
15 So right now there's about another 3.2
16 million square feet of growth. Two million
17 of that is actually in the pipeline already.
18 So essentially there's about 1.2 million
19 square feet left in Kendall Square, and in
20 places where it can be achieved. And that's
21 equivalent to about the last five years of

1 absorption, but that was during the worst
2 recession that we've had. Which has not
3 affected these businesses as much, but has
4 affected them.

5 Yes.

6 HUGH RUSSELL: So you're counting
7 Alexandria in that?

8 DAVID DICKSON: Yes.

9 HUGH RUSSELL: Or you're counting
10 half of Alexandria because half of it is the
11 other side of Binney Street.

12 DAVID DICKSON: I believe we are
13 counting all of Alexandria.

14 HUGH RUSSELL: And you're not
15 counting Tech Square?

16 DAVID DICKSON: We're not counting
17 Tech Square. But it doesn't affect the
18 ultimate equation. I understand -- actually,
19 it should be, I'll grant you that, it doesn't
20 affect the ultimate how much space is
21 available.

1 HUGH RUSSELL: Right, right. It's
2 built out.

3 DAVID DICKSON: And I appreciate
4 that. It would be very useful.

5 PAMELA WINTERS: And I'm sorry, sir.
6 You said one million -- how many square feet
7 did you say was --

8 DAVID DICKSON: Well, there's about
9 1.2 million that's achievable now, and that
10 would have been absorbed over five years, but
11 it's probably going to be absorbed faster
12 because we're now out of the great recession.

13 PAMELA WINTERS: Okay.

14 DAVID DICKSON: And actually in
15 biotech the extent there, half of the market
16 is how to refinance growth again and things
17 like that.

18 HUGH RUSSELL: The other piece of
19 this is I'm not sure how different it is to
20 work in MIT lab building to work in a lab
21 building that's owned by an affiliate or a

1 non-profit and working for a profit company,
2 you know.

3 DAVID DICKSON: Our office develops
4 a lot of academic research, and I've talked
5 with a lot of people. They feel there are
6 very strong differences on the commercial
7 side. I don't know if academic folks feel
8 the differences are that great. But the
9 commercial folks don't feel that they can
10 trade. They often, for instance, don't seek
11 to buy an academic research building, they
12 seek to build their own.

13 So under the proposed plan we would add
14 another 1.9 million square feet. More
15 importantly, I now want to come to -- and
16 it's one of the questions that was before, it
17 was forwarded to us, is basically I'll
18 interpret it as a little bit about the Volpe
19 site and why it's treated in such a central
20 way here, and is this realistic.

21 So first of all, it represents 2.4, 3.4

1 million square feet. That is absolutely
2 critical should you grant or even modestly
3 increase the Zoning that we're recommending
4 to Kendall Square's real ability to present
5 itself as a place of viable growth over the
6 next 10 to 20 years. In other words, even
7 with what we're talking about, it would be
8 absorbed relatively quickly. That means that
9 it will be less attractive to companies that
10 are here as well as new areas of innovation
11 that develop that we aren't here now, we
12 don't know about. We don't know who is going
13 to walk 5,000 square feet in five years,
14 certainly not in 10 years.

15 Whether you are -- and I'll be a little
16 direct here, a Democrat or a Republican,
17 there are strong ideological and
18 policy-driven agendas that say that this site
19 should be sold continued in use by DOT but
20 for research, but sold. The Democrats
21 believe absolutely HUD and EPA and DOT have a

1 joint program to achieve as much transitory
2 develop across this country as they possibly
3 can. And it's the first time that there have
4 been jointly funded projects that go to
5 communities to plan these things and to seek
6 recommendations for making federal sites
7 available to help achieve this agenda. It
8 has the energy, it has the social equity and
9 lots of reasons.

10 The Republicans, as we all may have
11 noticed, don't believe the government should
12 own very much. And this site, for instance,
13 as compared to when we looked at under ECaPs
14 which was a little over 10 years ago, and in
15 a somewhat different economy is worth much,
16 much more now.

17 It's interesting, I was talking to
18 folks in Washington, D.C. last week
19 (inaudible) and we were looking at
20 development that valued its commercial space
21 at \$230 a square foot. I'm -- I don't know

1 what the equivalent would be here, but
2 Cambridge and Washington D.C., are --
3 Cambridge can't be that much less valuable.
4 Well, \$230 a square foot times -- that's for
5 the office, it wouldn't apply to housing.
6 Let's say there's two million square feet,
7 this is now a several hundred million dollar
8 site. It was worth far less 10 years ago,
9 and it is of significance no matter how you
10 pursue this. And then as a state, certainly
11 we as a city, if we, I think all of us in the
12 region should value -- I'm sure you value
13 Kendall Square and its importance to our
14 regional economy. There's a very strong
15 regional agenda. So that's a long answer,
16 but I hope it gets at the question.

17 HUGH RUSSELL: Okay. So is that
18 your response to No. 1 then?

19 DAVID DICKSON: That's the response
20 to why, how much, and not yet, in what form
21 or where and to Kendall.

1 HUGH RUSSELL: Okay. So there are
2 two players that I'd like to hear from. I'm
3 sure people on the Board would want to. But,
4 so one player is the CBT study that East
5 Cambridge Planning Team commissioned. So are
6 those -- what are the -- how does that
7 explanation fit in the CBT study? And when
8 you speak, you need to identify yourself and
9 it would be nice if you come to the podium so
10 everybody can hear.

11 KISHORE VARANASI: Kishore Varanasi,
12 CBT Architects.

13 HUGH RUSSELL: Can you spell your
14 name, please.

15 KISHORE VARANASI: It's just as it's
16 pronounced. K-i-s-h-o-r-e V-a-r-a-n-a-s-i
17 principal at CBT Architects, and we did a
18 quick study, a nearly six weeks long study
19 with the community there, and it's very
20 complementary to Goddy Clancy's study. It's
21 also a high level. But I do agree with a lot

1 of the suggestions that were made by David
2 about the potential. We did speak to some
3 economists as well. And in some ways the
4 demand for life sciences and offices is
5 bottomless, Kendall Square. The question is,
6 however, at some point the bottom is going to
7 be out and then you have to go somewhere
8 else. The question really is how do you
9 build a real city that balances so that it
10 really supports the quality of life. So
11 where do you balance between these uses that
12 want to be there and the other uses that
13 actually make Kendall Square a real place?
14 And that's where we focussed on various ways
15 of looking at it without really compromising
16 the development the potential for life
17 sciences. And the numbers that we're looking
18 at for commercial were very much similar,
19 although they were pushing a little bit on
20 the housing end. We're not looking in terms
21 of Apples to apples, what we're counting

1 and what they're counting, and but we're
2 adding to 600 square feet. We're really
3 pushing the envelope on that. But we kept
4 the biotech numbers on the same level.

5 HUGH RUSSELL: Okay, so what you're
6 saying is what you illustrate in your plan is
7 similar with the simply another way of vary
8 on the way of achieving this commercial
9 density.

10 KISHORE VARANASI: That's correct.

11 DAVID DICKSON: And we'd say the
12 same thing.

13 HUGH RUSSELL: Okay. Then I'm
14 looking at Steve Marsh who is a big player
15 here. And has this been consistent with what
16 you want to do with the land that you
17 control? And I mean you've got other people
18 here. I'm not --

19 STEVE MARSH: Sure. Let me -- Hugh,
20 I appreciate the chance to speak. First of
21 all, I appreciate the conversation because I

1 think as helpful as this conversation is to
2 you folks, it's helpful to all of us, too. I
3 think, you know, again, we've been in this
4 process now for two years. As I looked at
5 it, we were back here in July when we started
6 this conversation. It's obviously a
7 complicated topic. It has very many
8 different dimensions, and so I think it's
9 important to have these conversations. And
10 our view is I think we see a lot of strategic
11 alignment between the planning studies and
12 some of the things that we're doing.
13 Particularly the proposals that are brought
14 forth to you. I think it's an exciting time
15 for Cambridge. I really think what you're
16 seeing here is a coalescence of people
17 solving problems, very complicated problems,
18 on a system level. And having multiple
19 disciplines and enough density around each
20 other, enables Cambridge to play a major role
21 in discovery and innovation around some of

1 the most important issues that mankind faces.
2 So to us we think the critical mass is really
3 important. At the same time we've spent a
4 lot of time understanding, you know, the
5 neighborhood, the city's perspectives, others
6 about liveability and how we integrate the
7 strategic mission of what we're doing in
8 discovery and innovation with how to make a
9 better place in Cambridge. So I think it's a
10 wonderful conversation. And I think, again,
11 we think it's been very much strategically
12 aligned as we've gone along here.

13 HUGH RUSSELL: So in your proposal,
14 you've come before us, they've been
15 discussed, and I understand they're being
16 rethought and that you're going to come back
17 to us. My hope is that in fact that we can
18 kind of reach a consensus view so that your
19 proposals aren't your proposals, they're our
20 proposals. We're all standing shoulder to
21 shoulder to the extent that's ever possible

1 in the City of Cambridge.

2 STEVE MARSH: Well, I would say
3 this, first of all, I think that would be our
4 intent to come here. We have -- our plans,
5 even the stuff that you have seen from the
6 very beginnings, have been shaped by the
7 conversations we've had with many of the
8 people in this room, and the planning studies
9 have gone on. So we started out with a
10 process, went through, came out, and shared
11 it with a lot of stakeholders. Got a lot of
12 input. Filed. Had a process around that.
13 Took a lot more input in as people recognized
14 this was a serious endeavor. And I think
15 frankly our stuff has been shaped
16 dramatically as we've gone through this by
17 the work that the folks at Goody have done
18 and the folks, you know, we've had the chance
19 to read the CBT study and look at their
20 stuff. And we've certainly had numerous
21 conversations with the neighborhood groups.

1 We've had great ideas that have integrated
2 into our plan. So I think that's our desire
3 to do this. We do recognize there are a
4 variety of tradeoffs as well some of which
5 are mutually exclusive as we've gone through
6 this. And I think we've done our best to,
7 you know, pull a plan together. But right at
8 this point in time, we are appreciative of
9 the opportunity to hear from you folks along
10 this way and integrate your feedback into the
11 planning process as well. So I think it's a
12 time where we're all ears and we've done a
13 lot of work, but we would like to see this
14 coalesce and be successful.

15 HUGH RUSSELL: Okay, so I'm not
16 getting the answer I want so I think I'll put
17 the question differently. And that is are
18 you prepared to come forward in the next few
19 weeks or months with saying this is what the
20 -- you know, this is what GCA has
21 recommended, this is what CBT recommended,

1 and this is what we really need to make our
2 thing work and there's a difference or it's
3 the same? And I'm not asking -- if you don't
4 want to say that tonight, that's okay. But I
5 do want to hear that when we get to starting
6 to wrap this up.

7 STEVE MARSH: I think at the
8 appropriate time we can give you some more
9 definition on that. I think that we're still
10 learning and listening and trying to factor
11 in as many of the good ideas that we've come
12 across along the way here. So our hope is
13 that we would coalesce to a position where we
14 can say that to you. The reality of this is,
15 my guess is there'll be some things that
16 won't be totally aligned. But I think
17 strategically it would be nice to say that I
18 think that we are in broad alignment. So
19 that would be the goal. We're not prepared
20 to say that to you tonight.

21 HUGH RUSSELL: Okay.

1 Sue is from my point of view hiding
2 behind the projector, but only from my --

3 SUSAN CLIPPINGER: Very
4 strategical ly.

5 HUGH RUSSELL: The question I pose
6 to you which I'm sure is one that's been
7 posed to you many times in this study, which
8 is do the transportation resources of Kendall
9 Square support this level of development?
10 And a simple yes or no is fine.

11 SUSAN CLIPPINGER: Yes. And I
12 think, you know, the work that has been done
13 looking at the results that we get from the
14 studies we get from the PTDM participants
15 which in Kendall Square is a large number of
16 the employers, I think it's like 10,000
17 employees who are a product of that, those
18 analyses that have been done, are showing
19 that the employers are being very creative in
20 the kinds of transportation demand management
21 strategies that has allowed the number of

1 people driving to go down, and the use of
2 transit and the Zoning modes to go up. And
3 biking continues to grow and grow. It's a
4 small percentage, but it continues to play an
5 ever increasing role.

6 So I think what we -- when we look at
7 the eCaPs study in the past looks at where
8 transportation might be with the development,
9 we aren't there. We're better than where we
10 expected to be, and that, therefore, all of
11 the activity that goes on making that happen
12 and all the work that you've done on looking
13 at parking supply to try to mesh that with
14 the demand strategies, so that everybody's
15 working really hard to make sure that people
16 who don't need to drive aren't driving. I
17 think we've seen amazing results. And I
18 think that's the kind of thing that makes us
19 feel very comfortable that Kendall Square can
20 grow, this kind of development can occur, and
21 that even -- not only the transportation

1 infrastructure can support it, but I think
2 the kind of urban design goals that you want
3 when you have a less auto-oriented kind of
4 place can also be achieved so that you can
5 have a really wonderful place.

6 HUGH RUSSELL: A follow-up question
7 and I'm going to kind of turn this back to my
8 colleagues. Some -- we hear sometimes that
9 the Red Line may not have additional
10 capacity. What do you -- what's your opinion
11 about that?

12 SUSAN CLIPPINGER: I think the
13 transit issues are an important political
14 agenda that we all need to work really hard
15 on. I hope people aren't too pessimistic
16 about stuff because the T just went through
17 whatever it was, 300 public hearings on a
18 rate increase and service cuts in which there
19 was a huge outpouring from the region, much
20 bigger than Kendall Square, about the
21 importance of the T system. And the

1 just a little?

2 SUSAN CLIPPINGER: Okay, sorry.

3 I think we need to be very, very
4 actively lobbying for, pushing on every
5 possible level to get these things to happen,
6 but I don't think we should give up on the
7 successes that are occurring with increased
8 transit use and the kinds of ridership
9 increases that the T is seeing, because we're
10 concerned the Legislature may not fund them
11 in the most appropriate way.

12 HUGH RUSSELL: So what I hear you
13 saying --

14 SUSAN CLIPPINGER: Not an answer.

15 HUGH RUSSELL: -- there are all
16 kinds of public transit solutions. There may
17 not be the role in the Legislature to do them
18 today, but there are transit solutions, and
19 if we have -- if we generate a really
20 wonderful place, we can get people to it.

21 SUSAN CLIPPINGER: Yes.

1 HUGH RUSSELL: Okay.

2 So I'm going to shift to up and down
3 the table. Try to sort of stay with the
4 notion of how much commercial development is
5 the right, and then we'll move on to other
6 points in a few minutes.

7 Okay, Ahmed.

8 AHMED NUR: While we're on this
9 subject -- is this thing on?

10 HUGH RUSSELL: Yes.

11 AHMED NUR: Oh, good. Yes.

12 While we're on the subject of
13 transportation or traffic, I would like to
14 hear Susan's comment if the studies have been
15 done, it looks like these numbers here on
16 this page average of 85 percent commercial,
17 and the existing development right now is
18 14 percent. Whereas the potential could go
19 up to -- well, come down to 72 to 25 percent
20 on residential housing. What's Susan's --
21 Susan, what's your take in terms of traffic?

1 What would be less traffic for the housing to
2 go up as opposed to a commercial -- we just
3 talked about transportation. But, again, in
4 my opinion I think if we have the number of
5 housing come up, that the employees would be
6 a residents and, therefore, they won't be
7 needing to commute. But I just wanted you to
8 comment on that if you understand.

9 SUSAN CLIPPINGER: So, you know, I
10 think, you know, as we've all experienced,
11 commercial and housing don't generate the
12 exact number of trips or the same kind of
13 activity. I think when you're looking at
14 what's going to happen in Kendall Square and
15 what the mix of uses are, it should not be
16 driven by transportation decisions. I think
17 that the issues are what is the place that
18 you want to create, and what is the kind of
19 neighborhood you're trying to create that is,
20 you know, fulfills the vision? And then I
21 think that we can find solutions and ways for

1 making sure that the -- that development
2 activity can occur within the transportation
3 infrastructure in a way that can, and can
4 support that. But I would -- I think it's
5 much more important to be thinking about what
6 your vision for the area and what mix of uses
7 is that creates that place that everybody
8 wants.

9 AHMED NUR: Okay.

10 I just have one other question for
11 Mr. Dickson. And that would be, we've all
12 seen, especially in the midwest and Detroit
13 area, so on and so forth, where there's a big
14 rush for something. There's a demand of
15 something. In this case ever since Steve
16 Jobs it sounds like there's a lot of
17 development that are moving in from Silicon
18 Valley and what not. And all of a sudden
19 it's medical and technology. Let's build,
20 let's build, let's build. And, you know,
21 things change in the future. And we want our

1 city to remain at least the way it is, if not
2 better. And so what is your, what is your
3 take as of build all these things and then
4 all of a sudden we move on to a new subject
5 and, you know, economy changes, everything is
6 shut down, becomes a Detroit. That worries
7 me a little bit, and I wanted to see if you
8 can comment on that.

9 DAVID DICKSON: It's a very good
10 question. And when we worry a lot about not
11 quite at the level of Detroit -- I'd say the
12 more immediate issue over the next even
13 10 years or 20 years, I guess I have a
14 fundamental competence -- confidence that
15 innovation will play for a substantial number
16 of years, a very, very important part of our
17 economic growth. Particularly in this
18 country because we can't compete around labor
19 and other things. And we've talked a lot to
20 those economists and they say the same thing,
21 everyone could be wrong, but that's the

1 analogy. The real threat, I think, is what
2 kind of innovation, what kind of space, what
3 kind of buildings will they want? And
4 anything we would know now would suggest that
5 they want -- that be able to walk to work, to
6 really enjoy a place, lead a full life, to be
7 able to run into colleagues in all kinds of
8 other fields because you never know who you
9 need to bump into or learn something from
10 next, will matter. If we've gone through, I
11 don't know, 20 years where floor plates for
12 biotech governed everything. So we have a
13 lot of one size fits all, maybe a little less
14 so here than other innovation communities. I
15 think the real need is to have as many
16 different kinds of buildings and spaces as
17 you can. It's the flexibility is -- and the
18 other thing, I think, is just hugely
19 important, and when you all have a chance, I
20 would just urge you to really think about any
21 role the Planning Board could play in

1 approaching the Federal Government in terms
2 of -- or the Volpe site, because I think that
3 is so critical to be able to partly answer
4 your question. If nothing else, forget more
5 square feet, more different kinds of square
6 feet. And more growth over time so that in
7 six years when somebody wants something we
8 don't know about now, there's a place to put
9 it or 10 years.

10 AHMED NUR: Okay.

11 HUGH RUSSELL: Bill.

12 WILLIAM TIBBS: Going back to our
13 theme of trying to get us back on board or
14 just get us up to snuff, I tend to -- when I
15 heard what the question was, I tend to go
16 kind of backwards from there. When MIT first
17 came before us with an idea, the very first
18 question I said, I wanted, and I think you
19 started to answer it, is in terms of how much
20 development potential do we have? And why do
21 we need more? And you've indicated obviously

1 we have about 1.2 left and it's going to be
2 used up a lot. But -- and these are not --
3 and my comments are not comments where I have
4 a predilection for going one way or the
5 other. I just want to make sure I understand
6 these issues.

7 DAVID DICKSON: Sure.

8 WILLIAM TIBBS: So your first
9 question was why increase research capacity?
10 My first question was why increase
11 development capacity? And then what that
12 development capacity should be? Your first
13 question kind of assumes that we've already
14 said, yes, we need to increase the
15 development capacity and it should be
16 predominantly research. And quite frankly
17 when you look at some of the numbers and the
18 gaps, it's just there. So that may not --
19 and, again, this is me trying to get back up
20 to snuff.

21 DAVID DICKSON: Yes.

1 WILLIAM TIBBS: You spent weeks and
2 months getting back up there. So I'm not
3 done yet. So you don't have to answer me.

4 DAVID DICKSON: Well, I do want to
5 quickly re-state there are two kinds of --
6 three kinds of --

7 WILLIAM TIBBS: David, just let me
8 finish.

9 DAVID DICKSON: I apologize.

10 WILLIAM TIBBS: Yes. And I want you
11 to answer the question, I just want to
12 express what my issue is.

13 DAVID DICKSON: Yes, I apologize.

14 WILLIAM TIBBS: So if you -- in
15 doing that, I think the point that was made
16 that the, that you made, that the demand is
17 bottomless. The real question really is what
18 do we want to do about it? And so I think
19 that for me there is a question of why and
20 what I guess. And the what is -- how much
21 commercial, how much retail, and how much

1 housing? You know, those charts kind of
2 start at some norm and you kind of expand
3 those colors in some way. And the other part
4 is just how much institutional, too? And
5 obviously with MIT, MIT is in two pieces;
6 it's the, it's the sort of academic and
7 learning side and the higher education side.
8 And then there is the real estate development
9 side which plays into the commercial aspects
10 of this. So that's -- to answer our first
11 question as to why, I just want to say that
12 it's not, my question wasn't why research,
13 but why, how much, and what -- and what's the
14 right balance?

15 DAVID DICKSON: Thank you. And
16 yours is a better formulated question.

17 So it's very important for three
18 things. I think, I would restate I think --
19 it's not as if there's a gun to anybody's
20 head, but growth is important to the current
21 prosperity of a place like this. You know

1 the ability of companies to grow and prosper
2 in a place like this. Just as important is a
3 lot of new housing, and just as important is
4 much more life on the street in terms of just
5 real basics. And probably just as important
6 is a sense that this is a great place to walk
7 around and be. And what I would like to do
8 is actually spend some very focussed time
9 talking about the pieces. I'm going to bring
10 them together in a second, but then talk
11 about retail, housing, and public space, and
12 where the recommendations come from? And I
13 hope -- they are in the service of your
14 question because it's very much the right
15 question.

16 Ten years ago the answer -- this is
17 part of going from a district to a community.
18 You can't compete as an innovation district.
19 Cambridge wouldn't want one, but you know
20 forget that, even if that weren't the issue,
21 you can't compete. You need to be a

1 community where people live, work, identify,
2 almost more of an innovation neighborhood to
3 be competitive for the research piece.

4 WILLIAM TIBBS: But, again, going
5 right back to that core --

6 DAVID DICKSON: Sure.

7 WILLIAM TIBBS: And, again, I'm not
8 disagreeing with you --

9 DAVID DICKSON: Yes.

10 WILLIAM TIBBS: I'm just going to
11 the core. Have we decided that that's what
12 we want to do? When you get to the why --

13 DAVID DICKSON: Yeah.

14 WILLIAM TIBBS: I mean, when you
15 think about it why, why do we need to
16 increase our Zoning? And so we just need to
17 have some conversations --

18 DAVID DICKSON: Yeah.

19 WILLIAM TIBBS: -- about what is it
20 -- we want to continue to be an innovation
21 district and community and we need more

1 capaci ty to do that? And then what i s the
2 capaci ty of what' s there and j ust how that
3 works?

4 DAVI D DI CKSON: Yes.

5 WI LLI AM TI BBS: And how do those
6 components of housi ng and retai l and maki ng a
7 wal kabl e and al l that stuff, housi ng
8 together. So I thi nk we' re on the same page.

9 DAVI D DI CKSON: Yeah, okay.

10 WI LLI AM TI BBS: I' m j ust l etti ng you
11 know I' m l ooki ng at i t from a sl ightl y
12 di fferent sl i ce.

13 DAVI D DI CKSON: I can appreci ate
14 that.

15 WI LLI AM TI BBS: And that' s how I' ll
16 be l ooki ng at the i nformati on that you' re
17 goi ng to presenti ng earl i er.

18 DAVI D DI CKSON: I appreci ate that.
19 Okay. And I' m goi ng to try to l ook at i t
20 from that perspecti ve.

21 HUGH RUSSELL: The way I answer that

1 question, Bill, is to look at MIT and I've
2 been in the city 50 years and MIT's changed a
3 lot in those 50 years. The academic
4 buildings have maybe doubled or tripled in
5 that period of time. But in addition, MIT
6 has taken a number of steps to create space
7 for private enterprises that work with MIT
8 faculty or started by faculty and places for
9 MIT graduates to find their option. So I
10 think -- so, therefore, if MIT comes and
11 says, we think this is the -- this synergy
12 between the institution and the wider
13 technology community is an important thing,
14 to me that's a very strong statement, because
15 we're supporting MIT in looking at this. And
16 I come back to my statement, is it really
17 different if you're working in the biology
18 building at MIT or say working across the
19 street at the Broad or down the street at
20 Amgen? I know that there are different
21 things happening, different research

1 protocols, but how different really is it?

2 DAVID DICKSON: I must answer your
3 question -- I'm sorry.

4 WILLIAM TIBBS: I'll let you get in
5 there. And, again, I'm not disagreeing with
6 you, Hugh, at all, but I think that MIT has
7 always been an innovation community and
8 indeed it has grown.

9 HUGH RUSSELL: That's the purpose,
10 stated purpose.

11 WILLIAM TIBBS: Yes. And it has
12 grown, but it's a combination of the sort of
13 academic side and the development side. And
14 I think what's happening is, particularly on
15 the eastern part of the campus, this -- and
16 you're going to be presenting it to us,
17 you're also including those development areas
18 that are within your purview because they're
19 within your ownership. Again, it's balance.
20 How do you make sure that in the future we'll
21 continue to get the development that's

1 worked? And, again, I don't have an answer
2 for it. This is a question I have in my
3 mind. And are we making the right Zoning
4 decision to make that happen? And in terms
5 of the balance, in terms of what's the
6 private commercial side and what of the
7 others, I just don't know. Particularly
8 housing and stuff like that.

9 HUGH RUSSELL: I think I'm going --
10 I feel like an olympic judge. Who's first?

11 H. THEODORE COHEN: If I could just
12 follow up on tying together I think, you
13 know, Ahmed's and Bill's questions, and I
14 guess my question is have you or eCaPs or
15 anybody come to a conclusion what would
16 happen were the city to decide to do nothing?
17 We've obviously had success in Kendall
18 Square. And obviously MIT is always going to
19 be there we assume. But if we were to do
20 nothing, does it mean that what we have just
21 sort of stays in spaces and innovation and

1 development goes to other parts of the state
2 or other parts of the country? Or will this
3 always be a vibrant area? I mean, does it
4 become Detroit, you know, because it's left
5 behind in the dust while other places are
6 developing for these innovation districts?

7 DAVID DICKSON: Okay. I obviously
8 can't -- I'm going to try to give the most
9 responsible answer I can. As I was
10 listening, Bill, to your question and trying
11 to really grasp it's profundity at the right
12 level, and I realized I didn't answer a
13 question of yours, Hugh. I misinterpreted a
14 question of yours. When we were talking
15 about a difference between being an academic
16 lab and a commercial lab? In fact,
17 increasingly it used to be -- we did planning
18 for many a college to attract, to build work
19 pharmaceuticals first, urban research
20 building. Anyway, they wanted those people
21 sealed in that building. No more. Now, the

1 commercial guy and the person, excuse me, and
2 the academic person need to bump into each
3 other, want to bump into each other. If they
4 can be totally mixed, that would be great.
5 If MIT chose to blend both ways, that would
6 be great. So, as I was thinking about it, I
7 thought in a way sometimes it sounds like a
8 struggle, but the MIT, the city, and the
9 community have really been brilliant in terms
10 of tapping into the opportunity that MIT has
11 presented given what's happened to our
12 economy in the last 30 years let's say. And
13 partly because, whether it was a mistake or
14 not, you know, the urban renewal, the
15 clearing created an opportunity, but
16 everybody really has worked together in an
17 oddly constructive way when I think about it
18 to realize it, and, you know, very carefully.
19 Your choices kind of, as I would see it, and
20 I'm not -- I don't want to make this too
21 loaded, do you want to continue to take

1 advantage of that opportunity as it morphs
2 and changes and probably expands or not? And
3 that is a choice. If there -- if you
4 couldn't -- if you're a company you can't
5 grow here, I think as companies grow and
6 prosper, they'll go to where they can grow.
7 If anything you probably move down tiers in
8 other words. But this will always be a great
9 place to be because MIT is here. And it's
10 all about -- this country is educating half
11 the number of folks that these companies need
12 over the next 20 years, right now. They are
13 desperate to attract people. MIT produces
14 these people as does Harvard and other
15 places. So Cambridge will, you know, stay
16 competitive, but the companies that grow are
17 gonna try and attract these people to places
18 where they can grow.

19 So is that a fair answer?

20 KISHORE VARANASI: If I may answer
21 some of these questions slightly differently

1 and put it in perspective. When we started
2 doing our study, we sort of stepped back a
3 little bit and tried to understand what
4 Kendall Square is. Is it Cambridge's
5 downtown or is it one of the many centers in
6 the Metropolitan region of Boston? Or is it
7 just an annex of MIT? Which, you know,
8 originally it was because MIT inspired. In
9 our minds we went back to the history to when
10 the innovation started in this area and MIT
11 came in 100 plus years ago. And so, and this
12 goes alongside with the comment that I made
13 earlier that the idea of the bottomless
14 nature of the demand here. I don't think
15 Kendall Square can ever support the entire
16 demand that's there for the Massachusetts or
17 the Commonwealth to be competitive. One has
18 to think about the seaports, the inner belts
19 the North Points, everything else.
20 Charlestown, for example, you know, they're a
21 (inaudible). There are biotechs that pay \$60

1 a square foot. There are biotechs that pay
2 \$20 a square foot. And we've heard people
3 who work in the biotechs wanting to be a
4 company of a \$60 biotech but they just can't
5 be because they're priced out. So I don't
6 think it's possible to solve or provide for
7 everything in Kendall Square alone. So at
8 which point we looked at a statistic and we
9 compared the 234 acres of area that we
10 studied as Kendall Square which goes up to
11 Technology Square, two blocks out into East
12 Cambridge parallel to Binney, includes MIT
13 and we counted the academic component of MIT
14 up to the river and we came up with something
15 like 16 million square feet including
16 academic and industrial and so on and so
17 forth. And then we translated it into the
18 number of people. And we compared that into
19 an average number of people per square mile
20 of Manhattan Island. So we have on in the
21 daytime in Kendall Square about 115,000

1 people per square mile. Whereas Manhattan on
2 average have around 70,000, you know, people
3 per square mile. So it's not apples to
4 apples because they have Central Park, they
5 don't have anything else. It gives you a
6 perspective of density that's there in
7 Kendall Square that's not translating into
8 life. So the question really is how do you
9 want to balance it with everything else to
10 make Kendall Square a really good place that
11 really high quality companies want to be in
12 knowing that there are other places that are
13 serving other markets. They all have to work
14 in union together. So that's the -- that's
15 the biggest question that we asked, and
16 that's where the push for more housing and
17 supportive retail given by the Third Street
18 experience, and also looking at some sites
19 that we looked at beyond the areas that David
20 was able to look at to capture some more
21 housing, because there are a lot of areas

1 that are sort of abandoned as residual areas
2 that could be their housing sites. Maybe the
3 biotech cannot go there because the
4 footprints don't support it. So we have to
5 capture a lot of other things to make Kendall
6 Square better, but I think the bottom line is
7 I don't think it's going to solve everything,
8 but it has to be a good mix of housing,
9 commercial, and everything else that comes
10 with it and how do you achieve it which is
11 what we looked at.

12 HUGH RUSSELL: Pam.

13 PAMELA WINTERS: Okay, so this is
14 something that Bill just touched on a little
15 bit, but David --

16 DAVID DICKSON: Yes.

17 PAMELA WINTERS: -- your folder,
18 which is quite large here.

19 HUGH RUSSELL: It's Roger's fault.

20 PAMELA WINTERS: Oh, is it Roger?

21 Oh, Roger, sorry.

1 DAVID DICKSON: We are proud
2 participants.

3 PAMELA WINTERS: You handed it out.
4 I'm sorry. But anyway, I'm looking at this
5 and I realized that the housing component of
6 the folder is only a page and a half.

7 DAVID DICKSON: Yeah.

8 PAMELA WINTERS: And so that is my
9 -- you know, and I was looking at the, you
10 know, the little chart, the little graph up
11 here. To me housing, and it harkens back to
12 what you said about the woman in Seattle.

13 DAVID DICKSON: Correct, yes.

14 PAMELA WINTERS: So to me housing is
15 really important. And it says here 2,000 to
16 2500 new housing units. You know, I'm just,
17 I'm just questioning, I don't know, I'm
18 wondering if that's enough? If that -- you
19 know, where the balance should be?

20 HUGH RUSSELL: Do we want to go on
21 to talk about housing now?

1 DAVID DICKSON: I'd love to just run
2 through --

3 WILLIAM TIBBS: I'm sorry, what?

4 HUGH RUSSELL: Sort of the plan for
5 the evening was to take subjects one at a
6 time. Have we exhausted the commercial?

7 PAMELA WINTERS: Oh, I'm sorry.

8 WILLIAM TIBBS: I think her question
9 isn't one about focussed housing, it's really
10 is that the balance?

11 PAMELA WINTERS: Right.

12 WILLIAM TIBBS: As a matter of fact,
13 when I looked at the CBT report, the
14 comparisons they have with different areas
15 and the balance between residential,
16 academic, commercial, and retail, it was
17 actually quite surprising and I was just,
18 just made very interesting and how --

19 DAVID DICKSON: What I'd love to do,
20 actually, the retail assumptions are very
21 similar. The housing assumptions I think are

1 similar. And we looked for all of the site
2 -- I'll describe the three approaches we took
3 to find the housing. And we did also talk to
4 a lot of people about market. But as he
5 said, market is bottomless no matter where
6 you look here. So we didn't have to
7 establish the market. What I would love to
8 do is very quickly show you the vision
9 because it drives the rest of the thinking.

10 WILLIAM TIBBS: Can I say one more
11 thing before you do?

12 DAVID DICKSON: Sure.

13 WILLIAM TIBBS: And that is in my
14 mind what I'm trying to do is -- and I think
15 it's just understand, not necessarily what
16 sites can handle what, but what's the right
17 balance for the place --

18 DAVID DICKSON: I understand.

19 WILLIAM TIBBS: -- to make it work?
20 And how then do you assess that stuff --

21 DAVID DICKSON: I understand.

1 WILLIAM TIBBS: -- and how do you
2 decide where that stuff goes. So I just want
3 to --

4 DAVID DICKSON: Okay, fine.

5 What I will be saying later, as we go,
6 is that there are, there are three things
7 struggling for balance: One is housing, one
8 is retail. Retail's the easiest. The other
9 is running out of research space. And it
10 doesn't actually grow gracefully out for a
11 bunch of reasons. A, it impacts the building
12 size, but C there is a tremendous desire for
13 proximity. Housing grows more easily out
14 around the edges. So when I come to housing,
15 I'd love to talk about housing is a huge
16 part -- how we looked at the ratio we looked
17 at? I think we actually struggled quite hard
18 to see if we could accommodate it. Is it
19 fair to come back to it?

20 PAMELA WINTERS: Yes.

21 DAVID DICKSON: Okay, all right.

1 So you've asked a number of times --
2 I'm sorry. What is the core vision? And I
3 had a chance to talk about it because we
4 talked about it much more earlier on in the
5 process. Kendall Square is hugely
6 successful. It's emerged as a very
7 competitive district, and increasingly a more
8 mixed use district. There are retail here.
9 There are more than a thousand housing units.
10 They weren't there 10 years ago. But that
11 isn't nearly enough. And I'm going to speak,
12 to be the kind of place that Cambridge is
13 going to be proud of and to be competitive,
14 which I think are going to turn out to be the
15 same thing.

16 So, there were three core values and
17 these really came from working with the
18 advisory committee. The first is that this
19 really has to be a community with a real
20 commitment to creating places that bring
21 people together. Liveability,

1 sustainability, these are the things that
2 people need to think about when they think
3 about Kendall Square sort of physically.
4 What kind of place is it?

5 It needs a much more dynamic public
6 realm. And this is about A, a public realm
7 to be in, but also the ways in which it
8 connects living, working, learning, and
9 playing. And those -- creating those
10 connections and making sure they're really
11 lively and walkable, something I'm going to
12 talk some more about.

13 And in many ways I haven't thought so
14 much about how successful it's been in the
15 past, but partnership between MIT, the city,
16 and the surrounding neighborhoods are
17 absolutely at the core of this. Ever is
18 supposed to say error, it auto corrected.
19 But there needs to be much more shared
20 benefit. For example, there shouldn't be
21 kids in Area 4 who don't see economic --

1 professional opportunity and have the best
2 jobs in America three blocks away. We need
3 to create a neck system in lots of ways. And
4 actually this talks a little bit about them.
5 So in terms of public space, but workforce
6 readiness, housing, expanded transportation,
7 these are all things that are part of being a
8 good neighbor and a contributing part of
9 Cambridge.

10 There are some real challenges that do
11 affect the -- the way in which we're able to
12 translate the goals and the recommendations.
13 So it's a little hard to read out, to read,
14 but first of all, the darker parcels, these
15 are the four PUDs: Cambridge Research Park,
16 Volpe, Cambridge Center, and MIT. It is
17 these dark orange areas, dark green areas,
18 and they're hard to read, but relatively dark
19 purple and dark blue areas where growth and
20 change can actually occur. It's a very even
21 pallet here.

1 HUGH RUSSELL: The soft sites.

2 DAVID DICKSON: Yes, the soft sites.

3 And there's a big drop off between hard and
4 soft. And but apropos to your question who
5 knows in 10 years. This is given the economy
6 as we know it now.

7 There's a profound need to create a
8 real heart. I fully agree with everything
9 Ki shore said and how we hope to achieve it.
10 There isn't enough retail now. You could
11 take what you have now and stretch it out and
12 you wouldn't accomplish it at the most basic
13 level, a sense of place in terms of how it's
14 programmed and active. Public spaces are not
15 connected. Something that review observed.
16 The benefits really aren't there.

17 One of the challenges with housing is
18 that it cannot compete for land. In other
19 words, housing is worth much less per FAR
20 foot than research. It's just a basic -- so
21 for instance, I don't -- we've heard lots of

1 estimates here. When I was in D.C., the
2 difference was between 230 and 63 dollars in
3 FAR foot. So we have to create housing
4 through Zoning, through requirements, maybe
5 through incentives, although it's hard to
6 imagine what those might be. Wo when it
7 comes to housing, please ask me about how
8 we're using Zoning to actually live up to the
9 promise. And incubator spaces, as we
10 observed, are disappearing and we need to
11 have mechanisms not just to have them -- and
12 we're doing a study for Rick Bottom and inner
13 beltway in Cambridge and Somerville. And
14 there's a great little area in Cambridge, I
15 forget the name of the street, and they're
16 full of startups and they're paying \$15 a
17 square foot. But we need them here, too.
18 And that's why an innovation center is so
19 important. Because those minds need to be
20 part of the larger group.

21 So, the most important early on

1 recommendation was to focus activity in the
2 core of Kendall Square, a real heart to
3 locate new development and actually work out
4 relatively well with our district within a
5 five, mostly -- actually 95 percent of the
6 growth would be within a five-minute walk of
7 this to concentrate density, and increase
8 density as we approached this area. And
9 that's partly to make sure there are lots of
10 people out walking around and supporting
11 retail and making this, again, sort of the
12 promise real. To create a real square in
13 Kendall Square essentially from this whole
14 block from Point Park passed Kendall Square
15 itself to -- and I'm blocking the name of the
16 street.

17 SUSAN CLIPPINGER: Ames.

18 DAVID DICKSON: Ames. It's
19 embarrassing, sorry.

20 And to not just to say -- and this is
21 an area where the pedestrian should be -- not

1 the right of way so to speak. This is about
2 pedestrians, it's about vitality, and it's
3 about activity. And we need some places
4 where we can concentrate in different ways
5 that activity. One is at Kendall Square
6 where MIT, the T, and Kendall Square, a
7 terrific route to the Volpe site. Once the
8 dear Marriott opens itself up and makes its
9 ground floor a great public space, if they
10 can be introduced to do. But a place that is
11 just teeming with activity. Its edges can
12 come to life. There's a lot of potential
13 here, and this is very much reinforced by a
14 good piece of MIT's thinking which is to
15 create a really prominent promenade or square
16 within.

17 And the other is Point Park. And Point
18 Park can never be as activated obviously, but
19 it can be a great place for pedestrians. And
20 one of the things that we struggled very hard
21 with, we were sort of -- and we noticed CBT

1 said the same thing, and the folks in
2 Cambridge said we should just make this
3 connection through and I know MIT kind of
4 prefers that. But as we thought about it and
5 tried to be honest with ourselves and talked
6 to the folks on the Cambridge Square --
7 Kendall Square Advisory Committee, we wanted
8 to really emphasize the pedestrian
9 connection, not the traffic paths. So hence
10 the recommendation that Point Park be
11 expanded, connected as well as it could to
12 the Google space and net space -- sorry,
13 Microsoft, opened up so it can enliven. You
14 don't see it here, but there should be a
15 building here in front of MIT's Eastgate to
16 anything that we can do to enliven the edges.
17 But most importantly connect this to Main and
18 to Kendall Square. And this would be -- it's
19 not going to be Harvard Square, it's not
20 going to be Central Square. It's going to be
21 Kendall Square. And I think it has the

1 intensity to work. And then clearly we want
2 to connect that. And so as we talk to the
3 community, to the rest of Kendall Square, so
4 as we talk about where else are we going to
5 suggest retail? Where else are we going to
6 suggest open spaces? Where else are we going
7 to suggest streets? They are all about
8 reinforcing these connections. And all of
9 this is about creating great places, creating
10 a more -- this has to be a sustainable
11 environment from every perspective and making
12 this a real community place where you live,
13 work, and play.

14 And I'm going to talk about retail next
15 and how it begins to build this. I'll step
16 back.

17 HUGH RUSSELL: So, do we want to
18 engage in discussion or continue on?

19 ROGER BOOTHE: Hugh, I'm wondering
20 if this might be a time to bring up the
21 discussion that we had about the CBT vision

1 for Main and Broadway? Would you like to
2 open that up a little or do you think we have
3 time to do that now? It is kind of a
4 different vision about how Main Street gets
5 treated and its connection to Third. Do you
6 want to save that for a different discussion
7 when we talk about transportation?

8 HUGH RUSSELL: I feel very strongly
9 that CBT really got it right, but I'm not
10 sure that this is the right time for us to go
11 into that.

12 ROGER BOOTHE: Okay.

13 WILLIAM TIBBS: I think I could -- I
14 think I can say that, and you were hitting at
15 it, I guess I'm just however we get at it,
16 just what -- how do you -- what is the vision
17 and how we get at those? I mean, one of the
18 things the CBT did do which I thought was
19 helpful is they gave examples from other
20 places as to what that vision could be like.
21 I'm always good for having seen some context.

1 But, for instance, when I just saw that last
2 vision you had, I said it looks nice but how
3 in the hell is that going to happen?

4 ROGER BOOTHE: Do you have the CBT
5 board that shows that view looking down from
6 the bridge towards Main and Broadway. If you
7 don't want to get into that now, we can come
8 up another time. But I do think it's pretty
9 important, and it's something that's going to
10 take quite a bit of process. Hugh and I were
11 talking at one point about the analogy to
12 Quincy Square where we had a committee that
13 met, looked at options. It's not going to be
14 something that we resolve at this sort of
15 master plan phase. And I do think it seems
16 to me, both CBT and Goody Clancy are
17 recognizing the importance of it. The
18 Kendall Square Committee, we talk a lot about
19 it. And so it's -- it's something on
20 everybody's minds, and it needs to be
21 connected into the whole open space system,

1 but that's again probably a bigger topic.

2 HUGH RUSSELL: I guess, I guess it
3 isn't so much about, to me, that the center
4 of Kendall Square was the place where
5 Broadway and Main and Third and Wadsworth all
6 come together was that, was Third Street
7 actually, because there's so much happening
8 on Third Street like most of East Cambridge.
9 Like the Cambridge Research Park or just now
10 call themselves Kendall Street. And the
11 Alexandria development along Binney Street at
12 which, you know, Third Street crosses that.
13 So, that the -- this may be the five-minute
14 version, but I think the ten-minute version
15 or the twelve-minute version, you know,
16 encompasses most of the institute at the
17 right side of Mass. Avenue, the academic
18 (inaudible) encompasses Tech Square.
19 Encompasses Alexandria. And that's
20 important. And the other piece I guess what
21 I think that's important is that you start

1 starting to -- there are aspects to the
2 presentation that by my likes are somewhat
3 obvious and don't need a whole lot of
4 discussion, and I think we've been dealing
5 with some of those and I guess I wouldn't
6 mind if we moved on.

7 HUGH RUSSELL: Okay.

8 SUSAN CLIPPINGER: Can I say one
9 quick thing?

10 HUGH RUSSELL: Sure.

11 SUSAN CLIPPINGER: So I think when
12 you come back to this discussion, the
13 question you were asking me about can the
14 transportation infrastructure support what we
15 were talking about needs to be part of the
16 equation, because I think it needs to be
17 understood what the goals for that
18 intersection in that area are, and we need to
19 think very hard about some of the
20 transportation aspects of it which are pretty
21 critical at that location so for the future.

1 HUGH RUSSELL: Okay.

2 DAVID DICKSON: Thank you. So I'll
3 keep going.

4 One of the things that we worked really
5 strongly in is getting the data and
6 understanding it so we don't make empty
7 promises. And we spent a fair amount of time
8 trying to understand how much retail would it
9 really take to bring -- and I'll come to what
10 type in a second, the point, Third, Main, and
11 Broadway to Life and then how much more
12 demand would we have to find we had to be
13 able to put retail elsewhere because we don't
14 want, you know, wherever somebody wants to
15 create life on the street would be just
16 great. So, basically for our plan to work,
17 and I think it would be very similar for
18 CBT's perspective or I hope the way anybody
19 would look at this, this is actually in
20 addition to the demand that MIT would need
21 for its retail I should say, which doesn't

1 warned me yet, but it's something to keep in
2 mind. Because one of the issues we wrestled
3 with very hard was with MIT's effort to bring
4 its campus to life which is great and connect
5 it to Kendall Square, in effect compete with
6 Kendall Square in a way that's deleterious, I
7 think it actually goes in reverse and I'll
8 explain that if you like.

9 Goals are just fine. There's about
10 100,000 square feet across in our study area,
11 across Kendall Square right now. There's
12 another 75 -- it's supposed to be 100. 75 to
13 100,000 square feet that actually could be
14 supported now. It's not going to happen by
15 itself. There aren't the retail spaces. It
16 needs to be leased by somebody who's looking
17 Kendall Square wide, not just trying to fill
18 a space in Kendall Square center. It's the
19 selective strategy that really matters. The
20 growth that we talked about under the plan
21 would support about another 100 to 125,000

1 square feet of retail. And I'll explain
2 these numbers in a second. So we believe --
3 and we is Michael Burne who is the retail
4 consultant that we often work with in urban
5 areas. He is more about -- Hugh, getting
6 back to your question, why would this not
7 compete with the Galleria? You know, what
8 would really flourish here and why? And
9 what's also gonna, in terms of -- it's not
10 quite balance, what is going to appeal to the
11 kind folks we want to have here?

12 And then we worked with Sarah Woodworth
13 who looked very hard at the sheer numbers,
14 and you have so much disposable income, you
15 have so much because people living, working
16 here -- let me come back to this. How much
17 retail should this be supporting and putting
18 these two together, we would say over the
19 next -- as the development we're talking
20 about builds out, this demand could be there,
21 it won't necessarily be supplyable because

1 you need a comprehensive strategy, you need
2 the spaces, etcetera. But to go back for a
3 second, which is really important, we feel
4 confident that the 150 to 200 that we think
5 is really at the core of creating the kind of
6 vibrant place with a real heart and a real
7 square at its core and not just a, sort of a
8 one shot phony, but a real, you know, a block
9 of really vibrant space, that that is
10 achievable. And some of that support is
11 there now. It's a matter of being in the
12 right place for it.

13 In terms of where the strong markets
14 are, I don't want to scare anybody, but if
15 you look at demand for restaurants in Kendall
16 Square currently going forward, it is very
17 close. It's not the totals you're seeing
18 here, but it's very strong demand. So one of
19 the arts and one of the things that we're
20 strongly recommended in the plan is, and
21 they've actually been doing it, the MIT, the

1 Cambridge Center and -- really MIT and
2 Cambridge Center more than anyone -- oh, and
3 I'm sorry, Cambridge Research Park around
4 Third, really collaborate around a shared
5 retail strategy. They've been doing a great
6 job of it. We don't know who would be there
7 in five years, so we'd like the plan to
8 address that and find a way to memorialize
9 it.

10 Entertainment. Neighborhood services.
11 If we can get -- one of the balance numbers
12 we looked at, we spent a lot of time on this,
13 how many housing units do you need within
14 five minutes to support retail-oriented
15 toward that housing? Neighborhood-oriented.
16 And generally it's somewhere between 1,000
17 and 2,000, these are going to be relatively
18 higher income folks. So probably it's closer
19 to 1,000, so if we can get 2,000 housing
20 units, we probably have support for about
21 50,000 square feet. That's really oriented

1 people living. It doesn't mean it will
2 happen, but the potential is there. And if
3 it's coordinated the right way, it could
4 happen.

5 Mike very much -- well, it would be
6 great to have all of the connections possible
7 to the Galleria. And one reason they have a
8 lot of density is hopefully this is a place
9 where -- it's the place where it's more
10 possible to live without a car than any place
11 in America because you can get to where you
12 want to work, shop, study or whatever.
13 That's for another meeting. But there are
14 not really strong markets here for the kind
15 of comparison goods that the Galleria
16 succeeds in.

17 So the basic formulas, and I can go
18 further in these if you want, but I'm not
19 sure you will. 1,000 square feet of new
20 housing supports roughly 20 to 40 square feet
21 of retail. 1,000 square feet of research

1 supports 16 to 24. In most cases that jobs
2 number is much lower. It would be like five
3 to ten. There's unusual demand here because
4 of the lifestyle of the people who work here.
5 So, 7500 new workers would support about half
6 of the basic 120 to bring a Main, Broadway,
7 and Third more to life. And 2,000 housing
8 units would support the rest. And additional
9 housing and development will continue to
10 allow retail to grow.

11 This is where one finds retail now in
12 this sort of core. This is what actually 120
13 maybe -- probably even get down to about 90
14 or 100, but with 120 you could really --
15 these are the fillable gaps. And to be real
16 about it, the Broad, the Volpe side of
17 Broadway could be an incredible sort of urban
18 place. The other side much less so, unless
19 there's some fundamental reconstruction here,
20 but one of the things that we really love to
21 talk to Marriott about is creating a much

1 more vibrant connection through here so this
2 is connected to this. Not just this way,
3 but, but this way.

4 Then going a little bit further, and
5 this in terms of where we put green space and
6 other retail, and other things that make not
7 just a connection but a connection that's fun
8 to use, one is invited to use, these really
9 matter. And one of the things that we
10 thought was very important, and we actually
11 got to 95 percent of the proposed development
12 is within a five-minute walk of the square.
13 The reason that's important is that we all
14 tend to think we walk long distances, but
15 most people don't recognize, don't feel that
16 something is the heart of their community or
17 they don't use it. They may feel it's the
18 heart of their community, but they don't use
19 it if it's more than roughly a five-minute
20 walk. It's just -- anyway. And you're
21 welcome to ask me more about that, but

1 there' s j u s t t o n s o f d a t a .

2 H. THEODORE COHEN: Can I ask a
3 q u e s t i o n a b o u t t h a t ?

4 DAVID DICKSON: Sure.

5 H. THEODORE COHEN: And thi s h a s
6 b e e n f a c t o r i n g i n , d o e s N o r t h P o i n t f i g u r e
7 i n t o t h i s a t a l l ?

8 DAVID DICKSON: I t' s g o i n g t o .
9 Y e a h , h o u s i n g b e c a u s e p e o p l e w i l l t r a v e l ,
10 t h e y p r o b a b l y -- I d o n ' t k n o w h o w m a n y p e o p l e
11 w a l k f r o m N o r t h P o i n t . P e o p l e w a l k f u r t h e r
12 f o r j o b s , I s h o u l d s a y . B u t i t c o u l d a l s o
13 h a v e t r a n s i t c o n n e c t i o n s , b i k e c o n n e c t i o n s .
14 W h e n H u g h w a s t a l k i n g a b o u t j i t n e y s a n d o t h e r
15 s o r t o f i n f o r m a l f o r m s o f t r a n s i t , y o u h a v e a
16 g r e a t t e a m , t r a n s p o r t a t i o n m a n a g e m e n t
17 a s s o c i a t i o n h e r e . T h e r e a r e l o t s o f w a y s t o
18 c o n n e c t N o r t h P o i n t , a n d i t ' s r e a l l y p r e t t y
19 i m p o r t a n t I t h i n k . A n d I m e a n i t ' s p a r t o f
20 t h e h o u s i n g . I ' m s o r r y , d i d y o u h a v e a --

21 PAMELA WINTERS: O h .

1 DAVID DICKSON: I thought you had a
2 questi on.

3 PAMELA WINTERS: No, I was just --
4 well, I was going to make a comment. Just
5 that the retail that you want is something
6 that the Galleria does not have such as, you
7 know, the restaurants, the bars.

8 DAVID DICKSON: Yeah.

9 PAMELA WINTERS: Maybe a grocery
10 store. Maybe a CVS.

11 DAVID DICKSON: Yeah.

12 PAMELA WINTERS: You know, that sort
13 of thi ng.

14 DAVID DICKSON: Yeah.

15 PAMELA WINTERS: You know, you want
16 somethi ng that, you know --

17 DAVID DICKSON: Yeah.

18 PAMELA WINTERS: -- that creates a
19 nei ghborhood.

20 DAVID DICKSON: Yeah.

21 PAMELA WINTERS: That peopl e need

1 who are living there.

2 DAVID DICKSON: Yeah. I mean, it
3 will go to -- and a lot of what will be -- I
4 mean, with the right kinds of coordinated
5 marketing and retail recruitment, a lot of
6 this can be independent, which businesses
7 have much more appeal. And that's really
8 more of what pushes that employee generated
9 space from, you know, five to ten to 16 to 24
10 because the kinds of opportunities you can
11 find here don't exist in other places they
12 live. Or if they live in North Point, they
13 can shop now when they get to North Point.
14 So it's -- it's very -- I think it's very
15 important that they have very different
16 profiles. That's it.

17 So, but you can't find everything with
18 retail and it's important to have as little
19 of this as is absolutely possible. So one of
20 the things is to reorient retail in some
21 places to work with owners to -- we can go

1 into detail maybe another time, but there are
2 a number of opportunities where retail can be
3 reoriented spaces somewhat modified. I think
4 really working with Marriott to open the
5 connection to Kendall Square, particularly
6 it's an illusion until Volpe develops, but
7 then it will be huge and it will go several
8 million square feet. And the T. And it's
9 just an amazing opportunity. There are some
10 spaces I think actually, you may have
11 mentioned, that are referred to as museums.
12 They're actually lobbies with some exhibits
13 in them. And I think one of the things we
14 want to write certainly into the plan, and
15 I'm not quite sure how to get it to Zoning
16 yet, is these places really have to
17 interactive from the street. There have to
18 be ways that really engage pedestrians, they
19 tell a story. These days, I just got -- you
20 can touch anything and make. I watch people
21 in airports touching things and playing games

1 and getting information. There are all kinds
2 of ways to interact with the street. And if,
3 you know, we're going to require retail, I
4 think is one of your questions, along
5 anywhere within the Main, Broadway, Third
6 heart of this. But if anybody somewhere else
7 wants to create a lobby, they need to make it
8 really interactive.

9 Blank walls are inevitable some places
10 largely because they're there, and we love to
11 use -- it sort of falls under the pop-up
12 category, but there are ways to animate
13 places like that. And I think a green wall
14 is just great and public art is just great
15 but activity is even better. You can find
16 ways to coordinate and bring it there. The
17 idea of a Kendall Square bid is not
18 unappealing. And there are ways to utilize
19 vacant, underutilized sites. And I want to
20 see if we talked about that. Yeah.

21 So one of the things that we want to

1 write into Zoning is the city's ability not
2 only to require retail in key places, to have
3 to approve an alternative use. If you're not
4 going to put retail in, you have to
5 demonstrate that your museum is really
6 interactive, is really enriching Kendall
7 Square and its public realm and the
8 pedestrian experience of walking by it. If a
9 space is vacant beyond, I think, it's
10 six months, then the city would have the
11 right to come in and work with the owner to
12 put an arts organization or something in
13 there for a period of time as long as that's
14 something you can see in and it's part of the
15 life of your community. And retail is
16 exempted from FAR calculations, which is part
17 of encouraging developers who often are not
18 in this business to take it very seriously.

19 HUGH RUSSELL: Okay. You want to
20 comment on this?

21 KISHORE VARANASI: Yes, I wanted to

1 add a few comments about the earlier question
2 about the intersection of Main and Third and
3 the retail conversation. In many ways these
4 are all interconnected, and it all depends on
5 what combination you want to choose to get
6 the best result you can to look at the
7 intersection of Third and Main in isolation
8 because it's an integral part of the retail
9 strategy. If I can go back and use your
10 laptop for a minute.

11 DAVID DICKSON: Sure.

12 KISHORE VARANASI: I live in Central
13 Square. I've lived there for the last
14 13 years, and Kendall is different from any
15 other square. It is sort of the under the
16 world in many ways, and you can't get to it
17 by foot. If you've drawn these five-minute
18 walking areas that David's talking about, if
19 you directly draw a five-minute walk radius
20 from here, within five minutes it's all the
21 commercial activity of Kendall which can take

1 care of itself if you add more commercial it
2 will take care of the daytime. That's not a
3 problem. What else beyond that, right? What
4 about the community? And the problem is the
5 edges, and for us the edges is obviously
6 this. And the other edges are clearly the
7 intersection of Vassar and Binney as well as
8 the North Main, sorry, the Binney Street and
9 the extension and so on. And, you know, you
10 have a bunch of attracters here, unless you
11 connect and make transitions to them, the
12 retail strategy is not going to work. The
13 problem with Kendall Square is that it has
14 multiple places that are, I'll call Kendall
15 Square by the way, and they're not connected
16 to one another. So one needs to understand
17 that the cohesive strategy of this whole
18 thing, of how it works, and how as families
19 as David is talking about, you find the next
20 place, not just a place to pass through.
21 That's really the challenge. You know, in

1 our minds this is really going to work really
2 effectively for all the great things that MIT
3 is talking about going to happen. But you
4 also have to get it out there, you know, the
5 busses and services out there. If you want
6 to make Main Street as a Main Street, you
7 can't have all these things idling, not
8 sidewalk cafes, and sidewalks and so on. It
9 has to be a series of interventions. And
10 then how does this fit into that is the
11 biggest question? And in our minds in the
12 short term until Broadway and the Volpe site
13 become anyway, that this direct access is
14 really important into Main Street, restoring
15 the historic access. And the good thing
16 about that intersection is it can actually
17 play in very many number of ways without
18 going on the commuter and doing simulations.
19 You can pretty much do a side job, knock off
20 some medians, and tryout some things. This
21 is what's being tested around the world. I

1 would strongly urge in looking at it in a
2 more dynamic basis in terms of what needs to
3 happen. As David pointed out, it's just a
4 mix of, that's when everything comes together
5 and everything falls apart. If you solve for
6 only one thing, you're going to continue to
7 exacerbate the problem. So I think the
8 retail, the strategy of legitimacy as well as
9 what should happen here, that all
10 interconnects so we should think about that.

11 HUGH RUSSELL: So, it's been
12 suggested that this is a good time to take a
13 break. We've been sitting here for an hour
14 and a half, and that we maybe reconvene in
15 our usual 10 minutes which is 15 minutes from
16 now.

17 (A short recess was taken.)

18 HUGH RUSSELL: Okay, we're going to
19 get started again so if people could take
20 their seats and stop talking to each other
21 for a moment, we could proceed.

1 Okay, let's go.

2 Okay, it's now 9:25, and 27 minutes of
3 our ten-minute break have elapsed. I think
4 what we want to do now is to complete the
5 triad of uses and go through the housing
6 recommendations. And so, David, if you could
7 do that relatively expeditiously.

8 DAVID DICKSON: Yes. You're going
9 to say open space go by very, very fast.

10 HUGH RUSSELL: I'm thinking that
11 open space is too big a topic.

12 DAVID DICKSON: Okay, all right.

13 HUGH RUSSELL: And that the building
14 form and massing is too big a topic. We'll
15 discuss those later.

16 DAVID DICKSON: Sure, thank you.

17 So the only thing I'll comment on
18 before I go to housing, is that part of the
19 thinking about what parts of Kendall Square
20 make good, are the right places for housing
21 in a neighborhood has something to do -- we

1 think of a red system overlaid over a green
2 system and together they create a lively
3 public realm. Where particularly that red
4 system is has something to do with -- and the
5 green system both with where housing will
6 make sense. So you know that thinking is
7 there and we can come back to it.

8 Okay, and you don't want to -- okay, is
9 there enough housing? All right. So, we
10 looked at housing from a number of
11 perspectives. One of which was not market,
12 because we are fully confident that the
13 market will be here. And as I mentioned to
14 Bill, I fully believe once again we look at
15 that Boston region is going to face a
16 significant urban housing shortage, and the
17 issue will be values which will rise very
18 high. But unfortunately research will become
19 even more valuable so we'll still have the
20 how do you afford space problem. But
21 basically -- we were saying we have whatever

1 market we want. How should we think about
2 housing, which you brought up a number of
3 times. And we looked at it from a number of
4 different perspectives. And we thought about
5 how much housing do we think really needs to
6 be within a five-minute walk of these jobs,
7 which is basically within Kendall Square as
8 we defined it really right next-door, and how
9 much needs to be near. And it is not a
10 science, so here's the benefit of our
11 thinking. The -- if we wanted to -- this is
12 Cambridge, think about what's the Cambridge
13 tradition. Cambridge has a wonderfully, a
14 very high, a very -- a high housing to jobs
15 ratio. And how do we maintain? How do we
16 bring Kendall Square back to the Cambridge
17 number or begin to? And so if we're going to
18 add 7500 jobs, we wanted to add as close to
19 2500 housing units. And I can sort of
20 explain that, but then I think we can get a
21 2.5 workers to new jobs. For going forward

1 we can meet the Cambridge tradition. The
2 Cambridge pattern, which is widely envied. I
3 tell you.

4 WILLIAM TIBBS: Can I just have a --

5 DAVID DICKSON: Sure, of course.

6 WILLIAM TIBBS: How does that
7 compare to other metrics of other either
8 places, cities with the 2.5?

9 DAVID DICKSON: Oh, it is way, it is
10 many more housing units. It is a much lower
11 ratio of workers to housing. In other words,
12 in Somerville it would be much more housing,
13 many fewer jobs. In most places it's either
14 -- it's out of whack in one direction or the
15 other. This is probably the most close to
16 even, you know, for a community this size,
17 metric that I can think of. If you look at
18 other innovation communities or districts
19 become communities, if we could have another
20 2500, which would bring the total to about
21 3500 housing units for maybe 10 million

1 square feet of commercial, that would be a
2 very high ratio. That would be the highest
3 in the country by far. Which doesn't mean
4 it's enough, but it's as a metric.

5 Yeah.

6 PAMELA WINTERS: And, David, what
7 would happen if you went out a ten-minute
8 walk rather than a five-minute walk?

9 DAVID DICKSON: Okay. We would add
10 another roughly three to five-thousand --
11 now we believe you begin to get North Point
12 where there are 3200 unbuilt but permitted
13 housing units. That's a big chunk. Anybody
14 here from Central? Yeah, okay. So housing
15 in Central Square is controversial. But we
16 think that they're -- there shouldn't be
17 parking lots surrounding Central Square.
18 Those are great opportunities for mixed use,
19 income housing. Main Street has some
20 opportunities. It's certainly more
21 appropriate for housing than for research.

1 So we think it would be very -- certainly I
2 mean that really understates it probably more
3 like three to five-thousand housing units
4 over the -- there's the potential to create
5 that much over the -- certainly 20 but maybe
6 even 10 years. And by saying this, if you go
7 across the -- look at the entire region, the
8 -- there's roughly two-thirds of all the
9 households in this region are one and two
10 person households. Twice what it was
11 10 years ago or 20 years ago. Meaning not
12 just the jobs here, but so many more people
13 have the potential, and they haven't been
14 able to move because we've had the great
15 recession. So we have the dam that's holding
16 back the (inaudible) so to speak. There's a
17 period of potential rapid absorption if we
18 can plan for it and therefore benefit from
19 it, because then in turn nothing, nothing
20 creates great walkable retail, the kind
21 people want to have than housing nearby. You

1 know, these jobs are uniquely productive, but
2 a lot of housing certainly would be great.

3 So how much does it take to create
4 active street life? As I mentioned to Bill
5 of the metrics is not fair. We talked about
6 this statistic before, and I recall it again
7 just to talk about how we're thinking about
8 housing. We would like to get at least 2,000
9 new housing units within a very short
10 distance. Maybe five minutes particularly of
11 Main, Broadway, and Third. And the one, I
12 agree on almost everything that we would
13 really I believe think very strongly on
14 focusing on retail for at least the next
15 10 years to really bring Main, Broadway, and
16 Third to life and concentrating around it.
17 Earlier I showed a diagram that said collect
18 as much density around the life on this --
19 where there is life on the street, support
20 the life on the street. If we can get 2,000
21 housing units, that probably can support

1 somewhere around 40 or 60,000 of the 200,000
2 new square feet we're trying to create or the
3 actually 150,000 which means a sizable chunk
4 of it will be oriented towards folks who live
5 here. It will still be restaurants and
6 entertainment, but it will be things that
7 literally appeal to this community and make
8 this a neighborhood.

9 Is this making sense?

10 AHMED NUR: Is that part of the
11 25 percent potential?

12 DAVID DICKSON: Yes. This is how we
13 get to the --

14 AHMED NUR: How do you get the 20?

15 DAVID DICKSON: We're -- right now
16 Kendall Square I think it's -- what did we
17 say? 14 percent of the square footage is
18 housing. We want to raise that percentage to
19 25 percent by making close to 50 percent of
20 all the growth housing.

21 WILLIAM TIBBS: I can safely say

1 you're losing me but not because --

2 DAVID DICKSON: Okay.

3 WILLIAM TIBBS: -- not because I
4 don't understand what that is. But I just
5 need to see some context, which I assume
6 you'll get to at some point. I -- just
7 understanding the numbers that are there and
8 we're adding new -- these metrics generated
9 the numbers that you're going to and stuff
10 like that. So I would say keep going, but I
11 just want to let you know that the numbers
12 are just rolling in and rolling out.

13 DAVID DICKSON: Okay. Ask me again
14 after we go to these slides.

15 WILLIAM TIBBS: Okay.

16 DAVID DICKSON: All right. Let me
17 go to these slides first. Okay.

18 So there are certain places, not you
19 know, housing, you can have housing anywhere.
20 There are certain places in Kendall Square,
21 not all Kendall Square is created equal.

1 Every square of these parcels were changed is
2 likely, they're not all in the same place
3 relative to where we can have life on the
4 street, a great walkable street or a great
5 walkable connection. The ability to have
6 housing on routes that connect in to East
7 Cambridge or into area four, although it's
8 hard to do that, really matters, because
9 that's part of weaving this neighborhood into
10 surrounding neighborhoods. So we would like
11 a predominance of housing, and this is the
12 first place we'd look in these areas
13 surrounding actually the housing that is on
14 Third. One of the things I am proudest of in
15 eCaPs was the requirement that there be
16 retail on the ground floor here and enough of
17 an increase in density to get housing. And I
18 think this is just a great example of what it
19 can -- okay, Bill, what Zoning can achieve.
20 Okay. And I'd like to really build on that.

21 And I think this as a sort of a

1 continuous connection, not all housing, but
2 with as much housing as possible, would be
3 great. And I would say Broadway beyond this
4 area, it also is part of this connection
5 would be great for housing, but we can talk
6 about that.

7 So, the system reminded us we need to
8 create an environment for housing. Okay.

9 So, what does this translate into when
10 we try to think how can we turn this into
11 Zoning? Well -- and I would remind everyone
12 as you're thinking about this, that there is
13 another, I think, very strong likelihood of
14 well, a couple hundred units here. But if
15 you go to Central Square, the 3,000 units in
16 North Point, there are I think as you noted,
17 Hugh, would be very appropriate and eCaPs I
18 think talk about this, but there are some
19 opportunities here. We put it all together.
20 There is another three to five thousand
21 housing units which would be an extraordinary

1 posi ti ve bal ance. But when we look at what
2 is achi evabl e under Zoni ng, we have certai n
3 parameters that -- let me go to thi s. Okay,
4 that are real. And,agai n, we're talki ng
5 about a use that is much less val uabl e than
6 research. And we are talki ng about a use --
7 and research is a use that we're -- a ki nd of
8 space that we're sort of runni ng out of. So
9 in its own ri ght it has a clai m. If you're
10 goi ng to live near work, you need a place to
11 work to. So it really is how do we bal ance
12 growth in the ri ght way? And cl early housi ng
13 needs to catch up. If thi s is goi ng to go
14 from a di stri ct to a communi ty, it needs to
15 be a nei ghborhood. We thi nk very strongl y
16 that 2,000, just from experi ence, when you
17 hi t 2,000 uni ts wi thi n a fi ve or si x-mi nute
18 wal k, you get a place that feel s li ke a
19 nei ghborhood. You have enough peopl e li vi ng
20 there, because they can support a retail
21 base, because there are enough to bri ng parks

1 to life, that that's kind of a -- there's no
2 science, but it's a threshold that says
3 you've moved from scattered housing to a
4 cohesive neighborhood, these days, and that
5 proximity really matters.

6 So, how do we make this work? Well, we
7 have -- how should I say it? With great
8 respect we have a series of property owners
9 and developers who aren't in the housing
10 business and who have a chance to do
11 something much more valuable. So -- but that
12 research will only succeed. I'm going to be
13 -- forget philosophy or morality, can only
14 succeed if we can get housing here. That's
15 part of making not just a nice neighborhood
16 building and being Cambridge-like, it's about
17 making Kendall Square competitive going
18 forward. So, it's in everybody's collective
19 interest to do what it's in nobody's
20 individual self-interest to do. Does that
21 make sense? Nobody has the individual

1 incentive unless you're a housing developer
2 and you happen to have a piece of land. The
3 land is basically controlled by other people.
4 So we need some mechanisms. The most
5 important is to say that if you happen to own
6 a large development site and you want to
7 build some more high value, you know, \$200
8 whatever it is, square foot research space,
9 that you've got to achieve 40 percent of the
10 housing goal I talked about before to get
11 started, and you can't finish until you've
12 created 80 percent of it. So in fact, the
13 numbers that I -- sorry, put up here before,
14 that's not the capacity for housing under
15 this plan. This is what Zoning in the plan
16 would deliver. Is that making sense? So the
17 capacity is a little over 2500, but, you
18 know, we can't promise that.

19 So, one of the things that's been very
20 positive, I know there's -- I certainly
21 understand the Planning Board has observed

1 room for more discussion on this. I'll put
2 this away. But MIT has increased its housing
3 commitment. Forest City tried. There have
4 been -- there has been more interest in
5 housing, it's just that since the plan was
6 initiated. But we, we really need to have
7 the teeth in Zoning as some folks from nearby
8 neighborhood have often observed. Hi,
9 Barbara. If housing is really going to be
10 meaningful here. It just won't happen on its
11 own. The reason we can't say do all housing,
12 because we know we live in a cyclical
13 environment, and I think our sense is that
14 Cambridge will ultimately in the next housing
15 downturn, not to foreclose the 1.2 million
16 square feet of let's say the last five years,
17 1.2 million square feet of very high value
18 research, it created lots of jobs for people,
19 and paid for schools, and all that did
20 happen. If we had said you had to build
21 housing first, it wouldn't have because the

1 the housing market had disappeared for a
2 while. But over time we feel that these are
3 relatively achievable, and the fact that you
4 can't finish until you've done 80 percent, we
5 think is a very strong incentive to ensure
6 that the housing goals will be achieved.

7 WILLIAM TIBBS: Could you talk a
8 little bit about the 40 and 80 percent, why
9 is it 30 and 90 or 20 and 60? Or I mean
10 where do those numbers come from?

11 HUGH RUSSELL: Maybe we should come
12 back to that.

13 DAVID DICKSON: They're best
14 judgments. Okay. They're best judgments.
15 There's not -- it's not a science. I can
16 give you a longer answer at the right time.

17 WILLIAM TIBBS: Okay. Well, that is
18 the answer I was looking for. Is there some
19 empirical number or is it really just a
20 judgment?

21 DAVID DICKSON: No. It's looking at

1 how long markets stay in recession, what kind
2 of an angle and if felt like it worked.

3 WILLIAM TIBBS: Okay.

4 DAVID DICKSON: It made a Snell
5 test.

6 HUGH RUSSELL: Right. I can't
7 imagine that you come with a PUD, you come
8 with a plan, you approve a plan, it will be
9 in conformance with this, and every year for
10 the next 15 years we will be processing
11 amendments. And because if we, I mean, some
12 of us have been on the Board for most of
13 University Park, and that's what happened at
14 University Park. The outcome of University
15 Park was there was more housing than anybody
16 expected going in.

17 So, Ki shore, would you like to come up
18 and give your perspective on housing and
19 maybe sort of give us some summary remarks?

20 KISHORE VARANASI: If I can grab
21 this board. It's a difficult subject, you

1 know, we all feel strongly that housing needs
2 to catch up to the commercial development in
3 the square. There are multiple ways to
4 measure housing and depending on where you
5 draw the line. And, you know, redrew the
6 line a little bit larger, even out to
7 Technology Square and some of the other
8 radius, but if you go into East Cambridge and
9 capture -- you can collect the housing data
10 in different ways. What we tried to do is to
11 look at it a little bit differently of
12 achieving housing from a form standpoint.
13 Again, we're trying to overlay all of the
14 variables together to achieve the best
15 possible outcome. One of the things we said
16 was, you know, typically in a (inaudible) how
17 much flexibility we stressed with North Point
18 because flexibility makes cities exciting and
19 interesting, but then places like Kendall
20 Square, the problem is so chronic that you're
21 so behind. We did some comparisons, in the

1 books that we have. Again, these are not
2 necessarily apples to apples, but if you look
3 at the comparison of (inaudible) something
4 David has mentioned, has 44 percent
5 residential, two and a half million square
6 feet, 20 percent academic, 32 percent
7 commercial. Kendall Square as 17 percent
8 residential. I believe he measured it.
9 16 percent academic.

10 HUGH RUSSELL: Are you reading out
11 of this brochure; is that right?

12 KISHORE VARANASI: Yes, it's in the
13 brochure. And I apologize that it's not on
14 the boards anywhere.

15 HUGH RUSSELL: Right. I just want
16 to make sure that everybody on the Board is
17 looking at that page.

18 KISHORE VARANASI: It's this page.
19 Sorry.

20 PAMELA WINTERS: The middle one.

21 WILLIAM TIBBS: This one, right?

1 HUGH RUSSELL: Just before the tabs.

2 ROGER BOOTHE: Do you want to use
3 thi s easel ?

4 KISHORE VARANASI : Sure.

5 So I'm going to say resi denti al ,
6 commerci al retail . Thi s i s mi ssi on, whi ch i s
7 44 percent, academi c 20 percent, commerci al
8 32, retail four percent. The other
9 devel opment i s about hal f i n the ci ty and
10 30 percent resi denti al and 14 percent
11 academi c, 48 percent commerci al , and ei ght
12 percent retail . And thi s i s happen to be
13 Hamburg (i naudi bl e). And Kendal l --
14 17 percent resi denti al Kendal l . 16 percent
15 academi c, 58 percent commerci al and l ess than
16 a percent of retail . So we thi nk we need to
17 real l y push the housi ng numbers, and we
18 thought about many mechani sms, and obvi ousl y
19 thi s i s what we're di scussi ng about.

20 One strategy that we came up wi th i s
21 thi s noti on of smart blocks as we started to

1 call. What happens in a traditional
2 development when you take a PUD area and you
3 say 20 percent or, you know, 60 percent
4 residential and 40 percent commercial, like I
5 said, amendments come along and, you know,
6 the shift happens and/or all of the
7 commercial gets built in one location,
8 because that goes to sleep at night which is
9 symptomatic of Kendall Square and it gets
10 pushed to another location. We started to
11 think about what is the best Metropolitan
12 form for Kendall Square? Is this notion of
13 streets and blocks and allowing for buildings
14 to occupy one block is the best way to go
15 about it, knowing that we're not driving as
16 much anymore, but we're still building
17 streets somehow. So, and Kendall Square is a
18 research-oriented place, you know, that needs
19 to be a lot of interaction. We don't need a
20 lot of streets. We need a lot of public
21 spaces. So the smart block idea came up,

1 came from this idea of collecting a couple of
2 these blocks together as three or four, let's
3 say, blocks into one cluster. Not a super
4 block. What we called a smart block. Super
5 block tends to be much larger and not
6 pedestrian friendly. And we used that as the
7 least common denominator of dictating those
8 present datas. So one of them is described
9 here where this is Third Street and Broadway.
10 This is the Volpe Center site. So when we
11 looked at four buildings and six buildings
12 right next to each other, this is the public
13 space that David's talking about. One of the
14 beauties of this is that you could still say
15 -- so you could still say that the commercial
16 or life science buildings should not be more
17 than 25,000 square feet in floor plate, but
18 they could be in such close proximity that
19 they could be connected to bridges and floor
20 plates. And the other strategy is that we
21 would limit any commercial development 250,

1 260 feet which is what most of the lab spaces
2 and -- most of the lab spaces will be --
3 commercial spaces (inaudible). Anything up
4 above that, the incentive is actually to do
5 housing. And also the idea that we know that
6 developers don't like to, you know, build
7 residential on top of commercial, we just
8 don't have offers like that anywhere, let
9 alone in Kendall Square. We already have a
10 problem in Kendall Square which is mostly
11 developers doing institutional commercial
12 buildings. We still need to force a
13 partnership here. But the idea is that there
14 is still a discrete residential building and
15 a discrete set of office buildings, but you
16 would use this as a basic common denominator
17 and do the regulations. So I mean, I don't
18 know how you actually do this. This is sort
19 of form based Zoning. And you are legally.
20 But we thought this is an interesting method
21 that would create a really intense microcosm

1 in the city at any given point in time. So
2 when you look at a project in its completion,
3 you see all the ingredients of it. You don't
4 feel like something is missing. So that's
5 the attitude. So that's what allows us to
6 create a variety of height and take what is
7 so dense and break it up into a series
8 heights across the district instead of saying
9 let's say everything on Broadway for 200 feet
10 is going to be allowed up to 300 feet. So
11 we're saying a little bit differently. It is
12 yes, but footprints of certain size would not
13 go beyond let's say 150, 160 feet. So that's
14 what we did.

15 The other strategy is to really look at
16 a city of other sites where you might not be
17 able to accomplish large enough floor plates
18 for commercial development or lab
19 development. Although, this is another thing
20 that I've learned, that there are all sizes
21 of lab spaces in Kendall Square because the

1 demand is so big they could go in residential
2 in the floor plan. That's another challenge
3 that we have.

4 So this is where some of these sites,
5 this is very (inaudible) at the intersection
6 of Binney and -- Binney Street. Binney
7 Extension as well as the (inaudible). We
8 strongly feel that just doing a part there
9 that has been swept and open is not going to
10 make a very successful -- we really need to
11 create a place that is defined with users
12 that creates an entryway to the Kendall
13 Cinema where we start to integrate all of
14 this. So we're looking at a certain height
15 over there that's achieving the numbers that
16 we're looking at.

17 So in total on to the baseline of 16
18 and half or a million, we're looking at
19 another seven and a half million square feet
20 of increase in density in the 230, 40 acres
21 of area that we're looking at. So to put it

1 into perspective, 25 million square feet in
2 an area that is 234 acres which is of the 10
3 million square feet of land. You're looking
4 at 2.5 FAR on the whole in the entire
5 district, which is let's say less than North
6 Point is allowed. And North Point has a
7 great big park, and they don't need -- well,
8 there were only two buildings that were about
9 150 feet there, but now I think there are
10 seven. But I don't think height is an issue.
11 So we're looking at more of a formal
12 perspective of how to achieve a place, and
13 then we're working backwards into how to
14 achieve the results or mechanisms into all of
15 this. So similarly we looked at the MIT
16 development in a similar way of how it makes
17 the area a small block. Allow all of the
18 buildings, the commercial buildings to go up
19 to 150 and 160 and then find up to office.
20 And in many ways the triangle, the Boston
21 Properties triangle is actually a smart block

1 but it misses a lot of ingredients. It's
2 twice as big, but it has the intensity and
3 the mix of uses. It misses the connections,
4 it misses the mix of uses, but it has the
5 lower intensity that can generate density and
6 urbanism without in the future being very
7 scary. These are some of the examples of
8 some of the projects that are trying to do
9 something similar around the world. This is
10 a project in Pittsburgh on its waterfront
11 where a series of heights have been
12 accomplished responding to radius building
13 types, and as well as a project in Seoul. We
14 talked to some people about the proximities
15 between biotech spaces and residential
16 spaces, you know, the kinds of relationships
17 have now existed in cities let alone in
18 Kendall Square. We're all talking about, you
19 know, cities being very dense and, you know,
20 the way things happening and moving with
21 cities, but what they're not recognizing is

1 we're going to have to live very closely to
2 each other. It's not going to be like the
3 suburbia where you have a lot of distance.
4 So this idea of smart block would allow for
5 those proximities to occur (inaudible), and
6 still create some interesting separation and
7 vitality between these blocks. So that's the
8 housing and commercial.

9 So, we are looking at a balance of
10 37 percent RND housing -- sorry, RND addition
11 and 57 percent of housing addition in our
12 scheme. So it's roughly 40, 60. So in total
13 bringing it up to 30 square feet of office
14 space which is 53 percent and seven million
15 residential which is 29 percent.

16 THOMAS ANNINGER: Ki shore, Hugh
17 asked you to look specifically at housing and
18 you've given us some very detailed answers
19 and some interesting ones, but because of the
20 way you look at things a little differently
21 it fits into a larger picture that you have I

1 think put together, and I think it would be
2 helpful to us if you could give us perhaps
3 your way of telling us the flow into which
4 this fits. Perhaps you could do that in 15
5 or 20 minutes? I think we want to break
6 within half an hour. Do you, did you bring
7 something along that you could share with us
8 that puts this into the context of how you're
9 looking at all of this?

10 KISHORE VARANASI: Yeah, sure.
11 Absolutely. Yeah, I think in some ways you
12 can't separate pieces. This is so
13 interconnected.

14 THOMAS ANNINGER: That's the thing.
15 You have a very integrated way of looking at
16 it that's why I asked the question.

17 HUGH RUSSELL: I would like to ask
18 is the rest of the Board interested in
19 hearing it?

20 H. THEODORE COHEN: Yes.

21 WILLIAM TIBBS: While you're

1 gathering your stuff, did you look at -- and
2 it's to both of you, but specifically you,
3 David, did you look at the ownership patterns
4 of the parcels that are valuable? Because
5 some --

6 DAVID DICKSON: Yes.

7 WILLIAM TIBBS: Because some of the
8 development ideas we have obviously assume --

9 DAVID DICKSON: Right.

10 WILLIAM TIBBS: -- that a developer
11 could control places --

12 DAVID DICKSON: Yeah.

13 WILLIAM TIBBS: -- where we could do
14 the combination of stuff. And some of these
15 sites I assume are small enough that -- and
16 have different ownership --

17 DAVID DICKSON: Right.

18 WILLIAM TIBBS: -- but that might be
19 problematic. That's always an issue, if you
20 don't have a control --

21 DAVID DICKSON: Yeah.

1 WILLIAM TIBBS: -- if you don't have
2 a control of a big enough piece, how can we
3 in Zoning really get what we want?

4 DAVID DICKSON: We did look at
5 ownerships. We were very interested in
6 seeing what could actually be achieved, and
7 we can't achieve the ownership -- okay, thank
8 you, sorry. So the answer is yes. We did
9 look very much at OSHA patterns. We were
10 particularly interested in where could change
11 actually take place. And then within that we
12 did look -- the difference is the problems
13 are not so much multiple ownerships because
14 there are a number of large ownerships here.
15 It's what's believably re-developable in the
16 next 20 or 30 years given the values there.
17 So what we did was try and say if we overlay
18 certain considerations, what's available?
19 Where would housing really create a sense of
20 neighborhood? And then where they overlap,
21 that's where we attempted to look at housing.

1 Very much as Ki shore said, if there were
2 small remnants where you couldn't put
3 something else, we'd put -- we said housing
4 should be there no matter where it was.
5 Generally it's a small remnant of where
6 Cambridge Research Park or it's not so much a
7 small independent ownership. Does that
8 answer your question?

9 WILLIAM TIBBS: Yes.

10 DAVID DICKSON: Yes.

11 HUGH RUSSELL: I think another big
12 question is how do you get Boston Properties
13 to build housing? That are presently have
14 parking garages down below, because that's
15 the sites --

16 DAVID DICKSON: Yeah. The
17 40 percent of your housing before you build
18 your -- you embark on your next research
19 project is met very seriously, okay?

20 BRIAN MURPHY: I also think I just
21 say along that line, too, there's certainly a

1 more engaged Cambridge Redevelopment
2 Authority Board that is looking very closely
3 at the housing piece, and I think we'll be
4 very much more engaged with Boston Properties
5 on the housing discussion and has been in the
6 past.

7 HUGH RUSSELL: This discussion
8 also --

9 THOMAS ANNINGER: How does it
10 integrate with the rest, though? I mean, it
11 seems so isolated, that's the problem.

12 WILLIAM TIBBS: And what's the
13 trigger for that? What's the -- what's
14 causing that to happen?

15 HUGH RUSSELL: We also haven't
16 talked about -- there is housing south of
17 Main Street now. There's 100 Memorial Drive.
18 There's Eastgate. There's dormitory space,
19 there's a name I don't know. Bill, I'm sure
20 can tell me.

21 WILLIAM TIBBS: The senior house.

1 HUGH RUSSELL: I don't know.
2 Whatever that thing is. And there's a need
3 for as the prices go up, the grad students
4 have a harder and harder time, junior faculty
5 members probably have the same problems that
6 they're not being paid in the same pay rates.
7 And I think -- but as -- so which means they
8 have less disposable income. They can't
9 contribute as much per capita in retail, but
10 still can contribute to the retail, the life.
11 And every time I walk down the infinite
12 corridor it's always, there's always a lot of
13 people there. There are a lot of people in
14 the academic buildings at MIT. So the last
15 time I did a project at Harvard, there was
16 like nobody in the physics buildings, but
17 they were all off at certain or someplace.

18 Anyway, are you ready?

19 KISHORE VARANASI: Yes.

20 So some of the objectives when we
21 started this, again, this is a six-week long

1 study without a set of consultants. So take
2 it for as a big vision.

3 So the idea is to come up with a much
4 bigger holistic vision. Ignore with some of
5 the city study had to deal with. This idea
6 of vitality and viability of Kendall Square
7 for all users, and that one of the things
8 that was brought up was, you know, all of
9 these cafes on Third Street, we're thinking
10 they're really cool but are they going to
11 stay there? Are they going to be viable in
12 the long term if we don't introduce housing?
13 And in some ways the reason those six are
14 successful on Third Street is because there's
15 housing. And so the fact that there are
16 lights on later in the night, makes -- gives
17 retailers a lot of comfort.

18 And the idea of housing, commercial
19 balance, accessibility is a major issue that
20 we wanted to look at. And the most important
21 thing was to make sure that whatever we're

1 drawing is credible to the development of the
2 industry. So the block sizes and the
3 building footprints and the floor plates have
4 to make sense for a developer to build. So
5 we wanted to make sure of that.

6 We did talk to some residential
7 developers along the way, and they wanted to
8 make sure that it works for them as well.

9 Improving access to Charles River is
10 very important. You can define Charles River
11 in many different ways here again. The Broad
12 Canal and then the Memorial Drive area and so
13 on.

14 And this is the area that we looked at,
15 we looked at the city's GIS data in the areas
16 that we have up there are based on what we
17 calculated from the city's GIS data. And
18 subsequently we added the academic component
19 as well into the mix to be sort of fair to
20 the whole set of uses and industrial. So
21 that's sort of prompted the numbers up a

1 little bit.

2 So if we set out to, like, three major
3 principles that we wanted to achieve that
4 sort of govern the entire process. One is
5 Kendall Square, as I said earlier, lacks
6 legibility. That's the biggest problem.
7 It's sort of at the end of the world. And
8 the river is supposed to be friendly anywhere
9 else in the world, it is not in our context.
10 Nobody lives within -- most people are
11 starting to live within five minutes, but
12 there aren't many people -- it's really not
13 easy to get to. You know, I live in Central
14 Square like I said, and I cut through this
15 area a lot of times on various modes and
16 never pause here and which is unfortunate.
17 And, you know, Main Street is actually a
18 place I would avoid. It shouldn't be the
19 case if you're imagining it as a place to be.
20 And finding synergies and connecting assets,
21 all of these places are very important.

1 Small intensification. How you bring the mix
2 together, but not just in numbers but also
3 smartly in the way we talked about in terms
4 of the smart blocks. And ultimately making
5 everything in this area of people first. How
6 do you make Kendall Square humane? A lot of
7 things that David is talking about in terms
8 of active facades and where retail belongs
9 and so on.

10 So this is existing conditions, Main
11 Street, Broadway, Third Street and Binney.
12 So the plan basically picks up on a number of
13 design lines that exist, but you just don't
14 know that they're there. One of them is sort
15 of the extension of different core which we
16 just talked about. There's lot of bottled up
17 energy but sort of diffuses when it comes to
18 Kendall Square. Currently that gets directed
19 more into the Main Street area which is a
20 very important area. But if you want to
21 believe that this is the central of the

1 universe, the Kendall Square, the gateway or
2 one of the places, everything has to come
3 there as well. So, the idea that potentially
4 you extend this all the way and create a
5 great presence to MIT right at the gateway
6 when you come in from Boston, very similar to
7 77 Mass. Ave. What's the address to MIT that
8 is similar to 77 Mass. Ave. on this side in
9 addition to the Marriott here which is
10 somewhat tucked in. And we strongly believe
11 that all of these really need to be
12 consolidated in some fashion. Strongly
13 believe that Main Street needs to be
14 connected straight on. It was the historic
15 connection. And then we kind of did the
16 opposite thing on the other end in some ways,
17 with Lafayette Square, which, which is fine
18 because it's trying to emphasize on Mass.
19 Ave. there, we want to emphasize on Main
20 Street here. You know it's, again, I live in
21 this area and the idea of going onto Main

1 Street for short-term trips has reduced
2 tremendously because of that (inaudible).
3 Hence I don't see what's happening on Main
4 Street. So the legibility has reduced.

5 The other thing that we picked up on
6 the old Broad Canal Path and, you know, some
7 of the constituents that we're working on is
8 also the Wellington-Harrington neighborhood.
9 So we saw a pretty interesting connection
10 that traces in a very different way through
11 the garage site where we started to break up
12 the garage for more housing. I don't know
13 how far this spot has gone here with the
14 Biogen, but potentially picking up creating a
15 place and connecting to Kendall Cinema as a
16 major, major public move of bringing the
17 railroad into the neighborhood that existed
18 at some point. And in effect connecting
19 Wellington-Harrington also to the system.
20 Retaining some of the open spaces. But the
21 whole idea is that we look at Kendall Square

1 as a place where we have a series of smaller
2 open spaces and plazas that could be
3 inhabited year round as opposed to large
4 parks, which is consistent with the cause of
5 studies.

6 The other idea which we explored is to
7 really expand this idea of intersection from
8 Third to this point where you can actually
9 get into -- I don't know what it's called
10 these days. It was Cambridge Square.

11 HUGH RUSSELL: Cambridge Research
12 Park.

13 KISHORE VARANASI: Cambridge
14 Research Park. So, we were interested in
15 looking at this expansion when we were
16 standing there taking pictures at noon, we
17 saw a number of people just running across.
18 It is the desire of people going back and
19 forth. So can we imagine an intersection
20 that meets from Third Street all the way up
21 to there where it's not a place where you

1 just want to hit the gas and run, where you
2 actually arrive at and allow for various
3 moves to happen. Very much like a road as it
4 does as a great paved system into the
5 waterfront there. So that can really settle
6 all these connections.

7 There is an old study, I apologize.
8 Things are in different angles. But this
9 idea of famous points -- but also recognizing
10 that we have to address the edges, not just
11 the center. So looking at Vassar/Main Street
12 transition coming in -- we think that -- I
13 can say this because I'm not working for
14 anybody. The plaza in front of Whitehead
15 could be filled with something interesting
16 and create an interesting edge at that
17 location.

18 Similarly here we strongly, strongly
19 feel that if we leave it as a park without
20 any edge or a context, it will not be used
21 very effectively. But on the other hand, if

1 you develop it as a place and a threshold,
2 you can make it enormously successful and
3 make it a better connection to the cinema and
4 so on. Already Alexandria is doing great
5 things along Binney Street along these two
6 locations. So we wanted to look at all of
7 those. And, you know, we were looking at
8 Lafayette and acres of open spaces extending
9 the MIT corridor all way to Cambridge
10 Research Park along here the big public space
11 and so on.

12 AHMED NUR: I'm sorry, can I ask you
13 to raise the podium so that your mic is
14 closer to you? I'm having a hard time
15 following that. The podium, to the right
16 side there's a little lever that raises it
17 up. There you go.

18 Thank you so much.

19 KISHORE VARANASI: So we also looked
20 at some transportation ideas. We strongly
21 feel that Main Street needs to be cleaned up

1 and we should remove a lot of the
2 transportation components out of there if we
3 see that as a really successful street. One
4 alternate in the long term is to bring the
5 shuttle out on Binney and the busses and
6 create a new more robust bus terminal. You
7 know, if the T is not supporting the bus or
8 the transportation needs, which they already
9 do, what it does then is make the connection
10 through the lobby of the Boston Marriott from
11 the T much more public and much more
12 accessible. People will be moving back and
13 forth. And the bus terminals don't need to
14 be bad. You can no longer have a bus
15 terminal on Main Street if you're actually
16 moving towards a transit oriented space. In
17 the short term perhaps it could move to
18 Broadway. And the beauty of this is that one
19 of the biggest problems of solving this
20 intersection, one of them, is all the busses
21 going through there. So if you take that one

1 thing out of the equation, you may suddenly
2 start to see some other possibilities. So
3 that's the thinking behind it. So it's,
4 again, finding synergies behind various moves
5 so that they all collapse together is how
6 what we looked at.

7 Retail, again, the whole idea of owner
8 operated retail was brought forward by the
9 community very strongly. I think the idea of
10 giving away retail as the -- as a zero affair
11 is quite clear. But the biggest point is
12 that if you go there at the end of the Main
13 Street, you shouldn't be disappointed. You
14 don't want to -- you don't have to come back
15 walking. So we need to figure out those
16 loops that retailers and pedestrians and the
17 vehicles all of them would like. So we need
18 to find them both in the short term and the
19 long term. So introducing the vehicle
20 traffic through Main Street would allow
21 foregoing through these things and maybe

1 potentially increasing the street parking to
2 entice people to use the retail. And there's
3 a lot of parking by the way already. You
4 don't need to find parking on the weekends
5 and the nights. They can come back and park.
6 Building that legibility for various modes is
7 very important. Again, you're coming in the
8 T and you're getting out here versus getting
9 out there. There's a difference of getting
10 out in the middle of the Main Street versus
11 at the intersection. This actually gives you
12 a view of both. So those strategies, what's
13 the address and how do you address those
14 things are very important to the success of
15 retail.

16 We just overlaid a number of things on
17 top of each other here. It's all the
18 connections, and you can see the rendering of
19 how the various heights will work together.
20 And you can see the public connections that
21 we're talking about and the idea of smart

1 blocks. Introducing some housing and other
2 uses on here as well. And making this
3 connection through infinite corridor and
4 through the river along Wadsworth Street.

5 These numbers kept changing, but seven
6 and half million original square footage is
7 what we looked at in terms of all of those
8 green buildings that you're looking at.
9 37 percent office and 57 percent residential
10 level sort of put it at 30/60 ratio
11 eventually.

12 HUGH RUSSELL: So that's 3500,
13 4000 units of housing then?

14 KISHORE VARANASI: Guy yes.

15 WILLIAM TIBBS: You're looking at a
16 much broader area, too?

17 THOMAS ANNINGER: Yes.

18 KISHORE VARANASI: Yes, absolutely.

19 So this variation of heights that we
20 talked about, we don't zone areas into single
21 height. But we didn't -- you know, smart

1 blocks strategy we allow for various heights.
2 That could be strategies that could be
3 buildings that could go up to 300 feet and
4 everything that, like I said, under 150 could
5 be commercial. Could be residential with
6 some exceptions.

7 THOMAS ANNINGER: Why do you think
8 150 is adequate for the business need here?

9 KISHORE VARANASI: Well, we were
10 going mostly by two things. One is the life
11 sciences, and generally the height that they
12 go for in terms of eight or nine stories
13 maximum in terms of their workability. And
14 also looking what's appropriate for Kendall
15 Square. I don't think Kendall Square is a
16 place where you can have 2500 square foot
17 floor plates that can go up to 300 feet
18 honestly. And another thing is if you let
19 them go, and if you dictate setbacks of every
20 so many feet, 10 feet, it's never happening.
21 I mean, that's now how these work. So

1 instead of if you let them spread more
2 horizontally and let smaller footprint raise
3 up to a higher height, we think it's a better
4 strategy and successful strategy. But
5 clearly office buildings can go beyond
6 160 feet.

7 HUGH RUSSELL: And I guess also with
8 that strategy you get the required amount of
9 commercial FAR. You don't have to go above
10 150 feet to get the commercial density you're
11 looking for.

12 KISHORE VARANASI: Right.

13 So these are some of the examples of
14 smart blocks. And, you know, one of the cool
15 things is these could be somewhat sustainable
16 in themselves. You know, you're balancing
17 the land uses for themselves. You can manage
18 the energy needs of these blocks in different
19 ways, and they could be pushed to various
20 levels of carbon neutrality and
21 sustainability if we can look at that of a

1 little microcosm of a city. And this is a
2 little bit bigger example of a smart block.

3 AHMED NUR: Is that residential?

4 KISHORE VARANASI: It's a mix of
5 office and residential and commercial. All
6 the things that we're talking about.

7 So then we looked at three different
8 areas and tried to show what we mean by all
9 of these principles. How all of these things
10 come together. Kendall Square, as we started
11 to call it, at the intersection of Third and
12 Main, and then the Main Street in the middle
13 and then Binney.

14 What we're trying to do here
15 geometrically is to line -- to line the
16 bridge on the incoming street onto Main
17 Street and sort of dog leg Broadway. If you
18 go down a little bit further, not as a place,
19 but as a geometric example, to Broadway and
20 Hampshire where Kendall Square is, it has a
21 similar geometry essentially. And it, you

1 know, the tricky thing here is to make sure
2 that everything around works with the
3 animation and active spaces. And, for
4 example, entry to Microsoft does not make
5 this an active space. So there are
6 challenges beyond just the geometry of the
7 space. You know, it actually will give us
8 more property here by reorganizing this to
9 add more frontage to the garage that would
10 actually activate with this public space.
11 And then we're looking at residential here.
12 The MIT property. As they're looking at some
13 retail, double loading the Watermark, and
14 this is a smart block that you can see that
15 could be quite exciting in this plan. And
16 this notion of infinite corridor making all
17 of it -- its way all the way to the square
18 here with potentially a nice building again
19 by the Eastgate.

20 Again, this is an old in process
21 rendering, but you can see microcosm, the

1 early sketches, the roadway seemed very wide
2 but that's not the intent. But the idea is
3 that we're trying to make a point I guess by
4 exaggeration that that Main Street is very
5 powerful. I don't know if you have a
6 photograph here.

7 H. THEODORE COHEN: Can I ask a
8 question? Since I drive the bridge every
9 day, if you align it with Main Street, how do
10 you keep Main Street from becoming just a car
11 thoroughfare and deal with the tremendous
12 increased number of pedestrians that you want
13 to have in the housing and in the residential
14 district?

15 KISHORE VARANASI: I think you just
16 answered yourself in many ways. It's how you
17 design this and how you make it a pedestrian
18 priority and how you make it a special place
19 for pedestrians. Not as a place for vehicles
20 to go through. Like Mass. Ave. in Central
21 Square is a good example. People don't go

1 through there if they don't have to, but
2 that's very critical for visibility of the
3 retail and people go around the block. And
4 so it's all in the treatment I would say of
5 how your treatment is -- as I said, the way
6 the street is represented is a bit misleading
7 here. It's not supposed to be this wide
8 boulevard. And this is where we have to work
9 with Susan to make sure that exactly that
10 doesn't happen.

11 H. THEODORE COHEN: I mean I just
12 question the ability to do that since the
13 tendency would be to want to go flying across
14 the bridge and go flying down Main Street.
15 And now you can't because of the dog leg onto
16 Broadway. And I just, you know, I'm
17 concerned about how you can really engineer
18 that.

19 KISHORE VARANASI: Yeah.

20 HUGH RUSSELL: I guess I would think
21 most people are actually -- have a

1 destination in mind and so the destinations
2 are going to be split between those two
3 streets. And you probably are today. It's
4 just more cumbersome to get to Main Street
5 since I have a Broadway destination, I don't
6 try to do it.

7 H. THEODORE COHEN: I don't think
8 that's necessarily true in rush hour. When I
9 think the destination is to and from Boston
10 from the bridge.

11 HUGH RUSSELL: Yes.

12 KISHORE VARANASI: It's a very good
13 point and it's in detail and we can make it
14 work very effectively as a pedestrian
15 friendly place.

16 AHMED NUR: I don't know if
17 anyone -- sorry, this will be really quick.
18 I wonder if anyone contemplated with the idea
19 of directing the traffic to the left,
20 somewhat finding a road that would just get
21 off of both Main and Broadway and just go hug

1 the river almost and come back out the other
2 way?

3 SUSAN CLIPPINGER: Drive?

4 AHMED NUR: In other words, go to
5 Ames Street. It will just --

6 HUGH RUSSELL: Coming off the bridge
7 you can get easily to Memorial Drive.

8 AHMED NUR: Right. Just diverting
9 the traffic away from this, from this
10 intersection. I mean, I'm just curious --

11 THOMAS ANNINGER: You don't mean
12 going through MIT, do you?

13 AHMED NUR: Yes, going through MIT.

14 STUART DASH: The infinite corridor.

15 AHMED NUR: I heard MIT is moving
16 tomorrow, so.

17 HUGH RUSSELL: I mean, I've driven
18 through this intersection 67 times in the
19 last year because it's how you get from the
20 McDonald's restaurant in Central Square to
21 South Weymouth which is where I've had to go

1 once a week for the last year and a half.
2 And I'm astonished at how little automobile
3 traffic is wanting to do that, and how many
4 pedestrians there are right at this point.
5 And right now the roads are so narrow that
6 the pedestrians, when they come boiling out
7 of the T, assert their rights which are their
8 rights already, but so I don't think the
9 fundamental number of vehicles is going to
10 change drastically. But again, as you said,
11 that's something Susan's people, she will
12 have to look at this.

13 Why don't you continue? We need to try
14 to --

15 KISHORE VARANASI: This is just,
16 again, a scarce comparison of Hampshire and
17 Broadway and sub-creating intersections into
18 three intersections in the conceptual level
19 as opposed to everything going onto the Third
20 and making all of the moves around Third
21 Street.

1 HUGH RUSSELL: I would prefer not to
2 have a tire store in the middle of Kendall
3 Square though.

4 KISHORE VARANASI: It demonstrates a
5 point of view that will actually have a
6 little nice check of that size and that space
7 it's not that small. Even though you're
8 taking away some space with the right of way,
9 it tends to be a successful place.

10 These are many examples of what New
11 York has done recently to their pilot
12 project. Most of these appeared overnight.
13 They're not expensive. One of the things to
14 look at more interim temporary ideas to try
15 these things out instead of studying them
16 forever to see which works and which doesn't
17 perhaps. And Harvard Square is another
18 example in terms of the scale.

19 WILLIAM TIBBS: Just a quick
20 question. When I looked at those, were they
21 actually -- was some of that stuff actually

1 in the street itself or was that on big broad
2 sidewalks?

3 KISHORE VARANASI: Are you talking
4 about the New York City spaces?

5 WILLIAM TIBBS: Yes.

6 KISHORE VARANASI: They captured all
7 of the triangles between Broadway and all of
8 the --

9 AHMED NUR: Broadway.

10 WILLIAM TIBBS: Oh.

11 KISHORE VARANASI: This is the
12 Madison Square -- Madison Park. And but they
13 went through Broadway all along the way.
14 See, the New England towns, they create a
15 grid; right? So we have these challenges of
16 multiple streets coming at all angles
17 everywhere. And somewhere down the line we
18 kind of lost our direction and just gave it
19 away to automobile. We just didn't know what
20 to do. But I think we learned two things.
21 We learned how to make those work while

1 giving priority to the pedestrians, No. 1.

2 There are a number of examples of that.

3 And No. 2, we're not that scared of
4 automobiles anymore, because people are not
5 driving -- it's not the same problem as it
6 used to be 30 years ago. People are not
7 driving as much in these places, so we can
8 easily handle these things as we nowadays
9 compared to 10 years ago. So I think this is
10 a very easy problem to overcome, but it's a
11 matter of trial and error.

12 I think we wanted to push also the
13 envelope on these smart blocks and not just
14 build these buildings. And in Kendall Square
15 and thinking and imagining Kendall Square as
16 not just a place where there are offices and
17 residential, they all come together but can
18 use some exciting topologies where the smart
19 blocks and collection of buildings can be
20 more exciting between them and not just leave
21 them to be just streets or plazas.

1 Some of the other examples, again --

2 HUGH RUSSELL: MIT's been thinking
3 about that a lot. And their side of Main
4 Street.

5 KISHORE VARANASI: And I know this
6 guy is a good friend of mine and he's helping
7 and he's pretty fantastic about that. The
8 only thing I don't agree with him is he
9 believes that there have to be movable chairs
10 for open space to be successful. He doesn't
11 think otherwise. That's why he doesn't like
12 the Highland because everything is fixed.

13 So, again, having the presence for MIT,
14 we looked at a number of different
15 configuration at the MIT area trying to
16 create somewhat of a larger open space, still
17 achieve a lot of the lab space that you're
18 looking at in three buildings. In order that
19 this is again before the agreement on the
20 historic building, the tower residential
21 tower raising there. Again, the idea in

1 terms of the city extension and so on.
2 Recapturing the Boston Properties plaza in
3 front of Marriott into something more
4 exciting potentially. (Inaudible).

5 That sort of sums up the presentation
6 essentially. And once again I just want to
7 emphasize the really interconnected nature of
8 what we're looking at in terms of
9 transportation, infrastructure, land use,
10 Zoning mechanism and public space. They're
11 all intertwined. We just can't separate
12 them. We just have to do this and somehow
13 narrow it down while we're here. So I'm glad
14 that you're engaging this discussion with the
15 city team and yourself.

16 HUGH RUSSELL: Thank you very much.

17 THOMAS ANNINGER: I have a
18 suggestion since it's getting late, the one
19 person that hasn't really had a chance to
20 give us a full sketch and outline form at
21 least of their ideas is Steve Marsh. You

1 talked sort of in general terms, but there
2 are some specific things that have come up
3 tonight and I'm thinking of really three of
4 them:

5 One is Main Street at the Koch Building
6 and the retail issue of exactly what Ki shore
7 said which is you can't disappoint people
8 when they walk all the way down and find
9 nothing when they're across from Tech Square.

10 What ideas do you have about animating
11 a building that as you know has disappointed
12 a lot of people along that stretch? That's
13 point No. 1.

14 No. 2, I'm not entirely clear just
15 where you think residential is possible on
16 your site. And I'd be interested to know
17 what your thoughts are on that.

18 And three, how do you think the
19 Halverson plan fits in with what Ki shore just
20 said about some of the desire lines, call
21 them that for the moment. Are you willing to

1 speak to some of that?

2 HUGH RUSSELL: Well, maybe reserve
3 some time in the future. Until then please
4 go ahead.

5 STEVE MARSH: You want me to just
6 give you a quick highlight?

7 THOMAS ANNINGER: Yes.

8 STEVE MARSH: Let me just, let me
9 take the first one, the Koch Building. I'm
10 happy to bring back the observations of the
11 Planning Board to the MIT administration to
12 put that on the radar screen so people can
13 understand that. I've heard that out there.
14 I don't think we've heard it formally. We'll
15 put that on the radar screen for
16 consideration. I get the point.

17 Moving on to the residential side, I
18 would say a couple things really quickly.
19 First of all, as I think through this process
20 here, Goody Clancy -- I think we had 22, 24
21 meetings going through this. There's been a

1 lot of discussion on this. It's been very
2 helpful and informative to us. I think the
3 CBT study has been great material. It's got
4 a great framework, great context, a lot of
5 ideas have been introduced and have helped us
6 of all of our view of how the MIT proposal
7 manifests itself.

8 I would say a couple things. One, as
9 we looked at both of these groups and
10 certainly the neighborhoods and other folks
11 that were involved in this process, we have
12 looked at a lot of these connections through
13 this process. And I think, you know, we see
14 a lot of exciting opportunities where we
15 weren't really looking in the beginning.
16 Things were on the Broad Canal and other
17 places where we think we can knit these
18 things together and they're quite exciting
19 frankly.

20 On the residential front, I would say
21 it's another area where we have a lot of

1 evolution. We started all this. We are MIT.
2 We are about the innovation. We started this
3 basically as a laboratory proposal with some
4 retail on Main Street. I think we've worked
5 hard to identify housing as a priority here.
6 And, you know, we do have some challenges
7 with respect to some of the things that even
8 have been mentioned just recently. Things
9 like Main Street, there's another challenge
10 that we're working with on Main Street with
11 respect to trying to understand how to best
12 handle the historic buildings along Main
13 Street. That preservation effort really
14 dictates a lot of geometry and a lot of
15 footprint. Trying to deal with that
16 sensitively and still achieve the proposal
17 objectives, and at the same time we're
18 dealing with making sure that we're
19 preserving adequate capacity for the academic
20 enterprise. So those forces are all, you
21 know, interplaying here. And I think we are

1 wrestling with how to deal with those. But I
2 think fundamentally we've looked at, you
3 know, the One Broadway site as a major area
4 where we're committed to housing. So that we
5 really started as a commercial enterprise.
6 We have looked at that and made, you know, a
7 view that that is a major housing site for
8 us.

9 I think we're also -- we looked at One
10 Broadway that it fronted and Main Street and
11 Broadway and not really where the Broad Canal
12 is. We look at that now as there's an
13 opportunity there, we think to sort of
14 embrace the residential activity and the
15 retail activity that has sort of evolved on
16 the Broad Canal way down to the water as
17 amenity.

18 So there are some things that are
19 coming here that have been frankly introduced
20 to us by this process and by folks that have
21 been vested in it, that have been helpful to

1 us along the way. So, that's the short
2 answer, Tom. I think we're perfectly happy
3 to go into more detail in future meetings if
4 that's helpful to you.

5 THOMAS ANNINGER: We know that you
6 are, I don't know whether anxious is the
7 right word, but you are preparing, and at one
8 point soon you'll come forward with your own
9 Zoning Petition. What do you need from us to
10 help you move that forward? Because I think
11 time is -- time is moving and I know -- I
12 know something is waiting and I'm not quite
13 sure what you're waiting for.

14 STEVE MARSH: I think all of us --
15 first of all, when I look back on it
16 two years ago. This is a complicated
17 process. I think some of you warned me of
18 that when we started this. There's a lot of
19 interest here, and there's a lot of
20 legitimate issues and challenges and
21 tradeoffs. And I think what we have done is

1 we have learned and evolved along the way. I
2 think it's helpful to us to have these
3 conversations. To hear this tonight and to
4 hear more like this, we hear the tradeoffs
5 and to have the opportunity to participate in
6 this conversation to let people know that
7 this is our goal, this is what we're trying
8 to accomplish, these are some of our
9 constraints, and we do remember that we are
10 all about the MIT as an academic enterprise
11 and our mission is, you know, advancement of
12 knowledge. So everything that we're doing
13 has to fit into that in some fashion and be
14 productive along that line, and we're hopeful
15 that we can play, you know, a key role in the
16 evolution of Kendall Square here. But we're
17 also all ears and this is a very helpful
18 dialogue to have in front of us and have us
19 participate in.

20 HUGH RUSSELL: Okay. Well, I guess
21 I want to answer that last question which is

1 that I'm hoping that when there's a proposal
2 for PUD 4, I think it is, that it's one
3 proposal that has the best thinking of MIT
4 and the best thinking of all the rest of us
5 who have been thinking about it that it's --
6 we're not presenting competing proposals to
7 the Council --

8 THOMAS ANNINGER: That's right.

9 HUGH RUSSELL: -- and representing
10 one proposal.

11 In the old days we'd say okay, you
12 guys, go in the room and knock your heads and
13 come out with the answer. And as Steve said,
14 it's not that simple.

15 Anything else anybody wants to say this
16 evening?

17 (No Response.)

18 HUGH RUSSELL: My fundamental
19 question about where do we go next remains
20 unanswered, but I thank you all for your
21 attendance and your comments and I wish we

1 could have heard more comments, but I don't
2 think we're prepared to sit here another
3 five hours.

4 Thank you very much.

5 (Whereupon, at 10:30 p.m., the
6 Planning Board Adjourned.)

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