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PLANNING BOARD FOR THE CITY OF CAMBRIDGE
GENERAL HEARING

Tuesday, February 12, 2013

7:05 p.m.
in

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

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

Brian Murphy, Assistant City Manager for
Community Development

Community Development Staff:

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

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1
2 (Sitting Members: Hugh Russell, H. Theodore
3 Cohen, Thomas Anninger, Pamela Winters,
4 Steven Winter.)

5 HUGH RUSSELL: Good evening. This
6 is a meeting of the Cambridge Planning Board
7 and I believe we have no Zoning Board of
8 Appeal cases to discuss; is that correct?

9 LIZA PADEN: No, we don't.

10 HUGH RUSSELL: And do we have any
11 meeting transcripts?

12 LIZA PADEN: No.

13 HUGH RUSSELL: So, Brian, would you
14 like to give us your update?

15 BRIAN MURPHY: Sure. Just to give
16 an update, the Planning Board is meeting
17 again next week on the 19th, and that will be
18 another sort of action-packed meeting. We've
19 got one BZA case on antenna replacement on
20 300 Mount Auburn Street for Mount Auburn
21 Hospital. Then we have a public hearing on

1 54R Cedar Street, and I believe that's
2 scheduled for 7:20. And depending on what
3 happens with that, we are therefore
4 scheduling MIT for I believe 7:30 so that if
5 -- we don't know whether Cedar Street will be
6 going forward or not. But that way there
7 shouldn't be too much of a gap. The MIT
8 discussion will be a continuation of the
9 discussion on the MIT Zoning that, you know,
10 with the Board is a continuation of that
11 hearing.

12 HUGH RUSSELL: We have two or three
13 meetings in March?

14 BRIAN MURPHY: I believe we'll have
15 three in March. And the events, just so the
16 Board knows, the City Council on Monday
17 night, will be Forest City Petition to a
18 second reading as amended. And so the
19 earliest they could then discuss it and
20 ordain it shows will be the 25th. In
21 addition, the City Council has scheduled two

1 Ordinance Committee hearings to go into the
2 MIT Petition. The first one is at the end of
3 February, I believe it's the 26th. I'll
4 confirm that. And that's at 4:30. And
5 that's going to be focused on built forum
6 primarily. Yes, it's on February 26th,
7 specifically to discuss built forum including
8 FAR heights, floor plates, open space, and
9 parking. And that's on Tuesday, the 26th at
10 4:30. And then again on Thursday, March 7th
11 at 4:30 another public meeting to continue
12 MIT, the discussion on the MIT Petition to
13 discuss uses, incentive zoning, community
14 funds, housing, and sustainability. So
15 that's sort of a parallel process that's
16 going on to the Planning Boards next week.

17 HUGH RUSSELL: Okay, thank you.

18 So we have a series of items for
19 discussion on Kendall and Central Square. Am
20 I correct that the first piece is the
21 housing?

1 BRIAN MURPHY: Yes, that's correct.
2 We thought we would start with housing,
3 followed by transportation. We then assume
4 that the Board might want a short break and
5 then go into design guidelines. Our general
6 best guess was that perhaps 30 minutes or so
7 on housing, 30 minutes or so on
8 transportation, and then probably want to go
9 around, you know, 90 minutes for design
10 guidelines. Obviously if the Board wants to
11 get deeper into any of these issues, if
12 people are prepared to do that, we've got
13 Chris Cotter and his team from the housing
14 staff and Stuart, Roger, and Iram from the
15 planning side to talk about the design
16 guidelines and Susanne Rasmussen is here to
17 talk about transportation and housing.

18 HUGH RUSSELL: So one member of the
19 Board asked me three minutes ago well, what's
20 the goal for us to achieve this evening? And
21 I said, the ultimate goal for design

1 guidelines is to have a final document that
2 the Board adopts as design guidelines. And
3 that this is one -- the guidelines
4 discussions is one step along the way. I
5 think we all hope it's a step near the end of
6 the way, but we will see. And I'm not quite
7 sure how the housing and transportation
8 discussions fit into that and fit into the
9 MIT Zoning Petition.

10 Can you give us some --

11 BRIAN MURPHY: Sure, I'll start and
12 then members can jump in if they like. The
13 general goal is to really to just provide the
14 Board with a little bit more context in terms
15 of analyzing some of these pieces. Obviously
16 housing in general has been a very hot topic
17 in the City for understandable reasons. You
18 can't look anywhere without seeing stories of
19 properties that are going for significantly
20 more than they're assessed. We are a
21 (inaudible) residential real estate market.

1 And that's one issue.

2 In addition, we've got the tensions
3 that go on between competing uses in a city
4 that's 6.2 square miles. I noted that I
5 think it was a week ago Sunday, the piece on
6 the boom on North Dakota. Slightly different
7 circumstances. I believe that their density
8 is something like 10 per square mile. So,
9 you know, maybe roughly, you know, 62 people
10 for the size of Cambridge. So it's a
11 slightly different approach to density, but
12 that's certainly not the case here in
13 Cambridge. There are competing demands for
14 uses, and so it's come up a lot in the
15 Kendall Square and Central Square context.
16 And we thought it would helpful to give the
17 Board a little bit of a take the lens back a
18 little bit and provide kind of an overview
19 and introduction to some of the work that our
20 housing division does and talk about
21 affordable housing primarily, but I'll touch

1 a little bit on some of the housing
2 challenges in general.

3 On the transportation side of things,
4 again, this has been an issue that's been
5 very, very pronounced in terms of a lot of
6 the discussions in Kendall Square and Central
7 Square. There was an article in the Globe
8 last summer talking about the effectiveness
9 of PTDM which was in Kendall Square and how
10 we've actually had less of a traffic impact
11 as had been anticipated from some of the
12 early planning studies. But thought it would
13 sort of be helpful to go a little deeper for
14 the Board in terms of some the work that was
15 done by Susanne Rasmussen and her team and
16 Sue Clippinger and her team in terms of some
17 of the preparations on traffic for K2 and C2.
18 Again, to give the Board a better sense and
19 better context.

20 So I would say that while those are not
21 directly related to the discussion the Board

1 will have next week with MIT, the hope is
2 that it provides you with a little bit of
3 background information going forward.

4 HUGH RUSSELL: Thank you.

5 STUART DASH: Stuart Dash, Community
6 Development.

7 What we felt just briefly talk about,
8 and for members of the Board of looking back,
9 we sort of often in our planning work we look
10 forward 20 years and we sort of look back a
11 little bit, and the question came up at the
12 last meeting concerning MIT, is what is the
13 city looking -- how does the city look at
14 housing and think about housing over time?
15 And the question from the Board was could we
16 sort of respond to it a little bit, to the
17 questions of does the city try to do an
18 overall planning look at housing. And
19 certainly Hugh was there back in '92 when we
20 worked on the original growth policy
21 document, which was not the first place the

1 city thinks about housing. Anyone who was
2 here during the rent control certainly can
3 attest that's not the only time the city has
4 talked about housing and thought about it
5 very deeply. And that was a good sort of
6 demarcation point for us where we very
7 explicitly brought together members of the
8 public and the Planning Board to talk about
9 housing. And the clear goal and vision for
10 the city at that time was that a strong
11 housing supply and also a strong housing to
12 support the diversity that people value so
13 much in the city.

14 And in the citywide zoning that we then
15 added a number of the Planning Board members
16 to that. I think Tom was here and Pam was
17 also here and I think Bill part of that,
18 where we explicitly said that we really
19 wanted to encourage the housing supply. And
20 if the tune of the -- what is the first of
21 many places where we may rebalance the FAR's

1 for housing and for commercial to put an
2 incentive into place, a very strong incentive
3 to increase the supply of housing. And what
4 we've seen over the last dozen years is a
5 very strong housing to supply increase and a
6 shift of -- a positive shift in the jobs
7 housing balance which was one of the things
8 we talked about a lot through citywide which
9 was if we're going to have this many jobs, we
10 have a responsibility to have a reasonable
11 amount of housing to serve the percentage of
12 jobs that we have.

13 And then as we went through ECaPs, the
14 Eastern Cambridge Planning Study and the
15 Concord/Alewife Planning Study, we took that
16 same approach of encouraging housing and
17 putting in place incentives for housing and
18 in the context of those specific planning
19 areas for Eastern Cambridge and for the
20 Concord/Alewife area.

21 At the same time the universities got

1 into the -- into playing with -- there was a
2 1991 university study where the universities
3 committed to work very hard to sort of do
4 better on housing their graduate students.
5 And they increased their housing supply for
6 graduate students by quite a bit over the
7 last decade. What's often seen as, I think
8 you've heard is a moving target which is how
9 many graduate students they actually have
10 from that period of time. So they peaked up
11 to sort of 50 percent, which was their goal,
12 and then fell back down as the supply of
13 housing -- the graduate students increased.
14 And I think that's something that certainly
15 we realize is something that has to be, along
16 with the housing supply in general, sort of
17 talked about on a continuous basis.

18 The change in the workforce ratio, I
19 think we think of is very important when we
20 talk about the citywide in terms of also
21 traffic and giving the opportunity for people

1 who work here to live here. And it's not to
2 say that when you build housing near jobs,
3 everyone's going to live near their job, but
4 just that you give that opportunity,
5 something that's important for traffic. And
6 we've seen an increase in the number of
7 percentage of people who work in Cambridge,
8 living in Cambridge, and increase in the
9 percentage of people who live in Cambridge
10 walking to work and not taking cars to work,
11 and all those things sort of add up to a
12 positive influence for us.

13 What I'd like to ask is Chris Cotter to
14 come up and talk briefly about the specifics
15 of the housing policy, the day-to-day policy
16 that he oversees and that we'd tried to give
17 you some sense of in that document for the
18 planning of housing in Cambridge.

19 CHRIS COTTER: Thanks, Stuart. Good
20 evening. I'm Chris Cotter, Director of
21 Housing for the City of -- Community

1 Development. So you have in your packet a
2 document that we prepared, just to give you a
3 little background on the City's housing
4 goals, objectives, and housing programs that
5 are -- that we offer. So I oversee the
6 housing division, so we administer the City's
7 housing programs. I know many of you are
8 aware of many of those programs. The one
9 supplementary piece, I did hand out was an
10 income, a chart of income limits which we'll
11 talk about going through. I just wanted to
12 give you a picture of the housing market
13 because I know some of the questions came up
14 in light of the discussions that we've had
15 with the Kendall and Central Committee, so
16 just to give you a sense as to, you know,
17 what the housing needs are now as we see them
18 given the housing market. But just a little
19 overview for all of you. So I would say that
20 the housing division, we oversee the City's
21 programs to preserve and create affordable

1 housing primarily for low and modern income
2 residents we have. We do have programs that
3 are available for middle income residents as
4 well. We'll talk about those a little bit.
5 And some of the accomplishments and some of
6 the current needs that we see on issues that
7 we're dealing with. As I think, most of you
8 know, we work very closely with the
9 Affordable Housing Trust and staff that
10 Board. We're fortunate to have Bill as a
11 member of the trust, and so we see him on a
12 regular basis talking about the housing needs
13 and what the trust can do to preserve some of
14 the socioeconomic diversity and the low and
15 moderate income assist the housing to low to
16 moderate income residents.

17 (William Tibbs seated.)

18 CHRIS COTTER: So just starting off
19 to give folks a picture, because I know that
20 we're talking about the Kendall/Central Study
21 Committees. And we talked a lot about

1 housing affordability there. We talked a lot
2 about a growing need or a growing gap between
3 what the housing market costs are and what's
4 affordable to certainly low and moderate
5 income households, but also now increasingly
6 middle income households. So in your
7 write-up you'll see that our most recent
8 analysis of the rental market looking at
9 asking rents in the city, saw some dramatic
10 increases. And frankly, we've been seeing
11 some pretty significant increases over the
12 last couple of years after several years in
13 which rents were flat, maybe even went down a
14 little bit, but depending on the timing of
15 the survey, but we've seen a dramatic rebound
16 and are now seeing rents approaching all time
17 highs. So you'll note there that the rent
18 that we have in our survey for a
19 three-bedroom unit, which is where we think
20 would be some of the greatest affordability
21 gaps are particularly for families and those

1 looking for larger units. We recently
2 eclipsed \$3,000 a month for a three-bedroom
3 unit. That's almost 3200. That's the first
4 time we've seen anything that high for a
5 three-bedroom unit, and that's up just over
6 20 percent in the last two years. So, you
7 know, it's a pretty significant jump. And
8 similar to jumps that we've seen in other
9 unit sizes. Two bedrooms are now up as well,
10 over 20 percent. We're seeing rents there
11 approximately 2800. And to give you an idea
12 of income needed to afford those rents, when
13 you're talking about a three-bedroom unit at
14 almost \$3200 a month, you need an income
15 that's roughly 135 percent of the median
16 income in order to be able to afford that
17 paying 30 percent of your income. And I did
18 hand out the income chart. These are figures
19 that are set by HUD and become kind of the
20 eligibility limits for housing programs.
21 Generally speaking most housing programs are

1 -- limits are 80 percent of median. You see
2 that there. And as I said, we do have some
3 programs that stretch up beyond that. You
4 see for HUD 80 percent of median which is the
5 federal limit for a family of four, 67,000.
6 We, and for the inclusionary program raise
7 that to an actual number for this MSA, this
8 statistical area as defined by HUD. To get
9 to a slightly higher number, try to make that
10 program serve a broader range of households,
11 getting up, you know, into the middle income
12 range. And then as I've said, we've got home
13 buyer programs that are available for middle
14 income households at this point earning up to
15 100 percent median. So right now we're able,
16 through our current programs, to assist
17 households earning -- four-person households
18 earning up to \$94,000. And we do have units
19 in the hard stock of restricted units that
20 serve families earning up to 120 percent.
21 You know, generally speaking, though, they

1 tend to be restricted to lower levels, 100 or
2 80, but we do have programs that will reach
3 out to say 113 or so for a family of four.

4 So as I said, rents are going up.
5 We're now seeing -- beginning to see a
6 rebound or an increase in sales prices for
7 condominiums. We just took a look at the --
8 all the data now that's in for 2012, and saw
9 about a five percent increase in the median
10 price of a condominium. And, again, this is
11 a measure that we use that has been flat for
12 the last few years. It's now up to about
13 \$445,000 after being in the 420 range for,
14 you know, at least the last three or four
15 years. So, again, it's to us signalling a
16 time where we're entering a period where
17 we're seeing housing costs beginning to
18 increase rather dramatically. And I said,
19 with the rental you're seeing that for a
20 couple of years and increasingly becoming an
21 issue for higher income households than are

1 typically served through affordable housing
2 programs. The programs that we work with as
3 I said, generally capture 80 percent. It
4 comes with the funding that's used for those
5 programs up through the state or Federal
6 Government, and for programs that have got,
7 that don't have that type of a assistance but
8 receive funding from a trust or support from
9 the city. We have raised those limits where
10 we can.

11 But as I said, we're seeing incomes in
12 the, you know, certainly dramatic reduction
13 in the amount of housing that's affordable to
14 families at 100 percent median now. Same
15 thing, a reduction in housing even at 120
16 and, you know, not surprisingly we remain a
17 city of impossible opportunities for folks at
18 80 percent of the realm. Which is not new,
19 that's always been the case, but what we are
20 seeing new is that the gap is now stretching
21 into the middle income range.

1 So, we talked with the Central Square
2 Committee a lot about what we're seeing and
3 what we're hearing. We heard a lot from them
4 about their concerns about housing,
5 particularly about middle income housing,
6 family housing. Heard a lot of stories of
7 folks who know people in the community who
8 are leaving, who are forced out because they
9 weren't able to find, you know, affordable
10 larger units. So they're looking at
11 opportunities in other cities and towns.
12 It's consistent with what we see. As you
13 know, we oversee the city stock of affordable
14 ownership units. So we are seeing an
15 increasing number of folks now moving out of
16 the city, out of that program. Success
17 stories really, but folks who would love to
18 stay in Cambridge but don't have the options
19 given, given what's available in the private
20 market. I mentioned the rents for the
21 three-bedroom units. We're seeing similar

1 things on the sales side. The median price
2 for a condo at 45 is what we looked at for
3 our most recent analysis, that is reflective
4 of a stock that is predominantly one and
5 two-bedroom units, smaller units. There
6 aren't as many threes in that number. So
7 when you look at adjusting that number for
8 larger units, it becomes even more
9 affordable. I just took a look this
10 afternoon just to see, you know, for a family
11 looking for a three-bedroom unit, what was on
12 the market. I found 65 units of listings of
13 units of three bedrooms or larger, two of
14 which were under \$600,000. So, you know,
15 well beyond what's affordable, for certainly
16 low mod and getting into the middle income
17 range.

18 So I wanted to give you that backdrop,
19 because I know that questions came as to how
20 this is related to the Kendall/Central
21 recommendations, and where we talked about

1 public benefits and that context of the
2 housing, that came from the discussion was
3 seen as a having the potential for one of
4 those benefits, along with many other worthy
5 things of course. The one difference is when
6 we talked about middle income affordability,
7 that they're not other avenues to produce
8 that other than, you know, really city --
9 sponsored city initiatives.

10 The funding that we use to develop and
11 preserve affordable housing is generally
12 capped out at 80 percent. You know, you
13 might be able to fund a couple sources that
14 will go a little higher than that, but not
15 public funding that's available to subsidize
16 folks in that income range. So, you know, we
17 saw it as an opportunity really just to see
18 could there be something that could be done
19 through Zoning that might produce a small
20 supply of units that might assist some of the
21 these families looking for affordable

1 opportunities, albeit they earn more than the
2 traditional programs would allow, to see what
3 might work. So in some sense it is trying to
4 see if we can leverage some of the benefits
5 that might come through the Kendall/Central
6 recommendations to try to expand up the
7 programs to folks who are really caught
8 between what the affordable programs serve
9 and where the market is.

10 You've got a lot more information here.
11 I'm happy to answer questions about it. I
12 can briefly run through some of the City's
13 programs. I mentioned the trust. That's the
14 I think the biggest thing we do, is work with
15 the trust where the city allocates, has
16 allocated the majority of the Community
17 Preservation Act funds to support the
18 preservation and creation of affordable
19 housing. We spend a lot of time doing that
20 working with local non-profit housing
21 agencies, private developers, and the

1 Cambridge Housing Authority to do that. I
2 know you're all familiar with the
3 Inclusionary Ordinance which has been around
4 now coming up on 15 years, and it's been a
5 fabulously successful in producing more than
6 466 units during that time and really it's
7 been, you know, cited within a number of
8 studies as a national model where we are able
9 to serve such a diverse range of incomes
10 through that program.

11 You know, the City's commitment to
12 housing really is second to none that I'm
13 aware of. The City Manager right on down to
14 the City Council, you know, for many years
15 has had housing as a top priority. We've
16 been fortunate to have very good folks in the
17 affordable housing trust administering and
18 helping us make the decision that the housing
19 policies, and the needs continue. The needs
20 have changed and will continue to evolve, you
21 know, as I said, the low and moderate income

1 families that we see as the primary mission
2 remain priced out of the market. Restoring,
3 preserving some of that economic diversity in
4 the city remains a goal. And you know, the
5 growing need for middle income housing is
6 something that we want to continue to have
7 conversations with you all, with the City
8 Council, and with the Affordable Housing
9 Trust to understand what the benefits of that
10 type of program might be and what some of the
11 policy considerations, tradeoffs might be. I
12 should mention that we're looking at this at
13 a time when we're seeing unprecedented cuts
14 in funding for housing programs at the
15 federal level which are filtering down.
16 We're feeling them here in federal funds the
17 city administers. I think we have seen more
18 than 20 percent cut in CDBG funds in the last
19 two or three years. Those are funds that
20 fund programs that we administer for low and
21 moderate income families around the city.

1 Funds a lot of our staff time. We've seen
2 approximately a 40 percent cut, I believe, in
3 the Home Program the Federal Home Program
4 that used for housing production. So, you
5 know, we would be severely limited. We're
6 obviously very fortunate to have the CPA
7 funds in Cambridge, and are able to continue
8 doing the preservation and creation of
9 housing with those funds allow.

10 Going forward, you know, so the
11 declining resources will remain a challenge.
12 We also are faced with the impacts of that
13 and the end of restrictions on a lot of units
14 that have been long-term affordable
15 resources. There are more than 800 units,
16 affordable rental units, that are facing
17 expiring restrictions before 2020. And so
18 that has been our top priority for the last
19 couple of years. We're fortunate in
20 preserving more than 270 in the last couple
21 of years, but those 800 remain out there.

1 How to preserve those homes for 800 families
2 in a time when we're seeing funds dwindle is
3 a pressing challenge and one that we're
4 working to prepare for. That said, we expect
5 that we'll see similar issues for the CHA,
6 Cambridge Housing Authority, also facing
7 federal cuts. We, the trust was involved in
8 and we assisted the CHA with CPA funds that
9 were used to revitalize the Lincoln Way
10 Development which I believe you saw through
11 the permitting process and also the Jackson
12 Gardens Development. The Public Housing Act,
13 while they weren't facing expiring
14 affordability restrictions really were facing
15 the end of their useful life. And CHA has
16 other assets in similar states of capital
17 needs that got a pretty long list of
18 developments that need capital reinvestments
19 and they're relying on funding that they get
20 from HUD and the Federal Government to deal
21 with a lot of that inventory. And as those

1 resources continue to dwindle, I expect that
2 we'll both be working with them to help them
3 strategize and access resources to try to
4 deal with some of the larger developments
5 that they have out there.

6 Another thing that we've been talking
7 about a lot recently is the needs of an aging
8 population and the Silverware Commission that
9 met for about a year to talk about the needs
10 of the baby boomers as they enter retirement
11 and with the, you know, how do you best
12 support them with a variety of choices as
13 they look at that housing options, aging in
14 place, and retirement communities. We have
15 been working obviously on other senior
16 housing developments. We've preserved some
17 of those developments that have been facing
18 expiring use restrictions, so it's something
19 that we're also spending a little time. I
20 could go on but I don't know if you want to
21 focus more on that.

1 HUGH RUSSELL: I think maybe it's
2 time for us to ask questions if there are
3 questions. I certainly have some questions.

4 Iram.

5 IRAM FAROOQ: If I could add one
6 tiny thing. So Stuart and Chris have painted
7 this picture, and I just wanted to connect it
8 to your early question from the last time we
9 met about this, which is how does this
10 connect to the recommendations for Kendall
11 Square and Central Square? And the two big
12 problems, really, if you think about it in
13 the housing sense, one is the pool of parking
14 -- the pool of housing. The overall pool of
15 housing and the supply side and how much the
16 need is and how does that match with the
17 demand? And then the second piece of it is
18 affordability. And so both the Kendall
19 Square and Central Square Committees have
20 tried in slightly different ways to address
21 those two. Both committees had talked about

1 one, creating incentives for housing in a
2 similar manner as Stuart described with an
3 FAR differential, and also using height which
4 is something that we've only done in a few
5 instances in the city. But, you know, Alex
6 Twining who is in the audience, tells us
7 oftentimes how much more valuable housing is
8 as you go higher up in the building. And so
9 that becomes a big incentive when you think
10 about housing. So both Kendall and Central
11 Committees have talked about that as a
12 significant incentive to increase the amount
13 of housing.

14 And then the second related piece that
15 both groups have talked about is a middle
16 income affordability component which Chris
17 has mentioned very limited funding sources
18 that we can tap, so how can we leverage
19 private development to give us some of those
20 middle income in a -- units in a method that
21 parallels maybe the affordable housing, I

1 mean the inclusionary housing program? It
2 would be a much more modest component than
3 inclusionary than the low mod component, but
4 both committees have recommended that.

5 And then the second piece, the piece
6 where it's different is that in Kendall
7 Square we've also proposed minimum housing
8 amounts in some of the PUD districts. Now I
9 think the Board is having a discussion on
10 what that number ought to be in each one, and
11 you'll get to discussion that when we get to
12 the specific PUDs. But that is a principle
13 that's laid out here, review settings PUD
14 that in North Point.

15 And then finally -- well, I think with
16 the middle income units there is also the
17 emphasis on family units, family size units
18 particularly in Central Square. And then the
19 final component I would say is the workforce
20 or innovation housing. So, on the opposite
21 side of the family size units is the small

1 units for people who may not need a lot of
2 space but are much more willing to sacrifice
3 space for the privilege of being able to
4 afford something close to work or, you know,
5 in a desirable location where they need to
6 be. And so particularly in Kendall Square,
7 the committee has recommended making sure
8 that we eliminate any barriers to building
9 microunits or innovation units to target that
10 need. So just wanted to make that
11 connection.

12 Thanks.

13 HUGH RUSSELL: Okay, I'd like to
14 start by asking, you've given us sort of a
15 narrative of -- and I'm, I'm very curious to
16 know if you were to do it on a more sort of
17 numerical grounds, what would it look like?
18 And here's what I'm thinking:

19 There are 100,000 people in the city
20 and there's a bunch of people who have enough
21 assets so that they can move in the free

1 market without any trouble. And I don't know
2 what proportion of the city that might be.
3 And then there are a bunch of people who live
4 in housing from the -- with the Housing
5 Authority and the private buildings that have
6 agreements to make them affordable. And so
7 my question about sort of that, and that's a
8 number, and there probably aren't too many
9 other people in the city who are in the same
10 economic situations for families because
11 there aren't resources available. So in some
12 sense that number of housing units kind of
13 determines the number of people in that
14 income bracket in the city. Although income
15 is sort of if somebody's retired, they may
16 not have enormous income but they may have
17 other resources. So, you know, we've got a
18 bunch of students, some of which come from
19 enormously wealthy backgrounds in this
20 country and in other countries. Many of them
21 from other countries. That's -- I mean you

1 can't get here from many places unless you
2 have those kinds of resources behind you.
3 And so in a way sort of a characterization of
4 the student population, because it's a part
5 -- a significant part of the city, which
6 ones, which part of our city that were
7 students aren't able to deal with the market
8 as it is? And then there's sort of the
9 grounds between the people who have -- who
10 market the serves and/or the ones that the
11 subsidized housing serves, those are the
12 people in the middle. And you've painted a
13 picture of increasing stress. What sort of
14 numerically is that, and how many of those
15 people are sort of families and how many of
16 those are, you know, one and two person
17 living groups? I mean, I think in my
18 neighborhood the average size of a family are
19 a group living in a dwelling unit is 1.2. So
20 we have 50,000 dwelling units in the city,
21 100,000 residents. So it's, you know, that's

1 an unusual distribution.

2 And then, to sort of give us just a
3 very interesting comparison, how does the
4 city's income distribution look against the
5 state's income distribution? Because -- and
6 I would guess it's more polarized in some
7 ways. That we have fewer low income people
8 in the city because we have only a finite
9 resource of housing for them. And we
10 probably have more wealthy people than many
11 parts of the -- than in the average of the
12 state because we've got people who are, you
13 know, living here, working here. There are
14 many really successful businesses. And even
15 though we're not, you know, like a suburb
16 that is full of horse farms and estates,
17 still there are many people who are very well
18 balanced out.

19 So if something that's more numerical
20 but isn't, you know, isn't, you know, 30
21 categories or 100 categories, it's just a few

1 categories, that would help me understand
2 better what it is. I don't know how it --
3 whether it would make any difference to what
4 I could do about it, but it would help me to
5 understand it. And that's something you
6 might bring back to us at some point in time.

7 WILLIAM TIBBS: Hugh, can I --

8 HUGH RUSSELL: Yes, go ahead, Bill.

9 WILLIAM TIBBS: I just want to add
10 to that. One of the things we hear an awful
11 lot is the BPA Committee, the public
12 hearings, people come up, in addition to that
13 list of people, it's those people who don't
14 live in Cambridge but would have liked to
15 live in Cambridge but had to move out of
16 Cambridge because they can't afford to stay
17 here. Maybe they're lifelong Cambridge
18 residents. That's a hard number to kind of
19 estimate.

20 HUGH RUSSELL: That's what I was
21 trying to get at with the statewide

1 comparison. But I think it's more, you're
2 putting that -- that's a better focus to ask
3 that question.

4 H. THEODORE COHEN: Could I add one
5 -- and when you're looking at these numbers,
6 I also would be interested if you could get
7 some information about the number of
8 school-aged children, public -- K through 12
9 aged children and how they fit within the
10 different categories that you would be
11 looking at.

12 HUGH RUSSELL: Steve.

13 STEVEN WINTER: I just wanted to ask
14 Chris briefly how do we -- in fact, how do we
15 preserve expiring use? What's the way that
16 we do that? And positing the question so
17 that we can all understand it, is there
18 anything that any others of us can do to help
19 the process? I honestly don't know how we do
20 that.

21 CHRIS COTTER: That's a very good

1 question, and there are a variety of ways we
2 do it, really it involves a lot of different
3 partnerships. You know, we have been
4 fortunate to work with committed tenants
5 who've wanted to keep their buildings
6 affordable for future generations, owners who
7 have been willing to work with us rather than
8 letting their buildings expire and take into
9 market and realize the profits that they made
10 in taking to market. And we've had resources
11 available through the trust and other public
12 funders and private partners to do that.
13 There's a strong housing advocacy community
14 in Cambridge which informs and is informed by
15 a lot of the tenants in these units. Really
16 what it comes down to in every case, though,
17 is looking at the particular needs of each
18 building where the tenants are, what the
19 needs of the owners might be. A lot of times
20 we may find an owner approaching retirement,
21 looking to sell. Can we work with them

1 around the timing and try to take advantage
2 of an opportunity that might present today,
3 that might not be there six or eight years
4 from now. So I think it's trying to be
5 proactive. Being aware of the inventory of
6 the expiring units. Understanding that in a
7 certain sense everything's expiring because
8 everything's got some amount of a time
9 limited commitment. But when you get into,
10 say, the final ten years or so, that becomes
11 really much more of appropriate to look for
12 that opportunity, make sure that others are
13 prime to do that working with other public
14 partners and other state and government
15 agencies. I think the other thing that has
16 been very helpful to us is the recently
17 passed state statute called Chapter 40T which
18 has allowed for notices to be sent and alarms
19 to go off when owners are within two years of
20 an expiring restriction, and/or they consider
21 selling. The state then has a right to

1 appoint a designee who has a right to make an
2 offer, first offer on the building, in an
3 attempt to make a preservation sale. And in
4 the back end that designee has a right to
5 match the offer. We have successfully used
6 that. The Chapman Arms Building in the
7 middle of Harvard Square was one, that we
8 thought when that time comes, that's going to
9 be very difficult to preserve. It's half
10 market, half affordable building in the
11 middle of Harvard Square. Certainly not one
12 that you can look to buy at a market, a price
13 with a lot of strong competition, but given
14 the 40T statute homeowners rehab was
15 designated, we were able to work with them.
16 They made an offer to the owner. As I said,
17 it's been a long-term affordable housing so
18 there was an interest on the part of the
19 owner to, if it was in the same range, to
20 keep it affordable as opposed to taking it to
21 market. We're able to make that work without

1 them needing to go explore the market, which
2 I think is good, because we certainly seen
3 now in the couple of years where that
4 essence, where that building has been
5 preserved some incredible sales prices for
6 multi-family buildings in Harvard Square
7 really beyond our wildest expectations. So I
8 think it's a combined commitment starting,
9 you know, from the City Council, the manager
10 down through the different city departments
11 and agencies. Certainly the funding comes up
12 through the commitments of the Affordable
13 Housing Trust, partners like the CHA and the
14 non-profits and then the advocacy and the
15 interest of the tenants and the advocates and
16 knowing, you know, in a city like Cambridge
17 if there's a need to discuss or a need for
18 something, the general support we want to
19 preserve these homes for residents.

20 HUGH RUSSELL: All right, thank you
21 very much.

1 BRIAN MURPHY: And just what we can
2 do is one thing I'll direct your attention to
3 and we'll send on to you is this on the CDD
4 website there's a 2011 statistical profile
5 that actually has some pretty nice summary of
6 some of the data that you've been seeking. I
7 mean, just to highlight some of those things
8 and, Chris, jump in if I'm misspeaking here.
9 From '07 to '09 medium family income in
10 Cambridge was 88,574. For the U.S. it was
11 62,367 to just put it a little bit in
12 perspective. You do have also household and
13 family income distribution, 2007 to 2009,
14 you've got less than \$20,000 all households
15 19.2 percent. 200,000 or more 9.3 percent.
16 So clearly there is a range and it goes from
17 20 to 39,000, 14 percent. 40 to 60,000,
18 13.1. And it goes from there. But I mean,
19 there's, you know, without going into too
20 great detail, there's some information on
21 that that I think may provide you with a

1 little bit broader context for some of the
2 questions that you were driving at, Hugh, in
3 terms of who are these -- who is our city?

4 STUART DASH: In that respect I
5 don't know that Cliff Cook our planning
6 information manager who put together all
7 those numbers for us has over the many years.

8 CLIFF COOK: We can get some
9 information that's again more up to date and
10 probably directly more to the point as well
11 for the questions that you've asked. I'll be
12 getting that I'm sure.

13 WILLIAM TIBBS: Hugh.

14 HUGH RUSSELL: Yes, Bill.

15 WILLIAM TIBBS: I just want to say,
16 and Iram, you talked about the idea of the
17 pool and then the affordability as being key
18 issues, but I wanted to see for me a key
19 issue is an opportunity, because Central
20 Square has the opportunity to produce
21 housing. Because I think that's an issue

1 that hits us every time we have a Zoning
2 change or a project comes before us,
3 particularly if it's housing could be there
4 and for whatever reason somebody decides not
5 to do that. And I think Central Square has a
6 very different, as I remember from the stuff
7 that you gave us about the ownership patterns
8 and the opportunity, just very different in
9 Central Square than they are say in Kendall
10 Square where you have MIT as a large owner
11 and then there's some banked interests there.
12 So and I think for me that really is a big
13 driver on this whole residential issue.
14 Where is the opportunity and what can we do
15 to encourage it? Not just in an incentive
16 way, but really looking at where the
17 opportunities are and seeing where they are
18 happening. And I think we want to make sure
19 that we don't miss the opportunity, because
20 we allow non-residential things to happen in
21 those areas. At least make sure that the

1 Zoning allows for that opportunity to happen.

2 H. THEODORE COHEN: Could someone
3 just explain to me on this map what is the
4 grey so-called non-residential process?

5 STUART DASH: We debated what color
6 to do that non-residential are commercial
7 buildings around the city, and we actually
8 have a different map where they're colored
9 but we're trying to highlight the housing.
10 So in the different colors on that map are
11 just the housing project in the colors, and
12 in grey are all the commercial projects,
13 whether it's Amgen or Biogen all around the
14 city. And we showed the --

15 H. THEODORE COHEN: And are those
16 things that have been permitted, under
17 construction or just in any status? The
18 grey.

19 CLIFF COOK: At least just the ones
20 that are built or under construction. I
21 don't think we have permitted in there.

1 STUART DASH: That's right, I think
2 those are built or under construction as
3 opposed to the housing ones which actually
4 include permitted.

5 HUGH RUSSELL: Sometimes it's hard
6 to determine exactly what the status of some
7 of these projects are. And I don't mean that
8 as a joke or a criticism, that's just, you
9 know, MIT moved forward, permitted the
10 building which is coming to Pfizer before
11 Pfizer came along so they would be ready if
12 somebody like Pfizer came here. So where is
13 that in the process, you know? And -- but I
14 think what's -- I think what your point was
15 to show where the colored circles are and
16 where the grey circles are. And is there a
17 relationship? And the answer is, not, you
18 know, some relationship but it's not, it's
19 not one to one.

20 STUART DASH: Right. And I think,
21 too, to show and many people mentioned this,

1 substantial amount of housing, new housing
2 that's come along and there's in fact in
3 construction and permitted and probably
4 likely to be constructed --

5 HUGH RUSSELL: Yes.

6 STUART DASH: -- at this point.

7 WILLIAM TIBBS: But for me it shows
8 that, again, it gets to that opportunity
9 area, you know, East Cambridge and North
10 Point and North Cambridge are the areas where
11 the opportunity is. And, if anything, if you
12 look at the sheer number of grey circles
13 there, it shows that there could have been
14 housing opportunities there that for what
15 various reasons may not have happened on that
16 -- I'm not saying they are -- but for me this
17 was a very good map to kind of illustrate the
18 grey areas are the opportunity areas because
19 those are the ones that are just there. And
20 as we look at these two areas, Kendall and
21 Central, we need to really focus on that.

1 STUART DASH: Okay.

2 HUGH RUSSELL: All right.

3 Transportation.

4 SUSANNE RASMUSSEN: I'll try in 10
5 minutes to do transportation analysis that
6 was done for the K2-C2 project and in brief,
7 what we did was calculate daily and peak
8 trips resulting from proposed build out by
9 2030. And for the K2-C2 entire area we
10 looked at analysis of future impacts at 12
11 different intersections near or close to the
12 study area, and we conducted an analysis of
13 future capacity of the transit system to
14 absorb the projected transit trips in 2030.
15 And then I'm not going to discuss this, but
16 we also looked at parking and infrastructure
17 recommendations for the entire area.

18 HUGH RUSSELL: And so I'm going to
19 jump in and I would encourage other people to
20 jump in because we tend to save questions for
21 the end, we won't, it will be confusing

1 because there's a very wide -- so my question
2 is in how much of Kendall Square gets
3 developed by 2030? Is it 30 percent, 50
4 percent, 100 percent?

5 SUSANNE RASMUSSEN: Iram will answer
6 that question.

7 IRAM FAROOQ: We assumed 80 percent
8 for the MIT area, 33 percent for Volpe, and
9 about -- oh, and also 80 percent for the
10 Boston properties CRA area. And I think 100
11 percent for things that are already permitted
12 like Alexandria.

13 SUSANNE RASMUSSEN: Right.

14 So, after Iram suggested those
15 percentages, we figured out what does that
16 mean in terms of person trips? And, of
17 course, it's all different whether it's
18 retail, residential or commercial
19 development. And what you can see on the
20 chart here is the comparison of 2030 if the
21 area was built out under existing zoning

1 compared to the K2-C2 proposal. And the big
2 difference is the additional housing and
3 retail trip generation.

4 Once we knew how many person trips were
5 likely to occur, then we looked at what could
6 we assume about how those people were getting
7 to either to and from their homes or
8 businesses or retail. And this is just the
9 -- we used different assumptions for Central
10 Square and Kendall Square. What I'm showing
11 here is Central Square, and just giving you
12 an illustration of how we're thinking of the
13 future. We believe that there's good reason
14 at the office of RND we'll see -- we can see
15 and affect a shift from people driving to --
16 more people taking transit, and we think
17 bicycling will assume a greater importance
18 and a little bit greater increase in walking.
19 If you look on the residential side, we think
20 the transit will actually drop in favor of
21 people walking or biking because we're adding

1 more housing and creating more -- both job
2 and residential and retail destinations
3 closer to each other.

4 And in terms of retail, we see it being
5 pretty much the same. We're not, we didn't
6 feel like we had reasons to believe that we
7 could create a big difference in how people
8 traveled to and from retail.

9 And this is just a chart showing -- on
10 your left you see all the predicted p.m.
11 trips, person trips. And we look at the p.m.
12 peak hour because that is when you experience
13 mostly congestion so we're not really that
14 focussed on daily trips, because they're sort
15 of spread out very unevenly over the course
16 of a 24-hour period. But in this peak, in
17 the evening peak in particular is where you
18 tend to see the most congestion. So that's
19 what our analysis really is focussed on.

20 And the initial screen we did, which is
21 the top right-hand box with car trips was

1 just with car and assumptions with what modes
2 of transportation people use. We would
3 expect to see 42 -- about 4200 trips
4 distributed across the area in the p.m. peak
5 hour, but under a scenario where we've
6 reduced driving by 10 percent which we
7 believe is very realistic both because of
8 general trends that are happening. We see
9 across the city that driving as a mode is
10 decreasing slowly but steadily over the past
11 many decades, but also because of tougher
12 requirements about transportation demand,
13 management programs that would be imposed
14 under the new Zoning Regulations. We could
15 assume conservatively that we could drop
16 driving by another 10 percent. So the number
17 of trips we have been distributing is the
18 3477 over the p.m. peak hour.

19 And the tool we've used to look at
20 intersection impact is called Critical Sums
21 Analysis or it has other similar names, but

1 often it's called Critical Sums Analysis.
2 It's a planning tool. It's not an
3 engineering tool. And it's, it's used to
4 evaluate build out scenarios. And in
5 particular, it's good for comparing different
6 levels of build out, and that's what we're
7 doing. We're looking in 2030 what would,
8 what would the impacts be under current
9 Zoning and how would it look different if we
10 changed the Zoning to the K2-C2 proposal. So
11 it's really a comparative tool. And as I
12 said, we're focusing on the p.m. peak hour,
13 not on daily trips. And this is the same
14 methodology that we've been using for over a
15 decade now. So it was, what we did under
16 ECaPs as well, which gives us an opportunity
17 to look back and see how do the numbers look
18 compared to ECaPs. And I'll just say we, we
19 thought the world was gonna be worse in terms
20 of traffic than it actually is. And that's
21 been interesting to look back and see.

1 So these --

2 HUGH RUSSELL: Yet it's not great.

3 SUSANNE RASMUSSEN: It's not great.

4 These are the intersections we
5 analyzed. And originally we did the white
6 circles so the 10 intersections, and we chose
7 them because they were in and near -- they
8 were in the study area and we have -- these
9 were the same ones we looked at at ECaPs so
10 we had the ability to compare. As part of
11 the Central Square process we added two more
12 intersections; the Bishop Alan and Prospect
13 and Putnam and Western to get a better sense
14 of Central Square. It seemed
15 underrepresented and so we added those two.
16 Notably and as has been discussed, these --
17 this analysis does not include some of the
18 big intersections along the main arterials as
19 Memorial Drive and O'Brien Highway in
20 particular, and we, we didn't include them
21 because those are intersections that are so

1 heavily dominated by regional traffic that
2 this particular traffic that we'll be adding
3 is such a small fraction for one thing of the
4 traffic that happens at those intersections
5 and they're also already very highly
6 congested. So it's not terribly meaningful
7 that we can say qualitatively that yes, if
8 you add more traffic, they will get worse
9 than they are right now. But we're not
10 talking about adding 20 percent more or
11 anything in that order of magnitude. And we
12 certainly -- there's no difficulty in looking
13 at them. We just felt that it wasn't as
14 meaningful to include them.

15 Very quickly, and I apologize to those
16 people who have heard this before, but very
17 quickly the methodology that we use is as we
18 add up all conflicting movements in cars per
19 hour and with conflicting movements, so an
20 example is if I'm coming down Prospect Street
21 and somebody comes on Bishop Allen and wants

1 to turn left, that's a conflicting movement.
2 Whereas if I'm coming down Prospect Street
3 northbound and somebody's going down Prospect
4 Street southbound, those are not conflicting
5 movements because we can pass each other
6 without causing any delay. And then the
7 benchmark we used is 1500 conflicting
8 movements per hour. You start seeing -- you
9 start being concerned about the
10 intersection's operation. And so that's a
11 cutoff we use. You can use another number.
12 It's in and it has been suggested that 1400
13 is a better number. It's -- if you use a
14 newer technical manual, it would, it could --
15 you would be using 1400. We used 1500
16 because that's the number we've used before,
17 and also it happens that in practically the
18 analysis we did as you'll see in a moment, it
19 doesn't actually make any difference. You
20 should have no more intersections passing the
21 threshold whether you use 14 or 1500.

1 So this chart shows basically the
2 outcome of the analysis. The far left column
3 is existing conditions. So today these are
4 the number of conflicting movements per
5 intersection. You look at the one that says
6 critical sum. Then we compared that with
7 2030 build out under existing Zoning, and
8 then under the original K2-C2 and then
9 finally with a 10 percent reduction in auto
10 mode. And Iram wants me to do two things at
11 once.

12 Okay, so this is existing conditions.
13 This is the conflicting movements you're
14 seeing today. This is what would be in 2030
15 under existing Zoning. This is K2-C2 without
16 extra TDM. And finally, this is with a 10
17 percent additional reduction in the percent
18 of people driving, also called the preferred
19 scenario. And as you can see, there was one
20 intersection, Broadway and Third, that
21 slightly exceeded the threshold with the

1 reduced auto mode share and none of them are
2 exceeding a threshold. And of course it's
3 all built off of existing conditions. And
4 there has been a decline in traffic in the
5 area since ten years ago. So if you compare
6 these with ten years ago, these would have
7 been higher.

8 HUGH RUSSELL: So, at that
9 intersection you can't do a lot of things.

10 WILLIAM TIBBS: Correct.

11 HUGH RUSSELL: So what are the
12 conflicting moves? It is the left turn from
13 Broadway to Third Street. That obviously
14 conflicts with traffic going across.

15 SUSANNE RASMUSSEN: Yes. Third
16 turning left to Longfellow Bridge conflicts
17 with through.

18 HUGH RUSSELL: Yes.

19 SUSANNE RASMUSSEN: And left from
20 Broadway onto Third Street.

21 HUGH RUSSELL: So the --

1 SUSANNE RASMUSSEN: And it just --
2 there are a lot of people turning there. So
3 it could have been -- like if nobody wanted
4 to go on Third Street, then the conflicting
5 moves would have been a lot lower. But it's
6 a high desire for people coming Broadway
7 going up Third and down Third and over the
8 Longfellow Bridge.

9 HUGH RUSSELL: Right, because you
10 can't turn on First and you should have
11 turned on Binney.

12 SUSANNE RASMUSSEN: Right.

13 SUSAN CLIPPINGER: It's not
14 conflicting based on the signal operation.

15 HUGH RUSSELL: Right. Because
16 they're controlled.

17 SUSAN CLIPPINGER: It's conflicting
18 based on the numbers.

19 HUGH RUSSELL: The desires.

20 SUSAN CLIPPINGER: It's not a
21 conflict, like, you know, you didn't manage

1 the signal. So it -- the planning tool
2 ignores what you're doing with your signal.

3 HUGH RUSSELL: But in the sense what
4 it means is that you've got to provide a lot
5 of green for those left turn movements and
6 you run out of time on the clock. Is that a
7 way to think about it?

8 SUSANNE RASMUSSEN: Well, that's
9 sort of, that comes down to the -- if we're
10 talking engineering.

11 HUGH RUSSELL: Yes.

12 SUSANNE RASMUSSEN: But practically
13 speaking, yes.

14 WILLIAM TIBBS: This is, you know, I
15 must have been from a standpoint of all
16 traffic studies, I just find that -- I always
17 try to correlate whatever you're saying with
18 the reality of what I experience. So can you
19 talk about the Putnam and Western
20 intersection? Because that's another one
21 where the conflicting movements, as you

1 described them, are somewhat limited. One
2 you have a lot of one way streets kind of
3 going so you can only move in a certain way,
4 but what little conflicting movement you have
5 backs up the traffic. Like on Putnam Avenue
6 from blocks on in and backs up the traffic on
7 Western Ave. for blocks on in. So how does
8 that -- queueing always -- may be queueing is
9 not the issue here, but queueing is a big
10 issue. But it's one that I feel -- the
11 studies seem to not grasp for me at least.

12 SUSANNE RASMUSSEN: In that
13 situation it's not Putnam and Western. It's
14 Memorial Drive and Western. That's where --
15 and the Memorial Drive is given an advantage,
16 that's why it backs up because you -- that
17 box is, the box between Memorial Drive and
18 Putnam is full.

19 WILLIAM TIBBS: Yes.

20 SUSANNE RASMUSSEN: If that was not
21 full of cars, then there would not be a

1 problem with Putnam and Western. And it sort
2 of --

3 WILLIAM TIBBS: Any way you look at
4 it, though, that still becomes -- the Putnam
5 and Western intersection is one that's very
6 hard to manage. And your number kind of
7 implies that it's not too bad because it
8 hasn't hit 1500 yet. And so that's where
9 the, that's where it doesn't, it doesn't
10 correlate to me the reality of when you put
11 all this stuff together and what the numbers
12 say. I just don't want to paint such a rosy
13 picture of some of these intersections which
14 I know aren't rosy. But if you're saying
15 that the effect of the Zoning that we're
16 anticipating is not going to change it too
17 much more than the way it is or might improve
18 it slightly from where we're projecting --

19 SUSANNE RASMUSSEN: Right.

20 WILLIAM TIBBS: -- that's one thing.
21 But when it gets to what you said earlier

1 about the -- I remember when we were doing
2 the citywide zoning, you know, you have an F.
3 You can't keep adding to an F, it's just gets
4 a worse F, but it's still an F.

5 SUSANNE RASMUSSEN: That's right,
6 exactly what you're saying, which is this is
7 not judging whether we can accept the way
8 Putnam and Western is today. This tells you
9 how the K2-C2 compare to what is, what is
10 allowed today. And I mean we can have a long
11 discussion about so Putnam and Western, the
12 problem is actually created over at River and
13 Soldiers Field.

14 WILLIAM TIBBS: Yes.

15 SUSANNE RASMUSSEN: That's where all
16 the problems stem from.

17 And so one of the things that I wanted
18 to mention is when we did this analysis, we
19 added traffic from future development to
20 existing traffic. We did not try to factor
21 in that the positive trend that has been

1 going on in Cambridge at least, which is
2 insist that the travel patterns of existing
3 development has improved. So we have added
4 4.6 million square feet of development in
5 Kendall Square without noticeable changes in
6 traffic impacts. And that sounds
7 nonsensical. But the way that it's possible
8 is that the building that has been, that was
9 there already, people who come to that
10 building have now drive less than they used
11 to. And you probably saw the article's front
12 page story in the Globe and the subsequent
13 editorial showing people saying oh, yeah, I
14 used to drive but now I take my bike because
15 my employer gives me a benefit to ride my
16 bike, etcetera. So there's been a change in
17 how people travel to existing development.
18 And that is why we're seeing these downward
19 trends on some of the streets. And in
20 Kendall Square and the same -- these are some
21 graphs from the Cambridgeport area that we,

1 we have not taken that into account. So we
2 haven't tried to, if you will, benefit from a
3 positive trend that is measurable and we know
4 that has occurred. We just said, okay, this
5 is the way things are today and we're not
6 going to add to it. We're not going to try
7 to think that things are going to improve
8 generally. So I just wanted to note that.

9 WILLIAM TIBBS: Because that
10 basically is saying that the TDM measures
11 that we're doing are effective?

12 SUSANNE RASMUSSEN: Yes. And there
13 is frankly a general trend as well, like,
14 people have -- even if they don't work in a
15 place where there's TDM, the percentage of
16 people who have started to change the travel
17 behavior for other reasons, environmental or
18 health or whatever their justification is.

19 So in conclusion, this analysis, as I
20 said, is a planning tool, that is a
21 comparative tool between existing and

1 proposed Zoning. Six intersections are
2 predicted to experience more or the same
3 number of conflicting movements. Six of them
4 are -- will experience fewer, and that has to
5 do with how development has been moving
6 around. We are adding housing in places
7 where under current Zoning there was
8 commercial development. And the Broadway and
9 Third is the one intersection where we're
10 close to the threshold.

11 And then as you may have heard, we did
12 an extra analysis of Mass., Prospect, River,
13 Western intersection in the heart of Central
14 Square because it's very unusual in that
15 there are vastly more pedestrians than cars
16 in that intersection. And Critical Sums does
17 not take pedestrians into account. So people
18 raised that issue correctly and we did, we
19 used, we tried to do -- or we did a level of
20 service analysis instead, and that as anyone
21 who goes to Central Square knows, the

1 congested intersection, and that's something
2 as development is proposed in Central Square,
3 it has to be looked at very closely because
4 that is, like some of the other
5 intersections, has a lot of traffic and very,
6 very many pedestrians.

7 And as I just mentioned, analysis
8 assumes that existing travel patterns remain
9 the same -- unchanged even though we know
10 that's not what's been occurring. It's
11 actually has been decreasing.

12 And then of course any -- once the
13 Zoning's adopted as you know better than
14 anyone, traffic studies and traffic
15 mitigation is required even though, even if
16 the Zoning says this project can go forward,
17 it can't go forward if it hasn't complied
18 with Article 19. So there is an extra screen
19 on any project that is proposed even under
20 the new Zoning. And of course most projects
21 if they create parking, are subject to PTDM

1 and the Zoning has reduced parking ratios
2 compared to what is under current Zoning.

3 So that is sort of the auto analysis.
4 Then we did a lot of work on looking at Red
5 Line transit capacity because the --

6 H. THEODORE COHEN: Before you go
7 there, I was just wondering you said that
8 traffic didn't get as bad as you had
9 anticipated as it would. Do you have an
10 explanation or hypothesis as to why that's
11 the case?

12 SUSANNE RASMUSSEN: It was what we
13 were just discussing which is a lot of
14 existing development, the travel behavior to
15 and from existing developments changed in
16 favor of sustainable modes over driving. So,
17 generally there is, and you can see it in the
18 census data as well, that people are driving
19 less and using other modes more.

20 WILLIAM TIBBS: And can I ask you
21 another question before you go there? And

1 again, going back to the ownership patterns,
2 the TDM stuff can work when you have large
3 projects and large developers who can offer
4 all of those things and it affects a lot of
5 people. And then in the Central Square area,
6 other than the kind of, if we don't have a
7 lot of opportunity for those, is there a
8 smaller scale or TDM things that you can do
9 or things that can you can do with existing
10 -- people who are already there to help that
11 trend go down?

12 SUSANNE RASMUSSEN: So, we try to
13 scale the requirements under PTDM in
14 accordance with what the project is. Of
15 course, if less than 20 parking spaces are
16 created, they're subject only to a small
17 PTDM, which is really a checklist that you
18 just have to pick three measures from. So
19 that's much less intense, and there's no
20 annual monitoring or -- but once you get to
21 20 spaces or more, you're into a full PTDM

1 plan. And the reason why PTDM is not like a
2 prescribed sort of measures is exactly so
3 that you can fit the kind of non-residential
4 development that it is. And there is great
5 variety in what PTDM plans encompass in terms
6 of measures.

7 Right. Sue was just saying that the
8 Zoning that's proposed is highly residential.
9 So of course residential is not subject to
10 PTDM. Typically TDM measures are included in
11 residential projects, but it's quite on a
12 quite different scale.

13 All right?

14 So the transit analysis, we focussed on
15 the Red Line because the Red Line is by far
16 the most important transit measure or
17 opportunity there is. And just some -- very
18 quickly just to give you a sense of what we
19 did. So we looked at both trend lines over
20 time and how has transit ridership grown? So
21 we had a sense of apart from what we're doing

1 in Cambridge. How does transit grow over
2 time? And as you can see, most of our
3 transit lines have been increasing in terms
4 of ridership compared to five years ago. We
5 also took a look at Kendall and Central, how
6 much pressure there is in the peak hour and
7 you can see that Central is both a
8 residential and commercial area because you
9 have almost the same a.m. and p.m. So people
10 are leaving in the morning to go to work and
11 some people are coming to work and vice
12 versa, whereas Kendall still exhibits very
13 clearly a job-dominated area and hopefully
14 that is -- we will be changing that, but it
15 still is very clear that -- and most people
16 are -- not a lot of people get on at Kendall.
17 A lot of people get off.

18 H. THEODORE COHEN: Can you go back
19 to that?

20 SUSANNE RASMUSSEN: Yes.

21 H. THEODORE COHEN: I find very

1 interesting, I would be happy if anybody had
2 an explanation, for the Kendall the fact that
3 it increases, continues to increase from like
4 10 to 2. Is there any explanation for that?

5 SUSANNE RASMUSSEN: So these are
6 people leaving, these are entries. So people
7 getting on at Kendall and going somewhere
8 either towards Boston or the other direction.
9 So, it -- the lowest number -- well, of
10 course, like nighttime, but 10 is like not
11 that many. And then some people start
12 leaving and then it just builds and between
13 four and seven, that's when you really see
14 the huge departure. So who are these people
15 that are leaving Kendall Square at eleven
16 a.m., I'm not sure.

17 WILLIAM TIBBS: I would speculate
18 that people who are just going to other
19 places and meetings and appointments. You
20 know, they're just using the transportation
21 to move around the city. They're already in

1 their office and now they're going somewhere
2 but they're not going home.

3 H. THEODORE COHEN: So people who
4 arrive between six and eight, then leave
5 during the day to go elsewhere?

6 WILLIAM TIBBS: Yes.

7 H. THEODORE COHEN: I find that very
8 curious.

9 SUSAN CLIPPINGER: There are also
10 students, and their schedules tend not to be
11 traditional work schedules.

12 SUSANNE RASMUSSEN: They're heading
13 to the Kennedy School for a class.

14 H. THEODORE COHEN: Thank you.

15 SUSANNE RASMUSSEN: And we looked at
16 busses and just to see, and this is Central
17 Square on and off. And just to give a sense
18 of how important the Red Line is compared to
19 busses, and it's obviously more than
20 two-thirds of the transit ridership is on the
21 Red Line versus all those different busses.

1 HUGH RUSSELL: And so on and off
2 means for the No. 1 bus when you enter the
3 edge of the study area on one end and then
4 leave it at the other end?

5 SUSANNE RASMUSSEN: No, these are
6 getting on and off busses.

7 HUGH RUSSELL: Yes.

8 SUSAN CLIPPINGER: In Central.

9 HUGH RUSSELL: Right. But like does
10 Bigelow Street count as Central Square in
11 your analysis?

12 SUSANNE RASMUSSEN: For this purpose
13 right here, this is really like just Central
14 Square. It's not like Landsdowne Street
15 or --

16 WILLIAM TIBBS: Is that right at the
17 station?

18 SUSANNE RASMUSSEN: It's only right
19 around the Red Line entry.

20 WILLIAM TIBBS: Okay.

21 SUSANNE RASMUSSEN: All the busses

1 that have a main stop either on River Street
2 Extension, Mass. Ave. or Green Street.

3 WILLIAM TIBBS: So it's within that
4 block?

5 SUSANNE RASMUSSEN: Right.

6 HUGH RUSSELL: Yes.

7 But the boundaries of the Central
8 Square district and the commercial district
9 encompass maybe four stops on a No. 1 bus.

10 SUSANNE RASMUSSEN: Right.

11 HUGH RUSSELL: And there are -- I
12 mean, from my not particularly happy
13 experience with the No. 1 bus, I would take
14 from my observation is, yes, the bulk of the
15 people that get on or off the bus do it, do
16 so at the station.

17 SUSANNE RASMUSSEN: Right.

18 HUGH RUSSELL: But, you know, there
19 are a few of us who get off at Bigelow
20 Street.

21 SUSANNE RASMUSSEN: I mean, another

1 reason why we did this was because we're very
2 interested in can we get people who are
3 riding a bus to Central Square and who really
4 want to go to Kendall Square to stay on that
5 bus if we convince the T to extend it to
6 Kendall Square? So that was another reason
7 why we focussed on that bus.

8 WILLIAM TIBBS: Also there's some of
9 some of those busses like the 47 that's the
10 end of the line, so people are going on and
11 off to an empty bus.

12 SUSANNE RASMUSSEN: Right.

13 WILLIAM TIBBS: Whereas the No. 1,
14 my unhappy experience is that it's coming
15 from Harvard Square and it's already full.
16 So you have all those 3900 people running to
17 get on full busses, partially full busses.

18 HUGH RUSSELL: But there are two
19 empty ones right behind it. I mean, it's a
20 classic study of a bus route that's too long.
21 And the characteristics of a long bus route

1 in a congested area are is that vehicles tend
2 to clump and cluster.

3 SUSANNE RASMUSSEN: Yeah, the
4 bunching, it's a huge issue.

5 HUGH RUSSELL: And I mean they
6 could, I mean in some ways solve the problem
7 by forcing the bus to get ahead, to just stop
8 and wait at a sign, that would not be popular
9 with anybody on the bus or anybody at the
10 next stop waiting, but that would space, it
11 would force them to leave space periodically.

12 WILLIAM TIBBS: They do that with
13 trains periodically. They just stop them and
14 have them wait for a few minutes.

15 HUGH RUSSELL: Yes.

16 SUSANNE RASMUSSEN: There's a lot of
17 bus efficiency measures that don't happen
18 because they're unpopular. For example, get
19 on in the front and get off in the back.
20 That would really help a lot. But it took
21 the MBTA three weeks to try it and abandon it

1 again.

2 HUGH RUSSELL: We'll have to go back
3 to street cars in that line.

4 SUSANNE RASMUSSEN: Yes, so the real
5 point of this is so what does it, what does
6 the K2-C2 transit trips mean then to how the
7 Red Line operates? And so we did an analysis
8 of the additional trips that would be added
9 from the K2-C2 build out, and basically the
10 way it breaks down is we would be adding 680
11 new transit riders coming and going in
12 Central Square in the a.m., and we used
13 Central Square and we used a.m. because that
14 is the worst in Cambridge in terms of transit
15 on the Red Line. So getting on at Central,
16 travelling towards Boston, that is the
17 highest level of congestion of any place on
18 the Red Line. So we used the worst case
19 scenario.

20 So there are already 680 new, 680 new
21 transit riders. Then we figured out how many

1 of those would be getting on Central,
2 travelling in the inbound direction, which is
3 the worst. And you can see we had some
4 assumptions about how many on and off and how
5 many Red Line were expressed and inbound and
6 outbound. So that analysis concluded that on
7 average we're adding 16 new riders to each
8 inbound Red Line train to Central Square in
9 the peak hour. And right now there are 112
10 boarding per train. So we would be adding 16
11 more people to that.

12 And here's the highly controversial
13 chart of what that means. So what you're
14 seeing in this chart is, as I mentioned, is
15 that Central is the most congested. And the
16 little orange on top of the blue bars at
17 Kendall and Central, these are the new trips
18 that would be added. And this is the seated
19 capacity of the Red Line. So if everybody
20 sits down, this is how many people you can
21 fit on in the peak hour. And obviously we're

1 way, as everybody has experienced, we're way
2 passed seating capacity, but we're not passed
3 standing capacity. And this doesn't, this is
4 per peak hour. So this, of course, you can
5 still go down the Red Line at 8:30 in Central
6 Square and the train comes and there's
7 absolutely not one single spot for you to be
8 in. So I'm not proposing or the analysis
9 does not suggest that every single train has
10 capacity. Some of them won't. And there is
11 also bunching on the Red Line, there
12 shouldn't be but there is. So you may have
13 to wait for the next train. But what this
14 chart illustrates is the K2-C2 is not going
15 to significantly alter the situation. What
16 is going to alter the situation and why we're
17 all concerned about Red Line capacity is
18 overall growth in the metro area which is
19 going to overwhelm the Red Line in the long
20 run. And one of the reasons that we've been
21 working on -- well, unfortunately

1 unsuccessfully on the urban ring in the last
2 15 years is something needs -- transit
3 capacity needs to be enhanced for the long
4 term because you cannot have the level of
5 economic growth that we're all expecting and
6 anticipating and desiring without more
7 transit capacity.

8 So we, as part of the study we did look
9 at so what can you do about it? Because we
10 know that by 2030 there's going to be a
11 problem because of overall growth, and
12 there's four different strategies that we're
13 -- have looked at. And the first strategy is
14 to shift riders to other modes. And I
15 mentioned that if we can get people to -- you
16 can get busses extended to Kendall, we can
17 get some people to stay on the bus and not go
18 into Central which is the highest congestion
19 point. And we also think that there will be
20 people that can switch to bicycling, and of
21 course, the introduction of Hubway really

1 helps with that. And then new and/or
2 improved subway and bus lines in the urban
3 ring is the prime example in Cambridge of
4 what could really significantly help the Red
5 Line.

6 The Red Line also needs to run at what
7 is it's theoretical existing capacity and
8 there's all kinds of problems. I won't go
9 into a lot of the details, but we're running
10 cars from 1969 that actually are not ready to
11 operate every single day. The switching
12 systems are old. A lot of things could be
13 done to just maintain what is supposed to be
14 current capacity. And you could improve it
15 by upgrading power systems and potentially
16 introduce the cars that have fewer seats,
17 although that has, was not very popular. And
18 the T actually has removed most of them
19 because it was unpopular, but among the
20 riders.

21 And then finally a TDM measure is you

1 can shift people off the peak. This is what
2 happens with driving. Many people say, okay,
3 I'm not going to drive between eight and
4 nine, I'm going to arrive at seven because I
5 won't encounter the level of congestion that
6 I will at 8:30. And of course we have a role
7 in that through TDM pushing people to have
8 flexible work hours so people can actually
9 travel outside of the peak hour. And of
10 course a more dramatic strategy is peak hour
11 pricing on transit, and that's done in many
12 other locales.

13 WILLIAM TIBBS: Washington, D.C.

14 SUSANNE RASMUSSEN: It's cheaper at
15 seven and nine-thirty then eight-thirty. And
16 these are all things that can be looked at,
17 and funding is a huge issue. And the
18 Governor actually has proposed a very
19 aggressive proposal to raise funds for
20 transit and with some luck, some of that or
21 all of that will happen, so we can get

1 increased transit capacity because absolutely
2 it needs to happen in the long run.

3 HUGH RUSSELL: Didn't the Red Line
4 have a higher capacity 60 or 70 years ago?

5 SUSANNE RASMUSSEN: Did the Green
6 Line have --

7 HUGH RUSSELL: The Red Line.

8 SUSANNE RASMUSSEN: The Red Line?

9 HUGH RUSSELL: With those old olive
10 cars running at much shorter head ways?

11 Of course they had shorter trains. I
12 thought the head ways between trains were
13 much shorter and it was a function of a
14 control system because if it wasn't an
15 automated control, it was a block system and
16 there were -- you can -- I seem to remember
17 in a report that I read somewhere that said
18 more people travelled on the Red Line in
19 World War II than are travelling on it now.

20 SUSANNE RASMUSSEN: I do know the
21 commuter rail was a lot faster in 1815 than

1 it is now. And I mean, just to look forward,
2 if a different signal system and switching
3 systems were put in place, you could
4 definitely increase the capacity because you
5 could space the trains more closely. You
6 can't add more trains because the platforms
7 are -- the trains are already as long as the
8 platforms, but if you could space them more
9 closely and still meet safety standards, you
10 could definitely move more people.

11 HUGH RUSSELL: There's always room
12 for technology.

13 SUSANNE RASMUSSEN: Yes. And as
14 long as somebody pays for it.

15 HUGH RUSSELL: So I also had this
16 vision which comes out of my reading of
17 science fiction where you convert the Green
18 Line so that it's just all moving sidewalks.
19 And, you know, the first 200 feet are running
20 at two miles an hour, and then there's a two
21 mile hour bump so that when you're in between

1 the station, you're going at like 15 or 20
2 miles an hour vis-a-vis the walls. And I
3 mean it doesn't serve certain patrons,
4 particularly people who are not as able as
5 others, but there's a different -- completely
6 different way to use that volume of space
7 then is presently, you know, don't have
8 trains, have continuous system.

9 SUSANNE RASMUSSEN: Right.

10 HUGH RUSSELL: So....

11 SUSANNE RASMUSSEN: We're extremely
12 focussed on the urban ring because it takes
13 people out of the central subway system where
14 they don't actually want to be. So the
15 Sullivan Square, Lechmere, Kendall Square,
16 Longwood is such the desire for the travel in
17 that corridor is huge.

18 WILLIAM TIBBS: Right.

19 HUGH RUSSELL: Right.

20 SUSANNE RASMUSSEN: But we can't get
21 any traction with that project, at least not

1 at the moment.

2 HUGH RUSSELL: Unless there's
3 enormous population south of that in Boston
4 that could get to Cambridge or get to
5 Longwood or get to the other areas. It's too
6 expensive to build new systems, right?

7 SUSANNE RASMUSSEN: And other
8 projects have gotten ahead in the priority
9 line.

10 HUGH RUSSELL: Okay, is that it?

11 SUSANNE RASMUSSEN: That's it.

12 HUGH RUSSELL: Shall we then take a
13 break for about ten minutes?

14 STEVEN WINTER: I'd like to
15 compliment Susanne for the presentation.
16 Terrific.

17 SUSANNE RASMUSSEN: Thank you.

18 HUGH RUSSELL: And I guess behind
19 Susanne is a team of people that have to
20 share in that.

21 SUSANNE RASMUSSEN: I will let them

1 know.

2 (A short recess was taken.)

3 HUGH RUSSELL: Let's get going
4 again. We're going to be discussing the
5 Kendall Square and Central Square guidelines
6 and Roger is going to key that up for us.

7 ROGER BOOTHE: Thank you, Hugh.
8 It's really kind of exciting to get to this
9 point after a couple of years of so many
10 processes with the K2-C2 groups, and some of
11 those folks are here tonight. These
12 guidelines really have been shaped by that
13 process, by a lot of the input we had from
14 Goody Clancy who we went through the process,
15 and staff has been trying to be faithful to
16 those plans as we've been these guidelines.
17 And brought to mind that we've been doing
18 Special Permits for quite a while here at the
19 Board. In my case 33 years. And one of the
20 -- I think Special Permit No. 2 had the
21 walkway and the Broad Canal on the side that

1 got built first, and it took 25 years to get
2 the other side, and that was Special Permit
3 No. 141 with a lot of input from the
4 Cambridge Planning Team and others trying to
5 make sure that canal walk happened. So good
6 things can happen through Special Permits and
7 that's what the guidelines are here for is to
8 help the Board and the public understand what
9 the goals are and how to get there. And as
10 Hugh and I were just discussing, certain
11 things are rules in the Zoning. The
12 guidelines aren't rules, but they're setting
13 really strong goals that we care a lot about
14 and they offer some more flexibility. So one
15 of the things we talked about in the MIT
16 Zoning was whether some of the things that
17 have been in their Zoning should be in the
18 guidelines. We've been meeting with MIT, and
19 I think we're getting closer on how to work
20 those things out.

21 I'd also point out that the Harleston

1 Parker Award is the Arts Society Architect's
2 Award for the most beautiful building in
3 Boston. And over the last five years four of
4 them have been in Cambridge. They were all
5 Special Permits. And it's really cool that
6 one of them was by MIT. The Media Lab is the
7 one that just got the award. There was the
8 Kyu Sung Woo Dormitory at Harvard. There was
9 the Genzyme building, and of course our own
10 public library. So neat that different
11 sectors of our community have done such good
12 work and they've all gone through the Special
13 Permit process. So I think part of what
14 we're looking for in the guidelines is to get
15 some more Harlestone Parker Awards, especially
16 we need one in Central Square because we have
17 a building there that's not so popular. So
18 we need to work on that.

19 So the Kendall Square guidelines really
20 are again building on so much of the work
21 that we went through with the committee, and

1 I'm not going to do much PowerPoint here but
2 up on the screen is the image that I hope
3 everybody has a copy of the paper guidelines.
4 I'm going to refer to page 5 here which shows
5 the overall plan and the dark streets,
6 Broadway, Binney Street, and Main are the
7 main public ways. And then we have secondary
8 public ways. And you'll see what those refer
9 to as you go through the plan. And also call
10 out here are important existing open spaces
11 such as Point Park, the Canal Way that I was
12 just mentioning, the skating rink near the
13 Genzyme building, and some of the Cambridge
14 research -- the Cambridge redevelopment
15 authority open spaces. And not shown on here
16 will be the new open space over here on
17 Binney Street, the two acre park in the
18 neighborhood. And we're going to have a
19 whole process looking at those open spaces as
20 we go through the next couple of years, and
21 that will be even more information to come

1 into the Board's review process.

2 So clearly how the buildings relate to
3 the open spaces is an important part of this;
4 walkability, university access, how the
5 streets work. Again, these are things that
6 we've been working on trying to get better
7 and better at in the last 30 years. And
8 certainly in Article 19, we set forth a lot
9 of guidelines that these are really built on.
10 So this is in a sense trying to get more
11 depth into the way we're thinking about these
12 things, building on the work that we've been
13 doing. We've made mistakes over the years.
14 We're trying to see if we can do better on
15 all of these things. And I feel like we're
16 doing better with all of this.

17 Architectural identity on Kendall
18 Square on page 9 is important. We're not
19 trying to dictate modernist buildings or
20 historicist buildings, but we are wanting to
21 say it's really important in trying to have

1 plans that have architectural quality in what
2 comes out of the work that leads to scale and
3 massing. In the middle of the document,
4 around page 15 or so, we're talking about how
5 to start making sure that we have visual
6 interest, that the massing, if you look on
7 page 16 and 17, that there aren't just big
8 chunks of buildings, but they had broken down
9 and we went through a lot with Goody Clancy
10 and the committee and looking at what were
11 kind of proper distance as you might go
12 before you have a break in the building, the
13 relationship between buildings and setbacks
14 and so forth. So we tried to put that in the
15 guidelines. And we got to page 19, you see
16 examples of tall, slender buildings. And
17 certainly the Zoning encourages housing for
18 the taller buildings and trying to think
19 about how those can be gracefully done. And
20 then on pages 20 and 21 are a series of
21 images looking around Kendall Square that

1 talk about how these buildings become
2 landmarks. And I have to say that I've been
3 surprised sometimes, for example, about how
4 far off you can see the museum towers now
5 called residents, you can see them all the
6 way from Inman Square, and I hadn't thought
7 about that at the time. So we're trying to
8 get better at thinking about how these tall
9 buildings are going to be influencing our
10 environment especially for starting to get
11 taller buildings.

12 Towards the end of the document we
13 spent a lot of time on the committee on how
14 that's -- how the building meets the ground
15 and how we get the activity that comes from
16 the ground floor retail, how important that
17 is. And so I think we've had a lot of
18 experience in trying to make those ground
19 floors work.

20 And in the end we have a little bit of
21 a section on academic buildings because some

1 of the Kendall Square area gets out of the
2 traditional mixed use area and into the
3 campus, but we still want to have a lot of
4 the goals being met even though the different
5 kinds of building. That's just a really
6 quick overview.

7 HUGH RUSSELL: Well, I was kind of
8 dreading opening my packet. I put it off for
9 a long time, because things weren't really
10 very clear six months ago. And so I was just
11 delighted when I actually looked at the
12 proposed guidelines, because it will seemed
13 they reached a level of clarity that really
14 exceeds any guidelines that I think we've
15 ever done. And I think one aspect of that is
16 the goals and measures structure. The goals
17 are in a sense the real meat. These are the
18 things that we're really trying to
19 accomplish. And the measures are ways of
20 thinking about how you would meet those
21 goals, say suggestions of how you can do this

1 in way Safe Harbors, if you do this, then we
2 would say that you've met this. And I think,
3 and then a large measure, the distinctions
4 between the goals and the measures is clear
5 and correct at one place I would ask you to
6 think about. The thing that is to me the
7 most, in some ways the most important thing
8 is to make it clear to the reader of the
9 document that the goals and the measures are
10 different. They're fundamentally different
11 things. And so, if you look at the measures
12 and you say, I've got to do all those things,
13 then you'll quickly get panicked because --
14 and then if you look at some of the
15 illustrations, you say, but that's ugly, but
16 the diagram's illustrating how, how a
17 principle works, and, yes, you really
18 wouldn't want to do a building that was just
19 a photograph of that and change the materials
20 but then they illustrate principles.

21 So my first suggestion is actually a

1 very tiny editorial change in the third
2 paragraph of the introduction.

3 ROGER BOOTHE: Page 3?

4 HUGH RUSSELL: Page 3, yes.

5 The second sentence I think might be
6 better to say: Other design measures not
7 described here may also be utilized which
8 heed the same goals at the discretion of the
9 Planning Board.

10 ROGER BOOTHE: That's a great
11 suggestion.

12 HUGH RUSSELL: I think it just makes
13 it a little clearer of what the ownership is.

14 And in the -- and I think, I don't know
15 how we're going to do this. I mean, I have
16 about a dozen marks on here. I could just go
17 through and other people can do that and skip
18 around or we can try to do it section by
19 section.

20 STEVEN WINTER: I'd like to hear
21 what you have to say about the whole thing.

1 That works for me.

2 HUGH RUSSELL: Okay.

3 Because I mean I think the whole thing
4 is great. And it's just bits and pieces.

5 So, for example, in the first paragraph
6 of the introduction maybe where we refer to
7 PUD, we should actually refer to PUDs. And
8 Special Permit we should refer to Special
9 Permits so that it's clear to everybody that
10 these applied are going to apply to multiple
11 things, not just the one.

12 ROGER BOOTHE: Yes.

13 HUGH RUSSELL: On the public
14 streets.

15 ROGER BOOTHE: What page are you on
16 to?

17 HUGH RUSSELL: I'm sort of starting
18 from that diagram and then it leads back to
19 page 4. The secondary streets are kind of
20 different south of Main and north of Main and
21 east of Third and west of Third. And maybe

1 we need a paragraph that distinguishes what
2 campus streets are like. And the things that
3 are different, the conditions that are
4 different, I know are that one person owns
5 the whole district. So that means -- whereas
6 you're writing the guidelines as if they're
7 individual parties just dealing with parcels.
8 And so another thing is there if you look at
9 the grey smudges there, those are buildings.
10 And most of those buildings are pretty fixed
11 in terms of their long-term lives. They're
12 not -- they may be upgraded and changed. But
13 maybe like the corner of the Media Lab, MIT's
14 not going to touch the urban design of that
15 building for probably a very long time. And
16 they probably will have to pay for it
17 eventually. It's one of our longest Special
18 Permits because of the funding.

19 PAMELA WINTERS: It was ten years.

20 HUGH RUSSELL: It's an example of
21 how you have to have faith and just keep

1 going, and they had the faith and we kept the
2 faith.

3 So there isn't any retail down there
4 now, and there's a lot of buildings that
5 wouldn't be sensible to think there would be
6 retail in. So there would have to be a
7 different way of thinking about animating
8 those streets. And the -- and I mean like,
9 for example, when you're looking at the
10 dimensional guidelines about diversity, you
11 may want to think about whole blocks, you
12 know? And consider, you know, the existing
13 buildings as well as the new in-filled
14 building, and that I think you have to -- you
15 have to think in a bigger scale. And there
16 might be buildings that aren't in a PUD, say
17 that gets established. I don't know how, you
18 know, MIT is going to -- how many PUDs
19 they're going to establish in that district.
20 I would assume because of the different time
21 tables for the academic growth, they're

1 probably not going to come, you know, next
2 year and say we're going to, you know,
3 sometime in the next 20 years we're going to
4 build a building in this place and we don't
5 know what's going in it and we don't know how
6 big it is. That's not a very productive way
7 to have a PUD.

8 ROGER BOOTHE: Yes, I think we're
9 hoping the PUDs will have some kind of logic
10 to them.

11 HUGH RUSSELL: And then be a master
12 plan.

13 ROGER BOOTHE: Yes, like a master
14 plan. Use a ten acre Genzyme site where we
15 have a lot of uses going on and open space
16 systems. So you have, whole context relate
17 to, so I think that's going to be important.

18 HUGH RUSSELL: Right. So how that
19 impacts the goals for the street, I think,
20 are different. If you look at the third,
21 it's called Third Square. If you were to

1 look carefully at the street goals, it would
2 say all the street frontages, there should be
3 retail or 70 percent retail. Well, I'm not
4 sure that's -- it depends on the use. So
5 I'll get to that in a later comment.

6 I think in a way that's the biggest
7 comment I have in this whole thing is this
8 notion of trying to differentiate the campus
9 streets from the other streets.

10 WILLIAM TIBBS: Hugh, do you mind if
11 I comment on your comment?

12 HUGH RUSSELL: Sure.

13 WILLIAM TIBBS: I agree with you
14 because I think I mentioned earlier at one
15 point that if you look at the development
16 potential of those MIT blocks, particularly
17 if you look at Ames Street and Carlton
18 Street, there's only -- so if you look at the
19 streets and even the massing, it, it can be a
20 little bit more -- yes, I think there should
21 be a differential. And then there's this

1 issue of what's an institutional. We have
2 academic buildings, but there's clearly going
3 to be some blend of academic and what we
4 would call traditionally, you know,
5 commercial I guess or at least biotech kind
6 of blends there. And so those are your
7 academic buildings suggestions fall into them
8 or so -- just understanding that. And I
9 think just by creating zones more
10 institutional in nature with some specific
11 things around it would be helpful. So I'm
12 not quite sure what's the best way to do it,
13 but I think you hit it --

14 ROGER BOOTHE: That could be an
15 issue on the DOT site. You know, how DOT
16 stays there.

17 Iram, did you want to say something?

18 IRAM FAROOQ: Yes. The one thing
19 that I wanted to say is that, you know, just
20 to the point that Bill just made about
21 academic buildings and then there may be a

1 mix somehow in some -- along some of the
2 streets, and we were actually trying to get
3 to that by -- on page 30 have actually a
4 section that deals with academic buildings.
5 So if you had along, I don't know, along
6 Hayward Street for instance, if there were a
7 commercial building, it may be dealt with
8 thought of differently than if there were an
9 academic building.

10 HUGH RUSSELL: Right.

11 IRAM FAROOQ: So we were just trying
12 to distinguish based on use rather than
13 street, but certainly we could think about it
14 either way.

15 WILLIAM TIBBS: It's almost like you
16 need to define it. Is it a certain
17 percentage of academic use before it's and
18 academic building, or it's a commercial
19 building and to get there, you know, it's
20 like --

21 IRAM FAROOQ: Right.

1 HUGH RUSSELL: One thing I've heard
2 somewhere is that -- this is now on page 7.
3 There's a section on loading and servicing.
4 And maybe we should add a measure in there to
5 encourage consolidated off street loading
6 facilities, because I think MIT wants to do
7 that. And that would be a measure that would
8 certainly increase the walkability.

9 Page 9, this is built --

10 ROGER BOOTHE: Hugh, if I could add
11 to that one.

12 HUGH RUSSELL: Yes.

13 ROGER BOOTHE: I think the potential
14 housing site, Ames Street, that redevelopment
15 authority is thinking about because right now
16 there's a great maze of --

17 HUGH RUSSELL: Right.

18 ROGER BOOTHE: -- parking and
19 loading and so forth that we could probably
20 get probably better disguised and make that
21 street that much better. Some are time

1 issues.

2 HUGH RUSSELL: And on page 9 there's
3 a built forum page. And that I'm wondering
4 to some extent if maybe measures B and C are
5 actually more goals than measures.

6 ROGER BOOTHE: Yes.

7 HUGH RUSSELL: I think this is a --
8 this is a difficult section to try to
9 quantify. And it's just a suggestion of
10 maybe a different way of thinking about it.

11 There's a lot of stuff on scale and
12 massing, and anybody who wants to look at it
13 and develop it would say oh, my God. But if
14 the -- if you look at the goals, you know, I
15 don't think anybody has any problem here with
16 the goals. And I don't think actually people
17 who are sitting facing us don't have a
18 problem with the goals either.

19 ROGER BOOTHE: They're very much
20 like the Article 19 goals.

21 HUGH RUSSELL: Yes.

1 ROGER BOOTHE: But what follows
2 is --

3 HUGH RUSSELL: Right. What follows
4 are, and if by making the difference between
5 goals and measures clear, some of the anxiety
6 over what the measures are may go away.
7 That's not to say that if somebody comes with
8 a building that is monolithic with
9 satellites, we won't use the goal language
10 and say, no, that's not really what we want.

11 Here's the time for the Genzyme story
12 which is the first building to be proposed
13 and that development was the Genzyme
14 building, and I think it broke half of the
15 design guidelines that had been established.

16 WILLIAM TIBBS: Oh, yes, that's
17 true.

18 HUGH RUSSELL: And I remember Roger
19 coming to us when we first discussed it and
20 saying that, you know, here's a building that
21 breaks half the design guidelines, but it's a

1 great building and it achieves the goals.
2 And so, you know, you can get extraordinary
3 buildings that with somebody with, you know,
4 infinite money and tremendous in terms of the
5 architect, tremendous understanding and
6 commitment to some very high principles and
7 end up with wonderful things that you never
8 expected when you were writing this. And
9 we've shown not only in that building but in
10 other buildings, that we can handle that.

11 ROGER BOOTHE: The Stata Center was
12 another one that broke almost every rule.

13 HUGH RUSSELL: There were fewer
14 rules there, but I do remember. And I
15 remember at the same time MIT brought two
16 buildings, one of which I thought was
17 wonderful, the Stata Center, which I still
18 think is bearable, which is the dormitory on
19 Vassar Street. Which --

20 PAMELA WINTERS: Which building?

21 ROGER BOOTHE: Stephen Hall

1 building.

2 HUGH RUSSELL: Yes. Simmons Hall.

3 WILLIAM TIBBS: Simmons Hall.

4 HUGH RUSSELL: And maybe I don't
5 think it's as horrible as I thought it was
6 then. And it is in a place where nobody ever
7 really has to see it much unless you're at
8 MIT.

9 ROGER BOOTHE: Apparently the
10 students love it.

11 JOHN HAWKINSON: I don't think
12 that's accurate.

13 HUGH RUSSELL: That, what I was most
14 concerned about that building is that it was
15 an enormous effort to create an image and the
16 quality of life inside was compromised as a
17 result. And also a stark comparison between
18 that building and the Pacific Street House
19 which was being done at exactly the same time
20 for two-thirds of the budget with better
21 results. So just annoyed me that they

1 couldn't see that.

2 H. THEODORE COHEN: Can I pop in
3 here?

4 HUGH RUSSELL: Yes.

5 H. THEODORE COHEN: I think I have a
6 different design aesthetic -- architectural
7 aesthetic than a number of people here. And
8 I'm really glad Hugh started because I think,
9 you know, you said the things that I wanted
10 to say, which is that some buildings are
11 great just because they're great, and some
12 are ugly just because they're ugly. And it
13 doesn't matter what guidelines they followed,
14 and I really don't want us to eliminate the
15 great buildings or the beautiful buildings
16 because people are following guidelines too
17 much. And I don't think, you know, there's
18 anything wrong. I don't think they're dirty
19 words to say tall or big or shiny or sleek.
20 I think they all have a place and can fit in.
21 And so I agree that a lot of things have to

1 be more goals rather than the methods
2 because, you know, I do love the Hancock
3 Building. And I actually do love the Stata
4 Center and I do like the Hope Building. And
5 a lot of the building, you know, the
6 warehouse on Mass. Ave., I can't think, the
7 storage building. You know, it's huge but
8 it's gorgeous.

9 HUGH RUSSELL: Metropolitan.

10 H. THEODORE COHEN: Yes,
11 Metropolitan Storage. And I don't want to
12 allow those buildings to happen --

13 ROGER BOOTHE: Yes.

14 H. THEODORE COHEN: -- because we're
15 too worried about the guidelines and
16 following exactly, you know, some of the
17 proposals. And so, you know, I'm really
18 concerned about that. I mean, I think these
19 are great. I think, you know, they're -- a
20 great outline for people to follow, but I
21 don't want to lose --

1 ROGER BOOTHE: Now, certainly over
2 the years we have never treated the
3 guidelines like rules, and we certainly heard
4 that from both committees in different ways.
5 They wanted us to think outside the box,
6 trying to be imaginative. So I think the
7 guidelines are there partly to say that we
8 really care about getting something of
9 quality, and this is how we see it going, but
10 it's kind of what Hugh was saying, you know,
11 these are measures we come up with that there
12 might be others and the Board can take those
13 into account, but we are trying to make it
14 clear that we're expecting really good
15 things.

16 HUGH RUSSELL: I think also the
17 Stata Center might do quite well under these.

18 ROGER BOOTHE: It might do better on
19 these than the old ones.

20 PAMELA WINTERS: Roger, I was just
21 wondering, it reminds me of the Koolhaas, Rem

1 Koolhaas dorm at MIT.

2 HUGH RUSSELL: Steven Holl.

3 ROGER BOOTHE: Steven Holl.

4 PAMELA WINTERS: But Koolhaas was
5 the architect, right?

6 ROGER BOOTHE: No.

7 HUGH RUSSELL: No.

8 ROGER BOOTHE: No, H-o-l-l.

9 PAMELA WINTERS: Okay, what am I
10 thinking of then?

11 ROGER BOOTHE: It does have a cool
12 house feeling to it.

13 HUGH RUSSELL: I don't think we've
14 been actually so lucky to have a Koolhaas
15 building.

16 PAMELA WINTERS: Okay. I don't know
17 why I'm --

18 ROGER BOOTHE: He was involved a
19 little bit in the Harvard initiative early
20 on.

21 PAMELA WINTERS: Okay.

1 ROGER BOOTHE: And they were going
2 across, but that's all he's been involved in.

3 HUGH RUSSELL: Anyway, that
4 building.

5 PAMELA WINTERS: That building,
6 whatever it is. That building, I know that,
7 like, half the Board loved it, half the Board
8 hated it, and, you know, it was just -- it's
9 really -- I found it very interesting
10 architecturally. But do the students, have
11 you had any feedback? Do the students like
12 living there? Because that was one of our
13 concerns.

14 ROGER BOOTHE: Well, Jeff Roberts
15 was a student when they were developing the
16 program. I don't know if you want to say
17 anything about that, Jeff.

18 JEFF ROBERTS: I'll say, I'll say
19 this. I can say a lot. We can talk about it
20 later, but it's a good example of where
21 things can become problematic when the design

1 isn't keeping in mind the larger set of goals
2 that it's meant to accomplish. I think it's
3 a -- I was involved in that project beginning
4 to end as a student, and it's one where the
5 design really got -- you know, it started
6 with a set of community goals, and the design
7 kind of ran away from that set of goals to a
8 point where it became, it became an issue.
9 But, yes, as mentioned, it is still a place
10 and people like it. The community kind of
11 tends to bond together somewhat in spite of
12 the architecture. One of the challenges of
13 living there helped in a funny way helped to
14 build some community in the dorm that might
15 not have otherwise have formed.

16 STUART DASH: Like a blizzard.

17 JEFF ROBERTS: There's certainly
18 unintended consequences. But it's a -- yes,
19 I don't want to get too far off.

20 PAMELA WINTERS: No, that's fine.

21 ROGER BOOTHE: I personally hate the

1 building, but I think it's a really good
2 thing it's there.

3 PAMELA WINTERS: Okay. Very
4 diplomatic.

5 WILLIAM TIBBS: Getting back to what
6 Hugh said, thought, one of the concerns I
7 always had with the North Cambridge ones, and
8 I think the way you've done it, I agree, is
9 the good thing. The big fear is that we get
10 a building that's made just like these
11 blocks. And then they'd say, wait a minute,
12 we're complying with everything you said we
13 should do.

14 ROGER BOOTHE: Well, we won't let
15 them do that.

16 WILLIAM TIBBS: And I think the word
17 measures is good and I think I agree with
18 Hugh that if you describe a definition of
19 what the goal and measures are so that they
20 -- because I think a lot of people weren't
21 used to dealing with us or these things,

1 might just liberally say we're going to check
2 off, here's a hundred feet here, and here's
3 or whatever. And we just want to make sure
4 that we do, we do get the quality. And just
5 because they comply with everything that we
6 -- the measures say, that that doesn't
7 necessarily mean a good building. As I've
8 said we've got, we have guidelines that and
9 sometimes we get great buildings and sometime
10 we get not so great buildings that comply
11 with the buildings. I think North Mass Ave.
12 falls into that category.

13 ROGER BOOTHE: Most really good
14 architects have really strong egos and are
15 not going to take guidelines for an answer.

16 HUGH RUSSELL: Well, we have
17 actually three very good architects sitting
18 in the room, or at least three that I
19 recognize, and I'm not worried about them
20 dealing with this. And I understand
21 guidelines and the previous buildings have

1 merit.

2 ROGER BOOTHE: Right.

3 IRAM FAROOQ: Just one thing.

4 HUGH RUSSELL: Okay, I wanted to
5 move on to the ground floor design
6 guidelines.

7 IRAM FAROOQ: The only thing I
8 wanted to say was that this section, one of
9 the things you asked us when you were talking
10 about MIT was are there any pieces that are
11 proposed in the Zoning language that actually
12 would fit better as design guidelines? And I
13 think when you look at the floor plate
14 limitations as you go over different heights,
15 that's right now in the MIT Zoning, and
16 that's one of the things we would recommend
17 might belong better in a place like this.

18 HUGH RUSSELL: I think I would agree
19 with that.

20 So now I've spent the substance of the
21 a lot of the setback and the heights and all

1 of those regimes in part because I wish no
2 buildings were over 150 feet and it's just
3 not going to work. And a lot of what's in
4 here is dealing with the fact that there are
5 buildings that are over 150 feet tall that
6 will be built, not too many, but some. And
7 how to shape those buildings so that they are
8 good neighbors in the city. And in part
9 because I think a tremendous amount of effort
10 has been done by consultants and staff to
11 come up with specific numbers. So I feel
12 that I'm not sure that I want to substitute
13 my suggestions. But when I get to the retail
14 page, there are a couple of places I do want
15 to do that. And I'd like to move to that.

16 PAMELA WINTERS: What page, Hugh?

17 HUGH RUSSELL: I'm on page 23.

18 And I was thinking as I said before
19 about secondary streets, and I think you
20 should probably add residential entry and
21 stoops to the list of measures that are part

1 of, you know, the measures that we'd expect
2 on secondary streets because I think, you
3 know, that was done at Third Square and is
4 the right thing to do there. And to line it
5 with the -- try to line it with retail would
6 not be a good idea.

7 ROGER BOOTHE: No.

8 HUGH RUSSELL: And then I -- this is
9 a question about the depth of the ground
10 floor retail at the height. And the thing I
11 look at is well, the 40-foot depth and 18 to
12 20 foot floor-to-floor height is what the
13 national retailers are looking for. But our
14 goal is to have small locally-owned
15 businesses. So if you make the space -- if
16 you require people to make space that the
17 national people want, it's more likely that
18 they'll come. Now, and then I thought about
19 how many stores in Harvard Square are in 18
20 to 20 foot high floor? And it -- the Harvard
21 Coop and what used to be the old coop where

1 the bank is now, I can't even remember which
2 bank is now and I can't even remember what
3 bank it is it changes so often, but those
4 have big high ceilings. And when the Coop
5 was there, it was a double height space. I
6 think there might -- it's possible that it
7 appears, and it might be that that one
8 building. But I don't think there's a single
9 other storefront in Harvard Square that has
10 that kind of height. And I would also note
11 that your illustration on page 27 of
12 storefronts shows, as far as I can calculate
13 based on the height of seven foot doors, 13
14 feet, 18 feet, 16 feet, 13 feet, and 12 foot
15 high. So I think the 18 to 20 is not the
16 right guideline.

17 ROGER BOOTHE: We actually had quite
18 a bit of discussion about this with Goody
19 Clancy. They were urging us to have the
20 higher heights. I wouldn't add Crate and
21 Barrel, the old DR building, and that faces

1 pretty soaring some of that, you know. So,
2 and that's a different scale that we're
3 talking about in Kendall Square. So I don't
4 know.

5 IRAM FAROOQ: One of the other
6 things that 18 to 20 was also trying to make
7 sure that we could accommodate restaurants
8 and all of the equipment that might need to
9 go with that because this is fifth floor to
10 -- floor-to-floor?

11 HUGH RUSSELL: So I would be curious
12 to know the --

13 ROGER BOOTHE: Floor-to-floor
14 height.

15 IRAM FAROOQ: Yes.

16 HUGH RUSSELL: -- in the Twining
17 Building which has now three great
18 restaurants in it, is there two feet between
19 the first floor and the --

20 UNIDENTIFIED MALE: It might be 16.

21 HUGH RUSSELL: Which is generous but

1 I'm not saying make it 12 or 10, but maybe it
2 should be cranked down because I think in
3 terms of the depth we've had this discussion
4 again and again and again and again, and I
5 guess I'm willing to -- well, right now the
6 language says: Should average about 40 feet.
7 That doesn't say every space has to be 40
8 foot minimum. And that's based on retail
9 wisdom of what many retailers want to see.
10 They're clearly --you know, the Novartis new
11 building has retail at half that depth which
12 in some ways is good because it stretches it
13 out and it's not a fabulous retail location.
14 So by having a 20-foot deep space and getting
15 good people and stretching them enhances the
16 experience rather than have two empty
17 storefronts and two busy ones.

18 ROGER BOOTHE: Maybe we should get a
19 little more of that kind of language in there
20 rather than the numbers. I'm always nervous
21 about numbers in a guideline.

1 WILLIAM TIBBS: Yes, I was going to
2 suggest you had a little bit more flexibility
3 in that -- part of what they're doing when
4 they come to us and telling us what they
5 think that should be based on what their
6 they're trying to accomplish and then we can
7 judge what's appropriate or not.

8 ROGER BOOTHE: And in a lot of
9 places we are talking about food trying some
10 uses, so we want them to be showing us that
11 they can actually provide food. I think back
12 to some of the failures that we've had on the
13 East Cambridge riverfront where we weren't
14 able to get food in because there wasn't
15 enough -- in some cases height
16 floor-to-ceiling but also not putting in the
17 black steel to ventilate the restaurants so
18 it was more like we want to, we want these
19 spaces to work for restaurants in a lot of
20 cases, but not everywhere necessarily. So
21 we'll work on that.

1 HUGH RUSSELL: And another very
2 small point on page 26, measure a -- I think
3 we should also say that the percentage of
4 transparency we're interested in is
5 somewhere, it's in the zone that is maybe two
6 feet above the sidewalk and maybe ten feet
7 above the sidewalk. It doesn't do any good
8 to have a lot of high windows and, you know,
9 the Walgreens preferred mode which is to have
10 no -- you can't see into the place, but they
11 might have 50 percent glass, it's all up
12 where you can't see in. I'm using the
13 Brattleboro Walgreens as an example, but
14 thank God it's not downtown. So I think
15 that's just my editorial there. I think
16 that's what you needed.

17 ROGER BOOTHE: Yes, good point.

18 HUGH RUSSELL: Tom. I'm actually
19 done with my remarks.

20 THOMAS ANNINGER: Are you done with
21 your list?

1 HUGH RUSSELL: Yes.

2 THOMAS ANNINGER: Others have said
3 what I was thinking when I read this, but
4 I'll say it in my own words. I think my
5 approach to this is a little similar to what
6 we did with the Bicycle Zoning just a few
7 weeks ago. So the point about the Bicycle
8 Zoning is that what I was worried about there
9 was balance between something that was very
10 controlling and something that allowed for
11 some flexibility. And for the Bicycle
12 Zoning, I was convinced in the end that
13 something very prescriptive actually was
14 exactly the right way to go because it
15 actually freed you up from getting caught up
16 in all sorts of details on a fight over
17 bicycle parking and gave you a chance to
18 really think about the architecture and the
19 urban planning of the building.

20 Here I think the balance is different.

21 Here I think that there is a, there is a lot

1 of thinking here that -- and learning, but it
2 does to me at certain points have an overly
3 prescriptive tone to it. And it's what Ted
4 was getting at. I think it was what some of
5 my other colleagues -- some of these measures
6 really read like rules. Like you got to do
7 this.

8 I'll give you two examples that caught
9 my eye and there may be many others, but I
10 have to read through this rather quickly.

11 On page 12, buildings should have a
12 clearly-expressed base, middle, and top.
13 Yes, I understand what that means, but it
14 almost sounds a little bit like you're
15 telling kids in kindergarten how to build
16 their blocks. It's a little bit much in the
17 way it's perhaps worded, and I'm just afraid
18 that people might over read that sentence.

19 The other example is which goes to that
20 is on page 17, and this -- here the tone is
21 different. It's not quite so strong. Used

1 variations in height to create varied roof
2 lines.

3 ROGER BOOTHE: I'm sorry, Tom,
4 you're on page 17?

5 THOMAS ANNINGER: Page 17, measure
6 A. Use variations in height. To me
7 variations in height as a way of creating
8 interest is somewhat controversial. You and
9 I have both have talked many times about the
10 continental European cities. They do not
11 consider variations in height a virtue. If
12 anything, quite the opposite. Paris is not
13 that. Many of the cities in Europe are not
14 that. They like a uniform line at the top of
15 their buildings to create a certain calm and
16 peace. And I think one of the things that
17 Cambridge sometimes makes me uncomfortable is
18 some of the variations in height that make
19 for a very jagged edge and create an
20 unpeaceful kind of feeling. So I think we
21 have to be careful when we say things like

1 that. I see what you're saying, and I think
2 it can be used tastefully and well, but I
3 think we have to be careful not to overstate
4 that one either.

5 ROGER BOOTHE: Yes. This is
6 certainly an issue that came up in the
7 Central Square Committee even more strongly
8 where the committee was really pushing us not
9 to have so much uniformity. Our old
10 guidelines were pretty much saying very much
11 the traditional cornus line, the setbacks,
12 and so forth and they really wanted to see
13 the variation. It wasn't as strong I think
14 the Kendall Square Committee, but they -- I
15 think we and Goody Clancy were worried about
16 the bulky buildings, particularly if they get
17 to being too bulky and they're monolithic.
18 But I hear what you're saying. I think the
19 language in any case should be we do want to
20 read like a measure and not like a rule. So
21 we'll work on it.

1 HUGH RUSSELL: The -- again,
2 thinking of the Twining Building probably
3 because the people are staring at me, but if
4 you look at the, think of the tower, the
5 housing tower on Third Street, it shows you
6 that it's quite a tall building, and I think
7 the variation in height is in some ways more
8 important when you get up to the taller
9 buildings. And think about the -- what they
10 did with that building. There's, you know --
11 there's one mass that's a few stories taller.

12 ROGER BOOTHE: It's on page 9.

13 HUGH RUSSELL: Page 9, right. And
14 then there was the screen that introduced
15 another kind of --

16 ROGER BOOTHE: The glass screen?

17 HUGH RUSSELL: Yes.

18 ROGER BOOTHE: It doesn't show on
19 this picture very well, but you see a little
20 tip of it there.

21 HUGH RUSSELL: And the other -- so

1 we're seeing it from a different side. It's
2 more monolithic than it does from Third
3 Street. But in some, you know, I think that
4 articulation is it meets the sky has to be
5 done in a bold scale. It can't be done in a
6 weak scale. I'm just suggesting as a way to
7 maybe explain the logic behind the
8 requirements.

9 WILLIAM TIBBS: I think a more
10 flexible way of doing it saying something
11 where appropriate using the variation. That
12 way we always have the, we have the
13 conversation about is it appropriate or not.

14 ROGER BOOTHE: Right.

15 HUGH RUSSELL: But what's also kind
16 of a revelation when Forest City came in with
17 their massive model, and showed how like, you
18 know, breaking the mass up into the three
19 different volumes, you could, you could
20 address the street in a much better way. So
21 it's a measure that can be used to achieve

1 the scaling goals.

2 H. THEODORE COHEN: I agree with Tom
3 about all those things, and especially in the
4 section on tall buildings because I'm
5 personally not a big fan of, you know, the
6 changes in materials or fenestrations or
7 colors or I think arbitrary changes in
8 facades. But I think actually on page 18
9 where you're talking about tall buildings,
10 while I don't necessarily like a lot of those
11 things, you phrased it in consider doing
12 this.

13 ROGER BOOTHE: Yes.

14 WILLIAM TIBBS: Yes.

15 H. THEODORE COHEN: So it's much
16 more, you know, a measured response. You
17 know, we've got this goal in mind and, you
18 know, doing this may be what a lot of us will
19 like, but you don't, you know, just think
20 about it.

21 ROGER BOOTHE: I mean --

1 H. THEODORE COHEN: I think language
2 like that throughout would be helpful.

3 ROGER BOOTHE: I think in my mind
4 I've been very worried about the very large
5 massive biotech buildings and feeling like
6 something has to happen to those buildings to
7 humanize them. And maybe residential almost
8 inherently has more gracefulness to it than
9 some of these really bulky biotech buildings.
10 So we should think more about that language.

11 WILLIAM TIBBS: I do want to say
12 that, Tom, I really agree with you. I mean,
13 I've only been to Paris once, and I was
14 amazed at the uniformity of the line of
15 buildings and the effect it had as you walked
16 down the street. Because it's something that
17 we don't experience that much here, but --

18 THOMAS ANNINGER: Right.

19 H. THEODORE COHEN: On the contrary,
20 I was just with a number of friends in
21 Kendall Square going to some of the great new

1 restaurants there, and the number of people
2 said why are all the buildings the same
3 height?

4 WILLIAM TIBBS: Yes. Well, I'm not
5 necessarily -- I'm agreeing with everybody
6 saying we should have the flexibility. But I
7 was impressed with that.

8 THOMAS ANNINGER: Can I say
9 something that I heard Hugh say about
10 residential entrances on side streets? In a
11 way that's all to the good. I think we do
12 have to ask ourself the question as to how
13 successful our push for residential entrances
14 is at those early buildings at North Point.
15 I'm not convinced was it Tango and Sierra
16 that we really got what we wanted with those
17 wooden doors? And they look a little bit
18 contrive to me, and I think we have to be
19 careful just how much we push for
20 residential, broken down residential
21 entrances. That too has to be done right.

1 I'm getting a look from somebody who
2 designed it.

3 HUGH RUSSELL: Right.

4 I think, you know, if right now those
5 buildings are like point blocks in a park.

6 WILLIAM TIBBS: Yes.

7 HUGH RUSSELL: And when it becomes a
8 neighborhood of streets, it's different. And
9 I mean, I thought the ingenuity behind the --
10 David's building. I've forgotten which one
11 it is. But the way he really thought about
12 it and came up with some completely unusual
13 and new ideas, but when you actually get
14 there on the sidewalk, it's pretty
15 interesting, you know.

16 THOMAS ANNINGER: I think you're
17 absolutely right, that it is too early to
18 judge. I think you're right.

19 STUART DASH: We're just getting
20 people in them.

21 THOMAS ANNINGER: That's right. I

1 think that's a fair point.

2 STEVEN WINTER: Hugh, I wanted to
3 add that as I recall the Central Square
4 discussion about height was that we want to
5 honor the old buildings and we want to honor
6 that setting. But the height is okay where
7 it goes as long as it's, as long as it plays
8 and orchestrates with the rest of the
9 streetscape, high is okay. I believe that's
10 what they were saying.

11 ROGER BOOTHE: Yes, that's
12 definitely what they were saying. And it's
13 definitely departure from where we've been
14 for quite a while and those guidelines.

15 STEVEN WINTER: That's what was
16 exciting about it.

17 ROGER BOOTHE: And really pretty
18 much were right on the Central Square
19 guidelines based on the Committee's input.

20 STEVEN WINTER: Based on the
21 standard heights I do think Paris is a

1 wonderful example. You know, they've also
2 had a thousand years to get to the point
3 where it works for them well. It could be
4 our height is going to be 180 feet, and if
5 you come back here in 900 years, we're all
6 going to be the same height but it's going to
7 be 180 feet.

8 ROGER BOOTHE: We don't have our
9 houseman to help us out.

10 STUART DASH: We just changed the
11 regulations.

12 WILLIAM TIBBS: Hugh, can I add? I
13 had another area I wanted to --

14 HUGH RUSSELL: Yes, sure.

15 WILLIAM TIBBS: Can you talk a
16 little bit about the connectors? I remember
17 when I first saw that --

18 ROGER BOOTHE: Yes.

19 WILLIAM TIBBS: -- it was
20 interesting. And the only reason why, and I
21 may be going back, way too back in time, but

1 I remember a time when trying to get a
2 connector in the city was very, very
3 difficult. And I just want to make sure if
4 we're saying -- I'm not saying whether -- I
5 don't feel that there's a problem myself, but
6 I just want to say are there other political
7 issues that we need to or are we trying to
8 avoid a political issue and it's going to hit
9 us in the face.

10 ROGER BOOTHE: I'm not sure it's a
11 political issue. The thing that we're trying
12 to deal with is the desire for huge floor
13 plates.

14 WILLIAM TIBBS: No, I understand
15 that, but I'm trying to understand what was
16 the resistance to connectors --

17 HUGH RUSSELL: I think these
18 connectors would not be going across public
19 ways.

20 ROGER BOOTHE: Exactly. We don't
21 want them across public ways. The Draper

1 Labs Connector, that one was so hugely
2 controversial.

3 WILLIAM TIBBS: Yes, yes.

4 ROGER BOOTHE: I still regret that
5 one. Some of the ones like the Broad
6 Institute, you know, there's the existing
7 Broad and the one that's been built now. And
8 they have connectors right around the corner
9 that don't go over public ways and those
10 really read like two different buildings
11 completely, and on several floors they're
12 totally connected.

13 WILLIAM TIBBS: So the controversy
14 is over public ways?

15 ROGER BOOTHE: Yes, that's for sure,
16 and I think we're all -- we all have
17 longstanding policies in trying to avoid that
18 because it blocks the sky and so forth and so
19 on.

20 STUART DASH: We want people flat on
21 the street.

1 WILLIAM TIBBS: Yes. I want to
2 reread it then just in that context.

3 HUGH RUSSELL: There's a very small
4 point, maybe we could just say they should be
5 two stories above the ground and not the
6 heights.

7 ROGER BOOTHE: Okay, do we have a
8 number there?

9 HUGH RUSSELL: We have 35 feet or
10 two stories.

11 ROGER BOOTHE: Yeah, no I feel
12 better with stories. I'd like to remove a
13 lot of the numbers to get -- to sound like
14 we're being too descriptive.

15 WILLIAM TIBBS: Exactly.

16 IRAM FAROOQ: If I could just say
17 one thing. Just to be fair to MIT, I will
18 say that they have expressed an interest in
19 having some of this format exist over some of
20 the streets within the campus, and I think it
21 would be useful to get the Board's guidance

1 on what you all think about that.

2 WILLIAM TIBBS: I brought it up
3 specifically for that reason because I know
4 from personal experience that even when MIT
5 tried to do that on streets that were
6 relatively within its domain, there was still
7 a lot of controversy with the city about
8 doing it. So I think we need to face that
9 issue very straight on. If MIT's trying to
10 basically say that -- MIT likes connectors.
11 I mean their main group buildings are all
12 connected, and I think it's a great idea as a
13 person who's had to walk in the winter there.
14 But I think that's an issue that we don't
15 want to skirt passed. If they want to -- if
16 they wanted to be over public streets but not
17 major public streets, then I think that's
18 something that we just need to talk about and
19 see if that makes sense to us, and then get a
20 sense as to what the issue is with the city.

21 ROGER BOOTHE: Yes, I guess I

1 would --

2 HUGH RUSSELL: I think it's really
3 simple.

4 ROGER BOOTHE: -- different than on
5 a campus and a mixed use center.

6 WILLIAM TIBBS: But, again, the East
7 Campus is not the campus that we are thinking
8 about. I mean, this whole conversation has
9 been about the fact that we're changing the
10 mode from the campus that's the Central
11 Campus and the West Campus, and this is going
12 to be something different with streets and
13 people and commercial and institutional all
14 mixed together.

15 ROGER BOOTHE: Yes.

16 HUGH RUSSELL: I would have no
17 problem with considering connectors over
18 Carlton and Hayward. I would have huge
19 problems considering connectors over Amherst
20 and what's the one that isn't labelled there?
21 I guess down the river?

1 ROGER BOOTHE: It's making a
2 passageway to the river --

3 WILLIAM TIBBS: Wadsworth.

4 ROGER BOOTHE: -- so that makes it
5 more or less hospitable the less it's going
6 to work.

7 HUGH RUSSELL: And writing up with
8 the difference between the campus streets, we
9 might want a place to put something like
10 this.

11 WILLIAM TIBBS: That might be how
12 you define a secondary street.

13 H. THEODORE COHEN: Isn't a
14 connector over a public way ultimately up to
15 the City Council?

16 ROGER BOOTHE: It is.

17 H. THEODORE COHEN: Because I mean,
18 I longed for the connector between the Fogg
19 and the Sterling Museum which was so
20 spectacularly beautiful.

21 ROGER BOOTHE: That was certainly

1 not a universally held opinion.

2 H. THEODORE COHEN: No, it was not.
3 It's not there.

4 HUGH RUSSELL: They managed to
5 convince half of the neighborhood association
6 in the largest meeting ever held in
7 Cambridge, but they didn't realize the rules
8 required two-thirds. So that we didn't do
9 things by close majorities. Of course they
10 now hate that building and so they're
11 probably just as happy not to have a
12 connector.

13 H. THEODORE COHEN: Right.

14 ROGER BOOTHE: Okay.

15 HUGH RUSSELL: Okay. More?

16 H. THEODORE COHEN: Just a couple of
17 small points. Should we, can we talk about
18 cell towers and whether there's going to be
19 any provision for them? And sort of the
20 related matter is, you know, these are all
21 great but do we talk at all about penthouses

1 and what goes on these beautiful roofs that
2 we're talking about with the guidelines
3 should be?

4 ROGER BOOTHE: That sounds like
5 probably a good idea. That's always a hard
6 one to get your arms around but we could take
7 a crack at that.

8 HUGH RUSSELL: But in the sense the
9 mechanical penthouse on a building becomes
10 the top of the building, and we want it to be
11 considered as the top of the building and not
12 considered as --

13 H. THEODORE COHEN: Something on
14 top.

15 WILLIAM TIBBS: Mechanical things on
16 top of the building.

17 ROGER BOOTHE: We certainly have
18 that in our project review guidelines, and I
19 think we've made pretty good progress on that
20 in the last several years but we could
21 address that more directly.

1 H. THEODORE COHEN: Okay.

2 And I think my last point was about
3 interior signs. And we were talking about
4 page 10 maybe it is, about transparency and
5 obeying the spirit of innovation. I mean, do
6 we really want a lot more Microsoft, you
7 know, bearing weight as you come over the
8 Longfellow Bridge staring you in the face? I
9 realize it's in the interior and through the
10 glass wall. And I know we don't necessarily
11 get to control the interior, but are we
12 really trying to promote something like that?

13 ROGER BOOTHE: Yes, that's a tough
14 discussion. I mean, I think there is
15 certainly something about the digital age
16 that we're in now that you probably don't
17 want to be ignoring it and totally covering
18 it up. But the Microsoft thing is really a
19 disappointment because it reads like
20 advertisements and nothing else. So maybe I
21 don't know. But it's a tough subject.

1 H. THEODORE COHEN: I mean it reads
2 like a billboard that we probably wouldn't
3 allow on top of the building.

4 ROGER BOOTHE: Yes.

5 WILLIAM TIBBS: Yes.

6 HUGH RUSSELL: Is it better than a
7 subway power substation which is right behind
8 it?

9 ROGER BOOTHE: Yes. I mean,
10 certainly the Broad Institute tried to do
11 something with their museum there, which
12 maybe not everybody would like to see, but
13 it's certainly a step above what Microsoft
14 has done. But they're both in sort of the
15 same, if you're -- you can talk about
16 guidelines, they're both using electronics to
17 try to make it -- the building more appealing
18 from the outside. And I would think that not
19 being overly descriptive, we probably would
20 want to prevent that completely, but it would
21 be nice that we had more assurances that it

1 was going to be successful. But I don't
2 think we have easy answers on that.

3 IRAM FAROOQ: Could there just be
4 some language that it shouldn't be
5 advertising?

6 ROGER BOOTHE: Yes, yes, that would
7 be --

8 IRAM FAROOQ: That may be --

9 ROGER BOOTHE: Not advertising
10 something that is really interesting, but one
11 person's interesting is another person's
12 advertisement. But let us think about that.

13 H. THEODORE COHEN: Okay.

14 STUART DASH: Which we're --
15 actually, we have some language. The guy
16 that back in the ill-fated sign ordinance
17 that talked to that a little bit or talked
18 about big areas that just, you know, lit up
19 color or signage that basically weren't
20 adding anything to the overall urban district
21 and just a matter of advertising.

1 Center Plaza that lasted about two weeks
2 before it was ripped out because everybody --
3 it was animated, you know, electronic
4 animation right there in Harvard Square. So
5 these things are -- they're risky and, you
6 know, MIT is a risky kind of place. And I
7 guess we probably wanted to see some of that,
8 and maybe we just have to try to make sure
9 that we're understanding what the thing is
10 really going to be like.

11 HUGH RUSSELL: Right. I mean 77
12 Mass. Avenue doesn't really communicate
13 architecturally what's really going on at
14 MIT. You know, a bunch of --

15 WILLIAM TIBBS: Sure it does.
16 You've got a dome, you've got the stairs, and
17 you've got the new sculptures opposite.

18 STUART DASH: People have to find
19 their way there.

20 HUGH RUSSELL: I guess. It is more
21 -- I mean, 77, you know, looks like it's an

1 old academic building. And there's some
2 probably very brilliant professors sitting
3 behind that window, you know, with a slide
4 rule and it's, that's not I think the modern
5 story of everything at MIT.

6 ROGER BOOTHE: Do we want to address
7 Central Square or are we getting late now?

8 WILLIAM TIBBS: I'm going to have to
9 leave at 10:00. If you all want to --

10 HUGH RUSSELL: I guess Central
11 Square, I find is the guidelines, the
12 problem's different. It's like Central
13 Square, we're trying to guide in-fill rather
14 than develop into other areas.

15 WILLIAM TIBBS: Yes.

16 HUGH RUSSELL: And it's all about
17 in-fill and it's about opportunities and
18 trying to push people to do things
19 differently. So I mean I had a single mark
20 on the Central Square guidelines, probably
21 only because I didn't study them enough, but

1 I thought -- the only mark I have was 5,000
2 square feet big enough for a public market
3 building in Central Square? And it says
4 minimum of 5,000. I thought downtown
5 Brattleboro ended up with a public market
6 space kind of by default that's probably four
7 times that size. And that's kind of an
8 interesting, usable space. The things go on
9 down there, and mostly it's kind of empty and
10 forlorn but every once in a while it's going
11 to be fun. So that was my --

12 ROGER BOOTHE: Well, if I could just
13 say one thing about the committee process.

14 HUGH RUSSELL: Yes.

15 ROGER BOOTHE: Again, they really
16 pushed hard to get away from the old
17 guidelines that seemed too stayed. And I
18 read them over and even though I probably
19 wrote them, they were probably a little too
20 stayed. So they're wanting us to think about
21 great new architecture that doesn't have to

1 be historicist, but also we had the desire to
2 keep thinking about the historical pattern
3 there because it is very important. We don't
4 want Central Square to disappear because
5 people love Central Square. We had the Red
6 Ribbon Commission right before the K2-C2
7 process, and that big theme there was saying
8 let's benefit from some of all of this
9 economic activity that's happening in Kendall
10 Square and how we bring that to Central
11 Square. So I mean, this image up on the
12 screen here, which I forget what page it's on
13 in the guidelines, but it's got --

14 IRAM FAROOQ: 6.

15 ROGER BOOTHE: -- on the left side,
16 the upper portion of the Holmes Building and
17 its plaza which really doesn't have a popular
18 following. And we've got on the right
19 Lafayette Square which is amazingly popular,
20 but it doesn't have architectural framing.
21 That's kind of at the two ends of the square,

1 and I think those were really emblematic
2 concerns of the committee is how to make
3 something more at this square and then really
4 respect what's happened at Lafayette Square.
5 And, of course, we heard a lot about that and
6 the discussion about the Forest City
7 rezoning. And we still have some folks right
8 here in the room who have taken on the
9 request site, and so that's maybe a little
10 bit more than in-fill because it's a big
11 site. You got the city parking lot here.
12 That's two big city parking lots were also
13 big discussion in committee as to how those
14 could be built with to still respect the
15 neighborhood edges and so forth but have
16 something more positive going on in it. So,
17 I think that these guidelines really do try
18 to respect a lot of the -- those -- that kind
19 of thinking that came out of the committee.
20 And it does once again allow for more height
21 than we're used to been thinking about in

1 Central Square, but it's not really going to
2 be wall to wall heights, you know? It's just
3 too difficult to assemble sites and so forth.
4 But certainly in the case of Quest, you know,
5 I think we're going to be seeing something
6 more visible at Lafayette Square. The good
7 thing about this site is that we won't have
8 to worry so much about the shading of the
9 park since it's on the north side of the
10 park, but then you do get back into the
11 neighborhood issues and the needs to be sure
12 to protect the neighborhood. So these
13 guidelines do try to address these things,
14 and probably don't have a lot of -- you don't
15 want to get into a lot of detail perhaps or
16 should I try to get through it?

17 HUGH RUSSELL: I mean, I think part
18 of my reaction to this is that I think we
19 really were impressed with the committee
20 process, with the presentation that was made,
21 the thoughtfulness that process came out

1 with. This is simply putting into guideline
2 form what we've already heard, so in some
3 ways I don't want to tamper. If it's not
4 broken, don't fix it.

5 ROGER BOOTHE: Yes. Well, I think
6 that's kind of the way we felt. At least
7 we're trying to respect the spirit of that
8 extraordinary process.

9 THOMAS ANNINGER: Did you say you
10 had a five-minute run through of this that
11 you wanted to give us?

12 ROGER BOOTHE: Well, I was asking
13 whether you want to try to go through that?

14 THOMAS ANNINGER: I think we should
15 go through that. We're not going to have
16 another chance if it's -- Roger does things
17 really fast so I think we can do it.

18 HUGH RUSSELL: Great. I would love
19 to have us at the end of tonight to sort of
20 say, okay, we've had the major discussions on
21 both of these and time to wrap them up.

1 STEVEN WINTER: Yes.

2 HUGH RUSSELL: And I think, you
3 know.

4 PAMELA WINTERS: That's fine.

5 ROGER BOOTHE: Shall I do a run
6 through?

7 Once again I think all these guidelines
8 were trying to build on experiences we've
9 had, especially the project review. And so
10 much of what the Board looks at is where the
11 building meets the street, trying to make
12 sure that we have active sidewalks that would
13 animate public squares where there are
14 buildings next to it. That's a big thing
15 that runs all through these guidelines.
16 Streets and sidewalks is all about that. And
17 on page 5 you see the Tavern on the Square
18 that we've seen as a successful model of
19 trying to have zones in sidewalk where you
20 have walking going on and cafe space and
21 really animation. Seeing more and more of

1 that throughout the square. Again, that's a
2 big theme of Red Ribbon, something the
3 committee really wants to see.

4 So on page 6, which is what's up on the
5 screen there, again, the Carl Barren Plaza in
6 my mind has really benefitted from getting
7 active uses on that ground floor. There
8 apparently is some change in the management.
9 And we've heard indirectly that they might be
10 getting something in there. I think that's
11 essential. It's very hard to redo that
12 process as much as everybody would like to,
13 but that would be a critical thing to make it
14 work.

15 The idea of this public room was
16 something that, again, I think has its roots,
17 this is on page 7. And the Red Ribbon
18 Commission had resonance with the C2
19 Committee, the need for some kind of
20 gathering space. And as we see these
21 developments happen, try to think about

1 something that's not just internalized but
2 something that has a place for people.

3 The ground floor design guidelines,
4 again, similar to discussion we were having
5 about the Kendall Square ground floors, how
6 do we make sure those ground floors work, and
7 I don't remember if we had as many numbers in
8 here. I'd rather stay away from the numbers
9 about the heights and the amount of space as
10 we were discussing before, but certainly
11 trying to make sure that we don't wind up
12 with spaces that are not really workable for
13 these kinds of uses as everybody I think
14 agrees are so important.

15 The built forum section has on page 11
16 there's an error actually that Section 3 is
17 actually the same as Section 4. There's
18 another section that -- Iram, can you pull
19 that up on the screen? That's really just
20 showing the area of Main Street near Newtown
21 Court and it shows basically no change on the

1 Newtown Court side and maintaining the kind
2 of setback regime that we have on the side
3 where there's 650 Main Street building
4 further on down. So you can see up here the
5 proper Section 3. That's a real detail. But
6 I think as you have time to look at these and
7 see if these make sense to you, and we can
8 certainly still tweak the clarity and numbers
9 and so forth. But it's really all about
10 trying to keep the heights near Mass. Ave,
11 have protection for the neighborhood areas
12 and Newtown Court. And, again, the height is
13 really allow for housing. So that's
14 something that the committee felt very
15 strongly about trying to allow, that would
16 break through the traditional plane. So if
17 you look at page 13 on the guidelines and you
18 see the traditional plane is the 55-foot
19 height. And then right now in our regime we
20 have 80 feet by Special Permit. You could go
21 up to 140 feet on a few sites. Again, I do

1 not think it's going to be more than a very
2 few over the next decade or two just because
3 of the ownership, but the committee felt
4 strongly they wanted that kind of height
5 possibility for residential.

6 On pages 14 and 15 we get into building
7 facade, and this is where we had a really
8 interesting discussion with the committee
9 where they reacted against our old guidelines
10 which all sounded very stuffy and
11 conservative, and so I really like the
12 juxtaposition on page 15 of having the
13 historic building. We talk about what's
14 really great about that, but then we have an
15 example from Harvard Square of a really
16 modern glassy building that has its own kind
17 of character and interest. So we're thinking
18 about Central Square as benefitting from
19 having those kinds of juxtapositions. And
20 again trying hard not to be too prescriptive
21 in a lot of what was and that carries on page

1 16.

2 So, I think those are the main points
3 and Central Square guidelines. Again, a lot
4 of similarities in terms of thinking about
5 the importance of the street and sidewalk and
6 respect with public spaces.

7 THOMAS ANNINGER: Good job.

8 HUGH RUSSELL: So, I think what
9 we're saying in a nutshell is we're endorsing
10 the design guidelines as with no suggestions
11 or reservations, and that we have a few areas
12 to think about in Kendall Square so we're at
13 95 percent instead of 100.

14 ROGER BOOTHE: Well, I think the
15 discussion was very helpful. I think we
16 understand what you're saying. We'll work on
17 those things.

18 HUGH RUSSELL: Okay, great.
19 Excellent work.

20 Iram will of course have the last word.

21 IRAM FAROOQ: I just want to say

1 next steps with what we're going to do from
2 here on K2 and C2, and we'd like to -- our
3 in-house Zoning team has started to write the
4 language now especially for Central Square
5 based on the Committee's recommendations of
6 the Zoning language, and we'd like to start
7 having those discussions with you, maybe come
8 in once a month is what we're thinking, so
9 that we can advance Central Square and then
10 on Kendall Square. As you had earlier
11 expressed that we use MIT as kind of the test
12 case, and we wait for the MIT piece to wrap
13 up before we bring you the language for the
14 rest of the area. We feel like once we do
15 that, we'll be pretty set with the principles
16 for the rest of Kendall Square.

17 HUGH RUSSELL: Does the -- do we
18 have any sense of the redevelopment
19 authority's process and the timeline?

20 SUSAN GLAZER: In terms of what?

21 ROGER BOOTHE: Processing timeline.

1 HUGH RUSSELL: The processing
2 timeline for the redevelopment authority to
3 sort of get up to speed to become, you know,
4 sort of --

5 IRAM FAROOQ: As an organization.

6 SUSAN GLAZER: Oh. They -- the
7 redevelopment authority is continuing on with
8 its work. They have advertised for a
9 redevelopment officer redevelopment director,
10 I'm not quite sure of the exact title. And
11 we're receiving resumes until the 25th of
12 this month, and then we'll be reviewing them
13 pretty quickly after that and hope to have
14 someone on board, you know, fairly soon. But
15 they definitely are continuing on.

16 HUGH RUSSELL: So maybe next year
17 we'll be in position to do the DOT Zoning or
18 maybe earlier?

19 SUSAN GLAZER: It's hard to say.
20 One of the things that we'll be doing in the
21 next year is a strategic plan to, you know,

1 give a little more focus to their work.

2 HUGH RUSSELL: Thank you.

3 Okay.

4 THOMAS ANNINGER: Hugh, before we
5 break, if I'm not mistaken next week we
6 tackle our second look at the MIT Zoning
7 Petition?

8 ROGER BOOTHE: Yes.

9 THOMAS ANNINGER: Just what we do
10 with that is something we might spend 30
11 seconds on, but there are parts of that
12 Zoning Petition that we'd like guidelines,
13 and there are parts that don't. And it isn't
14 entirely clear to me just where Zoning stops
15 and guidelines begin and how we navigate
16 between those two as to what it is that we
17 expect, but I -- any help you can give us in
18 comments on it --

19 HUGH RUSSELL: Sounds like they're
20 trying to address that issue directly with
21 MIT.

1 ROGER BOOTHE: Yes, I think we're
2 making progress on that. And we're going to
3 have a meeting with MIT before the next board
4 meeting to kind of try to move that one step
5 further along. But I think we heard your
6 concerns, and we're hoping that we're getting
7 MIT to where they feel comfortable with the
8 Kendall Square guidelines and they can make
9 that reference and the Zoning to move some of
10 those things out of Zoning and into
11 guidelines.

12 THOMAS ANNINGER: I don't know where
13 the right place is.

14 ROGER BOOTHE: Yes. We're still
15 working on that but we're getting close.

16 THOMAS ANNINGER: But there is a
17 line that I don't remember -- that I remember
18 being somewhat confused about.

19 ROGER BOOTHE: Yes, we'll try to
20 clarify.

21 HUGH RUSSELL: What do you expect to

1 put in our packages about that in the next
2 week?

3 IRAM FAROOQ: We have a Zoning memo
4 -- we're going to have a memo for you that
5 Jeff and the rest of the team are putting
6 together that speaks about response to some
7 of the questions that you had raised last
8 time. It's our thinking that MIT will have
9 some modifications to talk to you about,
10 because we've had conversations with them,
11 and I think we're getting much closer on some
12 of those areas where there was disparity even
13 though overall there was a lot of consistency
14 from the very start. And I think dealing
15 with this question of what goes into
16 guidelines, what goes into Zoning and we're,
17 I think our hope is that what we come up with
18 as guidelines will be embraced by MIT as
19 their set of guidelines and gets attached to
20 their Zoning as a collective piece.

21 THOMAS ANNINGER: I think what Hugh

1 might have been asking is are you intending
2 to send us perhaps a memo on some of these
3 issues that might help us go deeper into our
4 analysis of the Zoning than we were able to
5 do the first time?

6 ROGER BOOTHE: Yes.

7 THOMAS ANNINGER: I think that would
8 be helpful.

9 HUGH RUSSELL: Okay, thank you very
10 much.

11

12 (Whereupon, at 10:15 p.m., the
13 Planning Board Adjourned.)

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ATTACH TO PLANNING BOARD

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BRISTOL, SS.**

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in this matter by blood or marriage and that
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this matter.

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

IN WITNESS WHEREOF, I have hereunto set
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Catherine L. Zelinski
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My Commission Expires:
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