

PLANNING BOARD
FOR THE CITY OF CAMBRIDGE

GENERAL HEARING

Tuesday, April 26, 2016

7:10 p.m.

in

Second Floor Meeting Room

344 Broadway

Cambridge, Massachusetts

H. Theodore Cohen, Chair

Catherine Preston Connolly, Vice Chair

Hugh Russell, Member

Steven Cohen, Member

Louis J. Bacci, Jr., Member

Mary Flynn, Member

Thacher Tiffany, Associate Member

Iram Farooq, Assistant City Manager

Community Development Staff:

Jeff Roberts

Stuart Dash

Swaathi Joseph

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H. THEODORE COHEN: Okay, everyone, welcome to the April 26th meeting of the Planning Board. Tonight is primarily going to be a presentation and discussion of Envision Cambridge. As always, we'll start out with an update from the Community Development Department.

IRAM FAROOQ: Thank you, Mr. Chair. As you said, today's going to be one of those rare instances where we get to focus on planning and not just development. So hopefully this will be a fun and interesting evening.

Coming up at our next meeting which is May 3rd, we'll have a public hearing on 95 Elmwood Street. We also have some general business items, Minor Amendment for Discovery Park and design review for the Porter Square Hotel.

The sort of other exciting items that we are planning to bring to you at that meeting is the inclusionary housing study. So we will have housing staff here to talk about what the methodology was and also to hear from the Board any thoughts that you might have. There will be a hearing and public meeting essentially at the Housing Committee of the City Council. The date has not been pinned down yet, but we think that it's going to be in roughly two weeks or a little more than that. And then that again will be an information and question gathering period, because the report is fairly complex. I don't think we've sent it out to you yet, but we will do that in the next day or so.

And so those questions we will feed to the consultant who did the analysis and she will be in town a couple weeks after that. We have to

again pin down those dates and we will have another meeting at the Housing Committee, at which point the consultant can present in more detail and also respond to questions that have come up from residents, from Planning Board, Councillors, as well as from the development community. We'll also be doing additional outreach to whoever wants to talk about, one has to comment about it, whether it was neighborhood groups or business groups, and we've already started to hear some interest in having those conversations. So this is early so those will be happening over at the next several weeks.

The Stern petition which the Board has heard already and made the recommendation on that is going to be at Ordinance Committee on May 11th.

And then the Board's future meetings are

May 17th and 24th and there will be a couple of -- we expect that MIT will be back at one of those, and then also we have a couple of zoning petitions that will be -- for which public hearings will be scheduled at that time.

So aside from the schedule, I have two other items of interest. So one is that I want to introduce our new staff person, the new deputy director, Sandra Clark started just a couple of weeks ago with CDD. So we are all excited. I'm especially excited. And Sandra will be really focusing a lot on our administration and operations of the department so that we can be a well oiled machine finally.

And then the other item which you may have read about in the newspaper, is that we're very excited that Cambridge just achieved Five Star community certification from Star

Communities which is a non-profit that looks at sustainability in a very holistic way from economic, social, and environmental platforms and creates some methodology for cities to essentially evaluate against a whole series of metrics in all of those arenas. And not only -- Five Star is the highest rating. Not only are we a Five Star community, which is one of four in the whole country, we also received the highest point score ever that Star has ever granted. So I would say that is a testament to the work of all of the city departments, because it's everything from like police, fire, schools, planning, human services, public health, but also to all of the work that the Board does, the work that the City Council does, and all of the great work that the community does to push forward important policies and important topics that

really have made us the city that we are today.
So, I think just on that note we will celebrate.
But I'm going to transition over to Envision
Cambridge.

And what we have learned in doing our
Star assessment is going to be one of the inputs
that feeds into the Envision Cambridge process.
So we look back to look forward and figure out
what are the things, where are the gaps, what are
the things that we need to continue to work on to
be on a continuous learning path and improvement
path.

I'm going to turn it over to Melissa
Peters who is our project manager for the
Envision Cambridge process. And Melissa can set
us up a little bit and introduce the team.

Thank you.

H. THEODORE COHEN: Thank you.

MELISSA PETERS: Great, thanks Iram.

So this is the first of what will be a periodic update to the Planning Board. And since you guys are -- we value what you do and you're a huge part of our engagement strategy, we want to not only tell you an update about what we've been up to and what we're planning for the future, but have a really lively discussion and get your input on the things that you've seen in the development proposals that you've reviewed.

So Tim Love will -- shortly I'll introduce him and he'll give the presentation and then we'll spend most of the time discussing some of the issues that will be covered in Envision Cambridge.

But before I do that, I wanted to introduce the project team that we have here tonight. Obviously the Community Development

Department is working with all the city departments -- thanks, Tim.

Public health, schools, DPW, Traffic and Parking. But our core team here at Community Development is Stuart Dash, Director of Community Planning; Iram Farooq, and Gary Chan who is here tonight. And then Utile is part of the consultant team. And they have a team of sub-consultants that they're working with. But tonight is Meera Deean, Project Manager and Will Cohen, planner.

So with that, I will introduce Tim Love and looking forward to the discussion.

TIMOTHY LOVE: Thanks a lot. Great to be here and I think the timing is perfect relative to where we are in the process.

Tonight the majority of the discussion is gonna be the way we have been using different

forms of engagement to feed into the analysis that we're doing. I'll explain a little bit with a diagram how those two streams are inspiring us for the next stages of the plan. But a couple of things we want to cover, first of all, who we're reaching and our goals for that, which was one of the mandates when the City was looking for a planning team to work with, which was to reach out and inspire maybe communities in Cambridge that don't typically participate in the planning process. So there was a lot of thought and work around how we do that.

And then we're gonna talk about the different tools that we've been using. And I'll go through each of these in a little bit of detail, but there's a wide range of things that we're doing, from the more conventional focus groups and advisory committees to slightly more

provocative strategies like the big orange table that's been making its way around. And we can describe why it's a good idea and how it's working, and even a newspaper that will be coming that we're going to publish and that's going to capture some people, too.

And then we'll let you know briefly about next steps and then we'll open it up for a Q&A.

I think everybody on the Board is familiar that this is a three-year process. We're really still in the earliest phases wrapping up what we're calling, at least casually, our listening tour, at least the first stages of it, which is going to set up some work which we're going to do with the city staff, to set up possibilities for visioning that we're going to take at for a second round of engaging and we'll explain how that's going to work.

We are also going to start very soon a plan within the plan, which is a plan for Alewife and we're launching that plan in May along with a focus group that I'm going to describe.

And after we set priorities and establish the framework for where we might take some scenarios, we're gonna spend the second year setting priorities and testing them through a series of what-if scenarios, and then within the last year we're going to write the draft of the plan and be back to you many times.

One diagram that we're still working on to explain clearly what we're up to in this process is the one behind me. To clarify that, this phase of the process has two parallel components: The community outreach and the listening that we're doing, which I'm going to describe in detail tonight. That's happening in

parallel with the first round of analysis that we're doing within our team as professional planners, and that work, which we're not gonna show in any detail tonight, includes demographic analysis, part of which has been done by city staff, we're building off of that work, a lot of mapping analysis, following hunches to see where things tee up relative to the feedback and where we need to be making several discoveries during the envisioning phase.

That's going to result in a vision that mostly a narrative format, but it will include some benchmark -- conceptual benchmarks that might set the stage for issues like housing or jobs or job equity or those kinds of things. Those targets will be solidified during the next phase along with some frameworks for the vision, which will then set up the scenarios that we can

do to understand how the vision might actually be actualized. And we can describe that in some more detail now. We're not going to go over that in any detail tonight though.

The research analysis that we've been doing and the engagement, too, has been organized around the six planning topics that were framed when the -- when the Planning Board was scoped, but it's important to convey again and again that the more productive things that we're finding even early in the process are at the intersection of some of these categories. Not, that these topics as individual silos, but for example, at the cross-fertilization of mobility, let's say, and the questions of housing. Or the relationship between goals around affordable housing on the one hand and the interest in making sure that the urban form is appropriate in

the other. And so this is where I think the discussions and the public are going to get more provocative and more interesting.

And by the way, those cross-fertilization, those -- that weaving of themes is already emerging in the very early stages and I'll show you some examples of that.

The goals for engagement, as I said very briefly before, is to open up the discussion to people and communities in Cambridge that don't participate in planning processes because maybe they don't know how critical planning actually is, on the one hand, or the way that planning itself helps establish policies that affect things that every citizen should care about.

So, we spent sometime with the city staff thinking about those audiences we should target through the kind of engagement we should do. I

think we all know the active community members who are important to Cambridge because they're out evening after evening expressing their points of views and engaging the lively discourse. We value that community of people and we hope we've done a good job over the last couple of months being inclusive to what we call the "regulars," too. But there are also less active community members, and so we've been testing and using other tools to see if we can increase the numbers of people participating and even the kinds of people.

And so we've been using the mobile engagement station, which I'll explain, different ways of getting feedback to surveys, both digital and hard copy surveys, some actually distributed through street teams, but also informal conversations that often include a big model as a

tool to get people to talk.

And then we've been working with the City to target specific communities that -- where we have to go to those community meetings or those groups to get them to participate, too.

There's computer-savvy audiences. There are people who aren't computer savvy. We need to address both because a computer-savvy young people are also an audience we want to target. And we also want to bring to the discussion, too, the expertise that existed in Cambridge, whether through the university or the advocacy community, and so it's all part of the story.

Just an update on the numbers. As of maybe about a week ago, panel discussion, had about 100 attendees, the surveys through a couple of different modes of -- have equalled about 600 maybe a little bit more now. I think we're

closing the survey very soon or we did. The focus groups have generated interest and about 40 attendees, we've had 130 attendees at the public workshops, and have touched 400 people plus or minus with the mobile engagement.

What are these tools specifically and how do they fit together? The first is that the City formed an advisory committee. I think some of you might be on it on the Planning Board, and that is a process that we're gonna start very soon. But we also realized given the complexity of the plan and the issues that we wanted to touch, that we should roll out and also have working groups that are focussed on particular topics. And the first two groups that we formed are organized around Alewife and our engagement strategy itself, a kind of meta working group about the engagement we've done so far, where

we've been successful, and where we've not, and ways that we can make improvements moving forward.

The City received 150 applications and spent a lot of time reviewing and deciding who would be the best fit for each of these groups.

We've also been working very closely with the community engagement team with the City. We did some demographic analysis to understand who those people were, where the language barriers were, and the best ways to reach them. And events took place in April to meet with representatives of each of these groups to get the ball rolling in terms of fine tuning the process to making sure that they're contributing all the way along.

Maybe on the opposite end of the spectrum in terms of the constituency that came, we

launched a public process with a -- what's the planned panel discussion? It included me and some of our key consultants to talk from personal experiences what we thought the most interesting and lively issues around the plan might be, and to reflect on them collectively from personal experiences as really professionals. We had a good discussion. We had a good turnout. And also we had a very good discussion with the audience afterwards. This was held at the library.

Parallel to that, we have had a kind of exhaustive what we call survey, you know, 0.01 to ask questions of the public. This was administered on-line through public workshops and the street teams.

Did this just close, Meera?

MEERA DEEAN: Last week.

TIMOTHY LOVE: Last week? Last Tuesday?

MEERA DEEAN: Yes.

TIMOTHY LOVE: So we're going to be able to do a final count and a final tally. So far this is what we've heard as of a week ago how the City across all of those platforms, sees the issues in terms of relative priorities. It might not be any surprise to you that housing and mobility are the two hottest topics, but it was also nice to see that the other topics were also well represented with urban form also rising to the top, too.

I'm not sure if there's any big takeaway from this, but it's important to see that the balance of issues that we're focusing on seem to be the right ones.

And then we've been -- because there's also writing components to these surveys, doing

our best to capture the headlines through the multiple responses. The first category of responses are concerns that the people have raised. And some of them might be familiar to you about the cost of housing and the need to retain middle class families in Cambridge, but also a high level of awareness that regional issues are gonna impact the citywide plan in ways to -- primarily around housing costs and transportation of course. But that's been coming up again and again when we've been having our discussions.

And then on the other side of the coin, suggestions from people. The good news is the plan is popular so far. The planning holistically around these issues, I think, is being warmly embraced. And I think the timing has been perceived to be good relative to the

amount of pressure and the work that you all do, but also the good work that the City's been doing around the initiatives that Iram talked about; the Star rating, the Zero Net energy initiatives. It's all fitting together very nicely.

So after the panel discussion we got the survey going full speed, we held three public workshops in different locations and at different times of the day. We used the survey results from -- to tee up -- how many of you attended one of the workshops? Any of you?

(Show of hands.)

TIMOTHY LOVE: We, when you walked into the room, there were a series of -- you were given two yellow dots and there were boards with different potential discussion topics and you could vote on the two topics you wanted to talk about the most. After everybody was more or less

in the room, we quickly tallied the results and had eight to ten tables depending on the number of people that were there. We divvied up the discussions in ways that met the application that the crowd depending on what they wanted to talk about. And then we had two discussion sections of 30 minutes each. After 30 minutes -- with facilitation, but letting the people at the table really drive the conversation. After 30 minutes it was a little bit like musical chairs, people could stay where they were or move to another topic. The discussions were fantastic, and the thing that worked well that we maybe half anticipated was that people, people went from the housing table to let's say the mobility and transportation table. They took housing to the table and weaved it into the discussion about transportation. So it was an interesting way to

cross-pollinate the topics even at the level of discourse that proved that you can enrich a conversation by going outside of the topic and pulling in other issues.

Here are some scenes from the workshops. The orange map was the appetizer when people were coming in. We had a lot of good discussions around the table as a kind of warmup. And then you can see some of the focus groups happening and then the reporting out. Will's reporting out for one of the tables.

So, again, the top discussion topics with that yellow dot voting, too, were housing, mobility, and urban form. And housing seemed to be an intersection of both. The need on the one hand to increase the supply of housing and therefore affordable housing was interwoven with the question of appropriate urban form. And the

question of mobility and commute times and the relationship of jobs in Cambridge to the people coming to those jobs were also part of a lively discussion.

Other things came up, I mentioned regionalism already. There were interest -- strong interest in urban forest and other environmental issues along with the other initiatives that are happening in city right now around resiliency and that already public processes going on.

Lots of interest in the plan also focusing on the play aspect of work, live, and play and that we need to think about families, recreation, and fun as part of the plan as well.

The mobile engagement station. If you haven't seen it, maybe I'm a little bit surprised. It's been all around the city and it

was downstairs for a while here. It's very cool. It has, it has a digital model of the city to scale as one layer and then what we do when we set it up, is that we move the stools that are each in the shape of a Cambridge neighborhood out from under the table, put the physical model on that, and that reveals a dry erase version of the Cambridge map that people are then invited to write on. And we are rigorous with the tools people use, there's different colors that you use to make different kinds of comments. It's facilitated by members of our street teams, and then we're carefully recording these in a layer digital model so that serves as a kind of resource for a kind of heat map about where issues are, but also to inspire us maybe to look at nooks and crannies in the city that we might not look at from our perspective as professional

planners. And it inspired a couple of bicycle field trips by the way to go find out exactly what these things are.

Where has it been? Eighteen outings in two months. Those are all the places where it's been. And we've also been very self-conscious about the setting that it's in, too. Out of doors when the weather's nice, in front of big things and small things, but it always draws a crowd. Crowds draw a crowd but a big orange map draws a crowd, too. And I know that we're getting people to talk about and think about the plan that wouldn't think to come to a meeting like this or a kind of typical meeting that happens with a PowerPoint in more official settings.

A sample of what we've heard, these are each maps of different sessions. We also have

people draw their commute. And so those are the lines that you see on each of the maps. But we also have been recording what people say, and this is a quasi scientific word cloud of the different issues that have been coming up.

People, diversity, and culture is nice to see are -- even though we're talking about physical things in space, people are still talking about the things that really matter, which are the three biggest words there.

And then in the spirit of the mobile engagement station, we're working on a very accessible newspaper that's gonna be printed on newsprint the same size as the Metro. That's going to address the plan through a couple of different voices and a couple of different perspectives. From a person-on-the-street interviews to slightly wonkier explanation of

things to an engaging map where we'll have you look at the city in ways that maybe as a lay person you wouldn't think to. And so this is being carefully edited and reviewed but will be issued fairly soon. So look out for that. We'll bring a stack maybe to one of your meetings.

So, that's what we've been up to and why are we doing this? Maybe from the perspective of a professional planner, one is that we take this very seriously because we believe in the methods of cultural anthropology as much as the other professional tools of planning. That listening very carefully to the patterns of every day life what spaces people value and don't value. Their particular perspectives on the relationship between culture and people and physical space opens up possibilities for us that maybe mean that -- means that we're not always following the

same template as professional planners that we always do. So we're very interested in ways of opening up a plan, consistent with larger goals of the plan that shouldn't just be focussed on land use planning and the categories of things that Iram and the staff and you all deal with all the time. And I think that's going to provide us perspectives but mean we might have insights even for those things that deal with land use and those kinds of things.

So, what's next? We're converting from a general, a general listening tour that we've been on to visioning workshops. And those are going to provide provocative feedback about what we've heard, reorganized in ways that it will start to have people make choices and enter into some discourse. Stay tuned on what that exactly looks like. We're still working that out.

The advisory committee and working groups are going to convene in May on a kind of double track. The engagement focus group and the advisory committee are going to be focussed on the overall plan, the Alewife focus group's going to help us get that process launched.

We're gonna continue our outreach to minorities, immigrants, and American-born blacks through city staff in a process that we've already started.

The mobile engagement station will still be out there. Might need a fresh coat of paint pretty soon.

And we're gonna launch the plan within the plan also tied with the launch of the Alewife focus group in May in terms of our background work.

So, that's what we're up to. We also

have other engagement strategies. I should have mentioned, too, where we're working with the Mayor's summer youth program to target youth in a much more profound way as the school year is wrapping up.

So, I think beyond some questions you have for us, I think our interest is from your perspective on the front lines of dealing with the policy and regulations that affect physical form and development through your perspectives, what do you hope the plan addresses -- in the context of the backdrop of the engagement that we've done so far is probably the broad question that we have.

H. THEODORE COHEN: So, are you ready for us?

TIMOTHY LOVE: Yes.

H. THEODORE COHEN: My first question is

this presentation available someplace so that we can look at it at our leisure?

IRAM FAROOQ: We'll post it on the website, on the Planning Board link from the agenda.

H. THEODORE COHEN: Okay, great.

TIMOTHY LOVE: It's posted already.

MELISSA PETERS: It's in the queue right now. Tomorrow morning it should go live, it's on Envision Cambridge and Planning Board sites.

H. THEODORE COHEN: I've seen things on your site but there is data here that I think we'd like to look at, I think we all would like to look at at our leisure.

I can start if no one else wants to.

CATHERINE PRESTON CONNOLLY: Well, I actually attended one of the workshops, and on the list of everyone, I'm one of the people on

the Alewife working group and I happen to attend the workshop meeting at the Tobin School in that area which ends up being serendipitous. And I would say in that Mr. Love really correctly characterized what I saw going on at those workshops, which was really good discussion between Cambridge residents about the tradeoffs in a lot of these areas. And I think the overwhelming thing that I heard everyone concerned about was maintaining, especially the economic diversity of Cambridge, and making sure that our housing stock continues to serve all people and just doesn't become polarized. But there was I would say, not conflict between people, but conflict between ideas, and a lot of struggle that I think we also often struggle with here about how to reconcile what I think is a pretty universally held value between everyone I

encountered at the one meeting I went to, that we'd like to have economic diversity, but then the issues of density, of urban form, of what that means for transportation infrastructure and mobility were really kind of where that got I felt quite sticky, but people were great about having those conversations in a very civil and informed way in these small groups, and I really enjoyed hearing all of those discussions. So I thought it was off to a great start in terms of the discussion.

The one thing I particularly noted at that meeting was that there was like one group of about 10 to 15 high school aged kids who didn't seem to mix with any of the adults there, and I -- and I would love to see it kind of be more cross-generational conversations as we go forward. I thought it was great that they were

there. That was amazing. But I would have loved to have heard from them more as well.

TIMOTHY LOVE: That's a good suggestion. It was something that we also noticed, too. There is probably a way we can facilitate that as a fun activity actually or even a rationale for an upcoming workshop. So that's a good point, yeah.

H. THEODORE COHEN: Could I just follow up on that --

CATHERINE PRESTON CONNOLLY: Yeah.

H. THEODORE COHEN: -- one point?

A number of years ago my son was actually appointed by the City Manager to be the lead -- he was then in high school, to be a liaison from the environmental, you know, and climate change committee to high school students. And that seemed to work very well then. And I'm wondering

if --

IRAM FAROOQ: Funny you should mention that.

MELISSA PETERS: We're working with normally the kids council, the family council to identify one, hopefully two youth that will serve on the Envision Cambridge Advisory Committee and then they'll be the liaison to go back to the youth council.

H. THEODORE COHEN: That would be great. Yes.

CATHERINE PRESTON CONNOLLY: Great.

H. THEODORE COHEN: That's a terrific idea.

Let me -- I'll jump in now and then everybody else. Some of my comments, I'm delighted that you're making as much outreach as possible, because as you know, there are regulars

who come to meetings all the time and come to our meetings all the time, and they tend to have a very particular point of view and -- which is not necessarily the point of view of silent majority of people who may live in the neighborhood who just don't come.

TIMOTHY LOVE: Right.

H. THEODORE COHEN: And so I think it's great that the most you can go out and communicate with other people --

TIMOTHY LOVE: Yeah.

H. THEODORE COHEN: -- and get input from other people, because the questions are all large questions and, you know, it shouldn't be limited to a couple of people's point of view, but as many as we can. You know, and when you're doing this and what you've seen and what we've seen, you know, what Catherine's talking about, is you

know, housing. People say we need more housing, you know, we need more density. You know, it has to happen in the city but not right here where I live, the "not in my backyard" is the very difficult issue to deal with and, you know, so I think one of the important things about this study is viewing that this -- the city as a whole, and coming up with plans that, you know, we may all live in different neighborhoods but we all use the city in its entirety.

TIMOTHY LOVE: Yeah, yeah.

H. THEODORE COHEN: And so maybe there's more housing in my neighborhood but there's more retail or there's more entertainment opportunities in another neighborhood, and we just need to all realize that it's not just one particular neighborhood but it's the city as a whole that we're striving to reach and to

facilitate for everybody.

You know, one thing you only touched on very briefly in your discussion is, is retail. I mean we've been talking about that a lot. And, you know, I think society is moving away from the small brick and mortar store.

TIMOTHY LOVE: Right.

H. THEODORE COHEN: And how do we deal with that? Because we're constantly saying, you know, we want this retail, we want retail to create a neighborhood, we want there to be, you know, laundries and movie theatres and grocery stores and the small mom-pop store, and then most of us go home and order something on-line and don't go to the stores. And yes, I know that there are discussions that retail is going to morph into something that they're more sort of like display areas and try on things or order

on-line or the stores will order them, but I think there's really an issue, you know, we have to address because just saying we want retail we can't make it happen. You know, something has to occur to make it happen and I certainly don't know what that is.

TIMOTHY LOVE: I mean I think the Alewife plan, which is going to focus us down as a -- with an important thing to do, but kind of a case study for how we go from broad goals and objectives into a finite place will be the first time we play some of those issues out. And that question is going to manifest itself again when we focus on the commercial corridors, you know, Broadway and Mass. Ave. whether that's going to become a critical issue.

But pointing back to the other comment you made about engaging other voices, we're

trying different techniques to see which ones work and don't. In other words, there's no, there's no road map for how to do this, both because it's a -- it's only an interest of the planning profession relatively recently, but also because the city is a different, is a different place. And so, you know, full disclosure, you know, we're not sure yet what we've done already has worked or not worked quite yet. But we'll have a better perspective on that I think when we do some of the outreach that's coming up very soon. So that's one. I just wanted to address a couple of comments.

And the other is that it's precisely -- we saw the workshops as like discursive calisthenics or something where if we can, just at the level of what do you think the issues are, get people to be having sophisticated and

slightly complex conversations about things, even before we've even suggested anything, means that the reception of some of the things that we're going to maybe present as kind of trial balloons will be understood as something to be discussed and not be reacted against. So it's also about setting up the best possible conversation moving forward. And so it's not just reaching people, it's like two forks in that, right, there's two piece, one is reaching people who don't usually speak but more generally for everybody setting up a better context for discussions. Just responding to what Catherine said which I think is important, too.

H. THEODORE COHEN: Yes, right --

IRAM FAROOQ: May I just jump in on that. I mean one of the things that we really felt was a really important piece of this process aside

from, you know, the technical components and coming up with a plan was to really bring the community together and have -- create a forum for people to be really talking to people that they wouldn't otherwise be talking to. And so, that's one of the things that we have charged Utile with is to come up with methods and creative ways that we can foster that conversation of the community connections. Because that's something that we, we heard in prior discussions was getting, getting lost and fraying a little. So we hope that that's something that can be achieved even if we, you know, when we do analytics on -- we can do the analytics on the digital stuff, like who took the survey and how did they get to the survey and was it the e-mail or was it the -- did we do text messages? Did they come through -- did they text us their responses or did they take

the web survey or did they talk to somebody. But it's much harder to evaluate in the same way the analog conversations. So in some ways the fact that they are happening at all is kind of a virtue in and of itself.

H. THEODORE COHEN: I mean one of my concerns, I mean, I know this whole process was moved in part by concerns about Alewife and Fresh Pond, concern having said a couple minutes ago, that it's the whole city. That it's taking Alewife out of the mix or starting out with Alewife and coming up with a plan for that rather than it flowing out of a more comprehensive plan for the entire city, and so I'm just, you know, concerned that Alewife is not treated as sort of sui generis but is -- whatever plan comes out for that is viewed as one piece that -- maybe the first piece, but one piece that's going to fit in

with an entire plan for the city. And I mean, you know, we've been perhaps bad with that, too, in that sometimes we say, well maybe this is something that should become, you know, one of the earlier issues for the study to do. And so, you know, you've got that. You've got Kendall Square and Volpe, and you've got Central Square and then suddenly you've got the whole city. And it's -- you know.

TIMOTHY LOVE: Well, I think that we're thinking through precisely that issue very carefully I would say in terms of how we're rolling out the Alewife plan and that focus group relative to the advisory committee, for example, but I do think that one way we're hoping to clarify that is to say that we need, we need, we need to pick an area to test some methodologies before we take them to other neighborhoods. And

that has -- that has its own value in the planning process, which is we want to be inventive about how we run through scenarios or cross-fertilize issues that maybe weren't a concern 15 years ago, like resiliency and, you know, those set in issues, too. But also we're very interested in being both an education piece relative to the public that's following us now, but it's also critical to plan, to cross-fertilize the pragmatics of development economics which you contend with with every discussion you have with every project which is, but treat that on not kind of a project-specific basis but as a general, as scenarios in a general set of principles that might help us make citywide decisions. And so being able to focus on Alewife or some other place, but Alewife for other political reasons is the first one, has a

value to test some other ways to attack a citywide plan in ways that has maybe they haven't been tackled before. Does that make sense?

And so we're thinking for example that we might invent a hypothetical Alewife-like parcel and run through the logics of different development choices a little bit neutrally first to get more of the public up to speed about what the issues are at stake against the balancing housing supply with urban form and what the impacts would be from a mobility standpoint really as an education piece. And so we're looking forward to that aspect of the plan coming up, which will be in the some point of the Alewife process, we're not sure yet. But based on the work that this group does, that's a good example of the value of that.

H. THEODORE COHEN: And just my last

comment because I don't think it was stressed enough in, you know, the comments you've received from other people. I know that I live here and in the city and probably most of my colleagues, because cities are fun, you know, they're big, they're loud, they're noisy, they're dirty. Lots of things are going on. You know, there are shops, there are restaurants. There used to be movie theatres, that's one thing you could deal with, the lack of movie theatres in Cambridge at the moment, but lots is going on. And it's exciting to be here, and I don't -- I think we all live here rather than living somewhere in suburbia with, you know, 5,000, 10,000 square-foot house and a lot because we want the things that the city gives us. And I think, you know, when you're doing all of this, when you're going through all of that, you have to keep the

excitement in the front of the city in mind, too.

TIMOTHY LOVE: Yes.

H. THEODORE COHEN: I've said more than enough. So I'd like others to chime in.

Mary.

MARY FLYNN: I just was thinking about the community meetings and, you know, when we talk about community, it also includes the business community and residential and, you know, so getting to Ted's point about the retail, you know, I think it's important to have people from the business center and retailers there to be able to say well, this is what works for me and this doesn't. So I'm curious in the meetings that you've had so far, what's that sort of mix of the community? Is it mostly residents? Is it a combination of business folks and institutional representatives?

TIMOTHY LOVE: There have been institutional representatives that have come up and introduced themselves. It's my understanding that it's primarily citizens with a capital C or small C, but also advocates as a kind of, maybe everybody is in Cambridge is an advocate of some kind, but that's been just because of where we've had the meetings, it's tilted that way.

We have talked about the business community and those sets of issues. It's a good point I think for us to consider -- you know, there are members of those communities on the advisory community.

MELISSA PETERS: Yeah, so the advisory communities are about half resident either business institution or non-profit representatives. But I would just say the nature of community meetings it tends to be more of the

advocacy group and that's why we don't just do public meetings as a means of outreach so that we can get the non-advocate residents as well as business representatives. But we have, and we'll continue to do outreach with the chamber and business associations as well. So that's --

STUART DASH: We presented the two or three business associations at this point in a similar way that we presented to you here.

MARY FLYNN: I live up on Huron Avenue and so I guess I'm in the village as they call it. They didn't call it that when I first moved there so many years ago, but it's a village now. The businesses that are there now, the Fresh Pond Market, you know, are institutions and they're almost part of an extended family. And I know like with the construction project, you know, city certainly did a lot of outreach around that,

but I always kind of felt like the business community, even though they were consulted, you know, they were getting really hit badly by it, and it just, I was an outsider in this, so I'm not speaking, you know, from firsthand experience, but just from sort of my observations, it seemed as though, you know, they were having to go to the residents to ask for help. You know, it's like could we, you know, sign a petition about the parking kind of thing? Where it would be I think much more helpful if it was the city and the residents and the businesses all talking together, you know. And obviously each business area is different. You know, this one happens to be a small one that's easily manageable. You know, Harvard Square is a different animal as is Kendall.

TIMOTHY LOVE: We've done more about

thinking through the analysis that we've then talking about and in our discussions with Stuart and Iram and Melissa and the team is that we're very aware that the neighborhoods of Cambridge have the official designations, but the real texture of neighborhoods has to do with that commercial center, village center, you can walk to. And so, we've mapped -- for example, we've, we've reorganized Cambridge for our own planning pleasure based on a five minute, you know, walk to little centers where there's more than three retail shops. And that, that's, you know, that's a complete different way to map the city which maybe is more consistent with the whole ecosystem of how a neighborhood works actually. And so we're gonna be presenting some of that information in the visioning stage as thought experiments that get at, that's actually how I

see my neighborhood. It's not, you know, if I happen to live on the line between neighborhood X and Y, but if I happen to walk to Huron Avenue to go shopping, that's a different catch basin. So we're very, we're very excited about that aspect of the work which is to -- and as part of the anthropological approach which is to think about what every day life in the city, a little bit quietly and patiently to understand what the issues might actually be. And it's -- and I think walking to a store or shops for your day-to-day stuff, where can I get a cup of coffee and a newspaper if I still read one and, you know, that kind of thing. So I think it's nice that it came up a couple of times so far.

H. THEODORE COHEN: Hugh.

HUGH RUSSELL: I've been making a series of notes ever since the February 11th meeting.

So I'm just going to go through them.

So as I said, February 11th I was very interested in the existing neighborhoods and now we can't use the word neighborhood exactly because of your re-visioning of that, but it's the low density, three-story, pretty dense places that a large portion of the city lives in.

And there are changes I think that are needed in those neighborhoods but I'm not quite sure what they are. I know that there are loads of zoning variance cases and that's, it serves as sort of a gatekeeper to change. I think that our answers get granted eventually but it's a four, five or six-month process. Is that the best way to facilitate change?

There's a proposal for basement zoning that the City Council enacted without actually knowing what they were enacting, which is really

strange, and that question ought to be addressed by the plan. You know, and the question was basically can people use all the space in their houses and how can they use it?

And the energy efficiency, there's tremendous opportunity for improving the City's energy efficiency in these low density neighborhoods because a lot of the buildings are pretty bad and so we want to achieve that goal and we may have to do that.

Now there's a mechanism called the Neighborhood Conservation District which is in existence in Mid-Cambridge and Half Crown and there's one that I'm not sure it's very active in Neighborhood 9. That's another method of facilitating change. I think the one in Mid-Cambridge is quite successful, but I'm too committed to that. I don't write the

regulations, I've appeared before them on projects. I mean, is that a good model that would help change or not? I would like to know that.

Talking about retail. So my first question was well, does North at Mass. Avenue Overlay District do what we want it to do and should those kinds of rules be addressed citywide and say all the commercial strips? And we know to get the attention is to make the strips streets, particularly Mass. Avenue, more lively and add those kinds of opportunities. I'm not sure anything -- I'm not sure it's very helpful but we may have feel to lose a few sites like the new building and construction where Bob Slade's used to be on Mass. Avenue in Porter Square. But well, then there are -- and there's this trend of that leads to, which is people tend to buy less

and less things at stores. And I mean, I see that on my own behavior and it's because the internet has such a rich variety of whatever it is. I mean I buy my underwear on the internet because I can't find it in the store, but it's just Hanes stuff, you know? It's in some store somewhere but, you know, do I want to spend that time finding it?

Restaurants have been growing a lot. And so restaurants are sort of replacing retail.

LOUIS J. BACCI, JR.: Right.

HUGH RUSSELL: And that's good. It's activity, it's -- for those of us who aren't particularly cooking oriented, it's more opportunities. People get together. It's to understand those trends and what -- how does that really serve what people say they want?

And then what about the squares? I've

been in Harvard Square for 50 years. I actually had an office for 43 years in Harvard Square, and there's been a lot of change in terms of what kinds of things you can purchase in the square. I mean, there was a department store in Harvard Square -- there were actually there were two, Corcoran's just closed when I came but the Harvard Coop was a department store.

So, looking at Harvard Square and Central Square, but then we have two other kinds, three other kinds of squares. We've got the Porter Square strip mall which is very, very useful and has a lot of good stuff there if you could ever get a parking place. And the Fresh Pond Shopping Center. And to some extent it's bigger than that because of the opposing development on the other side of the parkway which, you know, there's this incredible barrier in between them, so you

don't -- people don't walk much from one side to the other, but they're both pretty vital stuff. We got our cat in Fresh Pond Shopping Center would you believe?

There's also the Galleria. Now, we believe I think on this Board that the Galleria has basically sucked a lot of retail life out of East Cambridge because somebody who wants to be in retail in East Cambridge wants to be where the action is, inside the mall, and that there are certain kinds of businesses that didn't want to be in the mall. Like say PetCo and the mattress stores that -- but wanted to be on the fringes. They wanted to be able to see there was a PetCo there on your way to the mall, so you'd know, PetCo's got to have those ten parking places. And I certainly use them. So these are all pieces of the retail and you get this data what

people want, but how do you deal with the physical environment of what we've got to get to from where we are to where we want to be?

Kendall Square. So the big problem in Kendall Square is we constantly run out of land and people really want to build places to work in Kendall Square. They want to be near MIT. And so you know there have been some amazing things that have happened. A developer acquires seven square blocks of East Cambridge, Alexandria, and they go through a planning process and they give one block to the city with \$10 million to help develop it as a park which, you know, kind of meets some of the goals in the adjacent residential neighborhood, but it's -- you know, that, there's no more seven blocks available. That was a one time opportunity. And he's pretty nearly built out in there or at least under

construction on the last pieces.

Volpe Center is the land resource, and we have a problem that our Council is, I think, seems pretty nervous about, about what's going to happen there. They don't quite know what to do. We know what to do, we told them what to do. It's been studied carefully and the feds have added their own thing in there, so I think there's help needed to more on a political level to say this is why this is good. And then there's a little bit of what's good. I mean we, there's a mix of housing and jobs in the plan that we forwarded to them. Is that the right mix?

Let's see. Of course the big issue is can you cram enough people on the Red Line? Or as Fred Salvucci told us a couple months ago, can you actually cram more trains on the tracks?

Which he believes is technically feasible and actually he's, he's got some great evidence because there were more trains on the tracks 70 years ago. I think the highest boarding in the stations that were recorded during World War II. And the trains were running much more head ways and that equipment was acquired in the twenties secondhand from New York City. It wasn't like -- but the control system now -- and Fred told us it was the control system was -- that was one of the main factors, and it was very important to not buy new equipment that was stuck with the old control system because it wasn't going to solve the problem. How much of that is in your plan but it's actually crucial to the outcome.

And then there's this question of how tall should Kendall Square get? And this Board has had a variety of thoughts. I've sort of been

dragged from, you know, eight stories up to like 15 stories over the course of discussions over the last five years. Ted's been pulling me along. Town manager was pulling me back the other way. But Kathy Born made an incredible comment to me a couple years ago. You know Kathy, right? She's the Chairman of the Redevelopment Authority. She's an architect. She was City Councillor. And she said, you know, Kendall Square was the economic engine of the city for, you know, from 1880 to 1950, something like that, and was the most active place. When I started coming, you'd go through the -- the train would stop at Kendall Square on the Red Line, the doors would open, and nothing would happen. This is what was happening in the 70s, 80s. We should accept the fact that Kendall Square is again the economic engine of the city. It can be the

most -- it can be in some sense the commercial center of the city. And, you know, Leland Cheung suggested 1,000-foot building, but what is the appropriate forum for that, the place that has that function in our city? And this is a place where we can continue to increase the density, to meet the demands of people who want to work there and force them to build housing so that there are more places for people to live.

On housing, there's a lot of stuff on housing, but one of the things that we're hearing very frequently is that the neighborhood development corporations like Just-A-Start have an incredibly difficult time finding land to build projects. That the land is the most limiting factor. And, you know, if you go down Broadway, there are two or three very modest four-story buildings with 20 or 30 units in it

that every place, you know, gas station here or a little industrial building there were running out of those sites, particularly places like Broadway which are nice places for these kinds of use transitions. So it's very -- you can't solve the housing problems if you don't have the land for housing to be built, and I don't think we're going to say oh, well, let's make Fayette Street a multiple family street and rip down all those houses, you know? Because I would not like that.

CATHERINE PRESTON CONNOLLY: Apparently neither would Steve.

STEVEN COHEN: How much you offering?

HUGH RUSSELL: So the only thing that's to know is that graduate student housing helps -- it's part of the problem that's driving the housing market here, that the institutions house a third or a 40 percent of their graduate

students. And MIT did a very interesting study a year or so ago which said, which found, they tried to say well, what's the real demand? So they -- and they determined that there was a substantial demand of people who would want to live in institute housing if it was within walking distance of the institute. And MIT actually owns land to build this stuff. So why aren't they doing it? Why aren't they doing it faster? Because they are doing it.

Harvard built a little sub-neighborhood of graduate student housing off of Bank Street. They had a bunch of parking -- they acquired land 50 years ago for what purpose they didn't know, and it was mostly parking lots with scattered housing left. And eventually political pressure forced them to do something, and so they redeveloped the entire -- all the parking lots,

and they built, you know, a mix of three-family houses and one exquisite little apartment building on Copper Way Street. It probably was not as dense as it should have been, but it was as dense as the people who were reviewing it felt it could be. So how do you create land for Harvard to do that? I mean one of the solutions for Harvard is there is about 300 or 400 units for housing that's now being used as swing space for the house renovation project. And most of it used to be graduate student housing (inaudible).

So how do you get Harvard to build more? Where do they do it? And, you know, how do you encourage them to do it at a faster rate? And it seems like knowing what the demand is, making it clear that we know the demand's there, that people really want to do it, that's something that this could contribute to that conversation.

So that....

Alewife. Now Alewife is very interesting because it's got the inner verse apology of most neighborhoods. Most neighborhoods have, as we think of the housing at the core, and then other stuff at the periphery and places like Cambridgeport have industrial uses that are mixed in, they're towards the edges. You know, Brookline Street, for example. And that's been quite a bit of housing up that street through that conversion process due in large part to the broker rezoning that Allen Font put together about 15 years ago. And so, so Alewife is interesting in a sense.

Alewife also has a plan now that's, I mean I have worked on it, Catherine worked on the staff side. I mean and so a lot of us worked on it and we think it's great. And people are

actually following it and good things are happening. But the plan was limited to just the sort of the vacant development portions and the shopping center. And I think Jan Devereux has taught us that there's more to Alewife than that. There are people who live in the residences around it that are tremendously affected by what happens in the building, and so the question that I pose is likely what do you -- when you draw that line for your Alewife study, where's that line going to be to make sure that you capture what's going on? And the thing that Alewife has that almost no other neighborhood has is actually the land that's being -- that's underused and that's available.

The other thing it's got or doesn't have is infrastructure. And so both of the plans, the Fishbaugh plans that were adopted ten or so years

ago were sort of were infrastructures strong in terms of what ought to happen? But they were infrastructure weak in terms of mechanisms that actually created the infrastructure. I mean, we've been trying to get that damn bridge across the railroad tracks for I don't know, 20 years, and everybody who comes and gets a permit from this Board has to chip in to a study to try to make it happen, but it's not happening very fast. It's not happening fast enough particularly for those people who have lived on Fawcett Street, etcetera. And it looks like the eastern side of the quadrangle is going to work as a housing neighborhood except that it doesn't have a lot of the things that the housing neighborhood needs like connections, open space, and the retail is a little, it's way off centered and a little spotty.

So, it's an interesting area to plan but it doesn't seem that it's going to lead you a lot as you look at East Cambridge because it's so different typographically.

And my last subject is bicycles. So I hope the plan will find, will identify how we complete the network for bicycles. Because we have we've got a robust set of disconnected bike lanes in the city that sometimes lead you into some scary places. My favorite scary place that I frequent is, the bike lane goes up J.F.K. Street, it goes passed the kiosk, and then suddenly it's two lanes away on the other side of the street. It's on a curve for the cars, and so you have to weave through those cars, which is okay if they're not moving, but where the signal works it works most of the time. But I mean, it's really scary. And there are other, lots of

scary places where the bike lane ends and you're not quite sure what to do.

And then there's a chronic lack of short-term bike parking that's gets occasionally relieved, so I don't know, there are 150 short-term bike spaces added in Harvard Square like a year and a half ago. And now some of them are all full. You know, I mean it was free over the winter, I had lots of choices where I could park my bike, but now that people are on the road, how do you -- and that's a crucial part of the network is the place to put the bikes when you're making a stop. So I would like to see a plan that had some answers about how we're going to continue on in this direction. And we could just leave it to Susan Rasmussen who will doggedly continue on the rest of her life getting more and more bike facilities, but can we give

her some help?

IRAM FAROOQ: She does actually have help on that front now. So it's just who's doing the bike rack program.

I'm just going to jump in before -- I'm sure, this is such a wide spectrum of things that you've laid out. There's a lot for Tim to talk about, but there are just two points that I wanted to make on this.

One is very broad, that clearly everything that you said cannot be in their scope because even though we have a huge, it feels like a really huge amount of money, it's actually -- when we've laid out even the basic scope, it's pretty quickly taken, taken up the full, full amount. But many of the things that you have laid out are in fact in this, the scope. And there are a few others where either we have done

some work recently or we are planning to do work and our challenge will be how to -- and we've been talking about this from the very start, how to integrate all of those efforts and make sure that this plan is informed by those and also utilizes those to come up with where are the, where are the tradeoffs where we try to create a complete bike network. Where do we end up in a conflict with, I don't know, with some critical transit connection that we're trying to make that we're blocking off an opportunity. But we do have actually a bike network plan. We completed a plan, exactly such a plan last year, a few -- I'm embarrassed we didn't bring that to you. But we will afford you at minimum the links and then we'll figure out why we can do a presentation for the Board on it.

Similarly the retail is not something

that --

HUGH RUSSELL: It's very important to get Tim's group to bless that plan.

IRAM FAROOQ: Yes, and they have been -- and so we have been doing, you know, little workshops with each of our topic area groups, both at CDD but also more interdepartmentally to try to make sure that everybody's doing a brain dump, and also the ability -- and give Utile the ability to think critically about all of that and it's not like any of what we have (inaudible).

Retail is the thing that has come up several times, and we actually realize that it may be while this plan may address it, it may need some even deeper thinking. So we have in our budget requests for this coming fiscal year, a request to get a retail consultant, and that work can supplement the work that Tim and his

team will be doing on retail. And honestly, because it is, it is all the things that you've said, that it's not just where do we want retail or who -- you know, what kind of enterprise do we want in there, it's what are we actually able to support. And frankly, our economic development staff even worry about us getting over-restaured if you will, because yes, most of us don't cook anymore, but there's only so many of us.

And then the final thing is about the regional nature about some of these issues, you know, because when we think about, when we think about student housing, for instance, we are thinking about Harvard and MIT and how we can push them. But when you look at -- to house their students -- but when you look at who is in Cambridge housing, and this is not any kind of

scientific survey, but just from people that we all know, there are actually a lot of people from BU that are living in Cambridge. So it's, it's just a matter of how much can we control and how much do we have to think beyond what we can actually manage and how are we going to respond to those things.

TIMOTHY LOVE: Yeah, I mean I -- it's a great list and a useful list at a point in the process where we're still processing the deluge of information. So it's nice to have somebody say, you know, nice, a refreshing 20 point set of priorities. But I think the other thing that your comments raise is where, what -- where does match up for some of the things that you're talking about? For example, I would say that part of the things that you mentioned, like the story about retail and Amazon and the death of

the shop as we know it, is a very broad cultural question that we can address relative to a broader look at the commercial cores and how we think about their managing the neighborhoods. But we can look at it from a policy perspective.

We've been doing work on the inclusionary zoning where maybe some percentage of ground floor retail space if some of it is tenant, you know, tenant retail, the CDSs and things, you have to then include some percentage of subsidized retail for mom and pop. Does it mean that the City more aggressively has a retail entrepreneurship program which Mass. Development is looking at on a statewide level. We do have the perspective in this plan to think a little bit out of specific cases relative to retake plan later when we get into policies or at least potential policies, which is my other point,

which is that this group of particular because you, you weigh development proposals in place policies, land use, and other things. Or maybe best equipped to tell us in terms of where the rubber hits the road, which things work and which things don't. And that's a little bit later in our process, a kind of maybe session we have with you when we start looking at scenarios, but not just scenarios of the future city but policy scenarios. You know, this is probably one of the best equipped groups to say well, based on our experience, it seems like a good idea, but this is what really happens during the development review or X, Y, Z. So I think that some of your things were tilting towards potential policy things and best practices.

But Iram is right, we're not gonna be able to drill in too many of the issues that you

mentioned with specific studies, but we'll keep you posted about that.

H. THEODORE COHEN: Okay.

IRAM FAROOQ: We will address all of those.

TIMOTHY LOVE: A citywide lens.

IRAM FAROOQ: Between stuff that we do and stuff that this process does.

TIMOTHY LOVE: That's right.

HUGH RUSSELL: So in the early 90s the City Council mandated that the Community Development Department come up with a city plan and that was the comprehensive policy plan that was a result, which was really I think pretty much the senior staff sitting down and saying okay, what are actually the policies that we're following? Let's just write them down and organize them. And that was a very powerful

tool, because it, it clarified what our goals were and allowed us to, as we were trying to implement or trying to respond to something, we'd say well, this is, this is why we're doing something. So in what you're doing, creating, I mean, obviously you're going to look at those policies, you have to address those policies, but to add those policies, to subtract from them at the policy level, that's been a very powerful tool for us.

H. THEODORE COHEN: I just had one comment to follow up on what Hugh's been saying which is that nobody's really mentioned so far Harvard Square, and to the extent that we think of Kendall Square in the past say commercial generator, and it could be in the future, Harvard Square has always seemed to be to be the lynchpin of the city and the retail downtown area, and

it's going through enormous cycles since I've been here for 40 years. And it's, you know, kind of depressing now that so many stores are closed and there are so many vacant spaces and it's not a place that people say let's go to Harvard Square. People are now saying let's go to Kendall Square which is great.

HUGH RUSSELL: Central.

H. THEODORE COHEN: Or Central. And let's go to Union Square or let's go to Davis Square. But you don't hear people say let's go to Harvard Square and see what's there. So I think that's something that needs to be --

IRAM FAROOQ: Except the teenagers. They like to go.

TIMOTHY LOVE: My teenage kids like to go to Harvard Square. The next generation.

HUGH RUSSELL: That's something that

hasn't changed.

H. THEODORE COHEN: And changing culture which you talked about before, I mean which in terms of retail and what we can't do and you can't do and you can't do, there's got to be a change in culture between the bicyclists and the car drivers from both sides. I mean, because do both, if I'm in my car and I see a bicyclist just blatantly ignoring the traffic signals and just darting out between cars that are trying to make turns or whatever, you know, it's both sides need to learn proper etiquette and having -- to (inaudible).

Anyway, Thacher, why don't you pick up here.

THACHER TIFFANY: I'll just share one thought. I thought Hugh's overview was really insightful and I hope someone was taking notes

because I wasn't. Oh, yeah, we have it.

I did, you know, talking about the evolution of retail got me thinking about the evolution of transportation recently with car sharing, and I guess I would just sort of add a plug for thinking about that future and how it might change cities and Cambridge specifically. We're starting to hear things about, you know, the future of autonomous vehicle car sharing. What does that mean for parking needs or just where important places are in the city. I think that's all I'll add.

H. THEODORE COHEN: Okay. Steve.

STEVEN COHEN: This is such a big topic, it's hard to know, you know, what to address and what and what depth and what to do today and what to say for another day. And I kind of wish I knew in advance exactly how we were going to come

at this today so I could prepare thoughts instead of just shooting from the hip which I'm about to do.

You know listening to Hugh and the long list of issues, topics, interests, questions, had sort of me thinking not just how to answer each of those questions, but what's the nature of the process that we're entering into and how is that process designed and suited to address all of those questions? And we sort of start off with the outreach, and for all sorts of reasons it's good to have outreach and community involvement. And everybody in the city should have the opportunity to have their voices heard and to have input. It's good for a lot of reasons; to affirm democracy, to lend a sense of legitimacy through this process. But at the end of the day you only hear from a very small number of people

in this city of 100,000 people and I don't have any particular reason to believe or assume that it's an especially representative timing subsection of that population. I doubt if there's any statistical significance or analysis or assessment of who we happen to hear from or not. And while it's good to hear from them what do we do with that and where do we go with it?

And when I hear a list of issues and when I have my own issues, and there are so many of them, I really kind of wish that, you know, we could have charrettes, one issue at a time and this Board have the opportunity to address an issue: Transportation or housing or retail or squares or sustainability or growth and invite the input and participation of, you know, professionals, you know, who have devoted a career to studying and thinking about these

issues and perhaps getting some input to the politicians who are ultimately the ones who were elected to represent the views of the people, it represented of democracy, not a participatory democracy. But I think it would be good for the Planning Board to be leading that process because if it's the City Council, then it has a little bit of grandstanding and politicized. It would be great to keep it professional.

I mean those would be great discussions and especially if we keep it focussed and have a series of them, those would be great discussions instead of just a few words, you know, here and there, and hearing what some random people who, you know, showed up at a table, you know, had to say on the subject.

So I mean there are great questions. I'm not feeling great or clear about what the process

is to talk about those questions. And, you know, just some, I mean some examples:

Housing, I mean we take as a given that there's a housing crisis and I express no opinion on that for the moment, but I will raise questions. What do we mean when we say that there's a housing crisis? Do we mean that, you know, there's more demand than the is supply of housing in Cambridge? There always has been and there always will be more demand for housing than there is. So does it mean that we want to provide housing for the children of residents who live here who can't afford to buy or does it mean that we want to provide, you know, housing for the people who work here but can't afford to be here? Or does it mean that we, you know, just want to have diversity of demographics and income irrespective of where they may be coming from?

And is there a particular goal that we're seeking to achieve? How do we know when we have enough housing? You know, for me these will be really interesting discussions to have. And then if somehow or another, probably unlikely we reach a consensus on it and we figure out how do we incorporate that into a zoning policy or a planning policy?

I mean, there are so many big questions like that. I mean when we look at the direction and the nature of the city and the development and where we're going in the city, how do we look at it? Do we look at it sort of from a regional perspective of, you know, what's the role of Cambridge in the Boston Metropolitan area? In New England? Or do we look at, you know, just from the narrow perspective of the locality of the city? Does it meet the needs and desires and

goals of the folks who just happen to live here now?

I mean, that's interesting stuff I think. I think it's important stuff. You know, how do we really talk about that?

Again, when we talk about the different charrettes we could have, oh, gosh, sustainability would be a great charrette to have because that's clearly one of our goals, but what the heck does it mean? You know? Does sustainability, you know, I mean the word means to sustain a certain level of something, to sustain something. Or does it mean it to be focusing on energy efficiency or reducing our carbon footprint or what? I mean, what does it mean beyond being just a buzz word that like motherhood, I don't know if motherhood is a buzz word anymore, but just something that we -- you

know, automatically but thoughtlessly support.

And then we mentioned Alewife. And, you know, as Hugh alluded to, and I would put it in slightly different terms, much of the city is already fully baked. I mean, we can, you know, make changes around the edges and periphery about how it, you know, continues to evolve, but the fundamental nature of most of the city is not going to, you know, fundamentally and radically change. Alewife, however, is not withstanding all the stuff that's there is something closer to a blank slate in terms of its, you know, future trajectory. It sure would make sense to devote a whole lot of energy and attention to that area, not to totally ignore the rest, but it's a question of priority and focus.

So, you know, gosh, we're devoting what to me seems like a really significant amount of

time and energy and money to this process, but I guess I'm, I'm not clear yet or I'm not comfortable yet that we're going to go about it in the way that will be most useful and most productive and give the greatest opportunity for those people who are really focussed and knowledgeable and committed to these issues, give those folks the opportunity to really engage in these philosophical, political, ethical charrettes to go through the process and come up with the directions that would be most, you know, creative and thoughtful and beneficial for the city and for the region.

TIMOTHY LOVE: It's interesting, your what-if scenario about how a process might roll out may be directed by the Planning Board, the three steps that you were suggesting might be the right steps, almost exactly maps our proposed

process which -- and I think both the structure of it and the spirit of it, which is that you -- and maybe I'll start with the phase that we're in now, don't misconstrue that we're passively -- you know, even with our outreach listening to what people say in uncritical ways just, you know, taking the survey results as the -- the path for it. We -- we're actively involved in the seeking out of feedback and the early interpretation of it in ways that are looking for more inputs and more diverse and interesting inputs. It's not like we're, we're waiting for the results and that's going to be what we prioritize. And what I mean by that is let's say in talking to the Haitian community who never comes to the typical kind of events that we have, having a focussed discussion with that community, for example, where we're guiding the conversation

in ways that we can get at what we think their issues are to a point where we're uncovering really interesting things is a much more active way to dive in to do that than just wait to see who shows up. I just wanted to be clear relative to the discussion that we know who those communities are actually. We've got them fine tuned to whether they speak in English as a second language or not and all of those things, and we're going out and we're doing deep research about what matters to them in the city. And that's the most different kind of feedback that we're getting so far, but through the most active and focussed efforts.

Secondly, we are running the process as a series of conceptual and philosophical conversations, and I think the workshops that we had you could call those charrettes, we didn't

have people outdoing the them, but they were in the spirit of the open endedness but the thoughtfulness of the charrette to take what are seemingly simplistic issues and have them fully flower in ways like our outreach in specific communities, maybe point in directions that maybe both a reassert what the City's already focussed on but maybe find other territories that might be super productive. Because what we're gonna do with that information is make hypotheses that are projective that we're gonna have a second round of conversations about. And they -- many of them will line up in the categories that Hugh is talking about, but probably not until the second phase of that, because we still need to bring back to the city as a whole the broader issues that we've been hearing about. And then we're gonna test scenarios that would involve some

planning work, some actual charrettes of the kind that you're talking about to see what the impacts of those scenarios are on a number of affordable units or through a change of mode share released in some of the choke parts of the transportation system X, Y, Z. And at that point we're going to then look at the -- have an audit of the existing policies a little bit later in the process than the 1990 plan. And say okay, now that we've ran the scenarios and listened, let's now audit the policies because we'll be much better to say that one's good, that one should be revised, that one should be thrown out, and that one's missing. If we audit the policies too early, we'll only know what we know. So I don't know, I don't know if that addresses your question, but your -- we had a diagram earlier in the presentation, but each stage of the process you were painting was in a

very comforting way how we've -- using different words of -- have mapped out this process. So in fact, what you suggested the Planning Board should do, we're already doing and maybe we should partner more in how we do that.

STEVEN COHEN: One distinction is that I imagine the Planning Board and others having that discussion on each of these fundamental issues. Your model seems to be more a matter of bubbling up from beneath among whoever people might show up. I guess some might say if the process focuses here, perhaps that's an elitist un-democratic approach, but I'm not sure that your approach is necessarily, you know, more representative or less elitist given the folks who are less efficiently motivated to show up and participate.

TIMOTHY LOVE: I don't think that they're

mutually exclusive. I mean that we, we --
there's a wide casting of the net and a
particular focus of underserved communities.

It's not about who's showing up. It's precisely
going to those places to talk to people who are
not showing up. That's our priority now.

We are also having engaging events for
people who show up, too, but we also intend to in
ways maybe that haven't been done in planning
processes in the past, go to the people who are
dealing with policies everyday which would be
your group, to get concrete advice, too. So I
don't -- we're not excluding one kind of advice
over another kind of advice. We're opening it
up, but we're targeting with different ways in
having conversations.

STUART DASH: If I could say a little a
little bit at both ends. That was part of the

original growth policy work in '92 with Hugh and Marilee from this department in terms of the organization. And we had sort of 45 of the Noah's Arc from the neighborhoods of the two most active thinkers in each neighborhood with staff and we had Planning Board staff meeting regularly for weeks and weeks for externalizing the thinking as Hugh said, what were the current policies doing and how we were thinking about them and the importance of the city. So there you've got maybe 45 people, 45 very active people which we've described a little bit working on that. And in 2000 when we did the citywide zoning, again, Hugh very active in that as well, part of that, maybe we had where they had an advisory committee of representatives, business and city representatives and working with maybe 50 to 100 people came to a whole series of public

meetings and things, and then working on informed work with consultants and things like that. And as Tim said, we already probably reached out sort of more quadrupled or ten times, just an initial outreach in terms of who is informing us of the early thinking. And so we've already had focus groups of 40 to 50 people who we never touched in any of those early processes. You know, people who don't speak English at home as people don't come to those meetings who had very strong feelings about all the topics that we talked about. There's not a topic here that is talked about very insightfully in those groups that you don't see them at the meetings. So we're hoping just that when we're starting out that we're getting a very broad outreach, and then I think the result of the interpretive process will be very similar in terms of charrettes and

processing but will be far more deeply and hopefully, you know, get to places that I think are -- respond to the kind of questions that she brings up and others bring up.

MELISSA PETERS: I would echo Stuart's comments that we're doing both. We're meeting with experts, we're having experts at the table, and coming up with visions and ideas, but, you know, a goal of this plan is to get voices to the table who are typically engaged and historically disenfranchised community. And I think the cities would argue that the plan won't be successful if we don't have a representative voice. And I think you're right, at the end of the day we're not gonna get 108,000 individual voices represented, but I think our goal is to start from a participatory planning framework recognizing at the end if we could have a

representative dialogue, that would be successful. And it's, you know, just from the empowerment theory of community engagement as Stuart alluded to, people know what's best for them and I think we need to assume that people who may not be experts know or have just as much insight as other professional planners.

IRAM FAROOQ: One thing I'll add because these people have spoken very eloquently about the engagement piece, one of the other concerns you raised are we only going to address the issues that are bubbling up from these conversations? And I would say no because there are -- I would say we actually have an incredibly comprehensive set of issues that have in fact bubbled up and some that we would never even have contemplated if left to our own devices, but we are, you know, at the same time the consultant

team brings a lot of expertise, subject matter expertise to the table. And from the staff side we are transmitting all of the things that we have heard, you know, all of the Planning Board that we've done, but also all of the things that we've heard that are, that engage technical experts in a particular topic as well. So it's like a, it's again the both hands format where we're listening to what we are hearing. We are also informing, based on what we have, what we know so far, so that by the time we, we move forward to the next stage, the input is, the thinking is informed by both the public input as well as whatever we have learned over our 10, 20 years collective years.

MELISSA PETERS: I think what we really need is an info graphic to kind of better describe all of the inputs that are feeding into

what will become Envision Cambridge, the plan. And as we've talked about earlier, it's all the planning studies and policies that the City has done recently and is still valid because we're not reinventing the wheel. It's all the data analysis that the consultant is doing that is fresh and gives new light on the issues. It's all the community input that we're getting and that is a variety of community groups that represent different voices that's important, and then it's also, you know, city staff and boards and commissions and perspectives and all the issues that the -- we see day-to-day and bringing all of those together and understanding these synergies and complex and they're all equally important, so maybe we should develop that infographic.

TIMOTHY LOVE: Yeah, and I think also

the, you know, our goal with this plan and its back to history about the audit of existing policies and how interesting that was to write about them and think about them. Our goal with this plan is to have a very clear list of policy recommendations and accompanying land use plan just to boil it down to the simplest terms, but one, but a clear list of policies that are enriched by the multiple ways we're seeking inputs and understanding the situation on the ground, and because again the city staff and this board deals with those policies, the most at the point of sale let's say, we're going to rely on this group to help us when we get to that point when we start getting specific about the policy question again to convey your expertise. We've already had discussions with Jeff and Iram and the team that helps manage this large issue.

We've had three briefing sessions on, you know, recent development action lately to make sure that that revamped set of policies are as smart as possible.

It's back to your story, Hugh, of the basement variance and its unintended consequences. We're hoping to get all of those stories at the appropriate time back on the table so that we can address holistically the manual tools at the city's disposal.

STEVEN COHEN: Well, if I could just -- one last point quickly, and I don't want to belabor the point more than we already have, look, I -- the process that has led up, you know, to where we are today and has been a long, thoughtful process and I don't really mean to, you know, criticize it or impune the value or the integrity of the process overall, I mean, and

maybe, you know, what I can and should do is just raise the question of the Planning Board's role in the process. The Planning Board has always been a funny sort of entity in that we have on the one hand a sort of quasi judicial role which is the role that we usually play. And in fact 98 percent of the time we play that role as people come to us with that applications and we have to rule and we have to make decisions. But supposedly we're supposed to be the planning entity of the body. Strangely enough that's the name that they gave us. And the problem is our experience as I perceive it in the area of planning is very much like it is in the quasi judicial area in that things usually come to us, you know, pretty much fully baked and, you know, we can comment on it and, you know, we can even make some minor revisions around the edges, but,

you know, we come very late in the planning process and have, you know, very limited latitude to have much input into that. But here we are in a really mega planning process. This is, this is the big show here over the next several years, and I'm just wondering whether, you know, after you finish all that you're doing, whether it isn't just going to kind of come to us the way it usually does and we'll ask some questions and do a little this and that and then we just have to vote up or down and we'll probably vote up. And I just wonder whether we, you know, can perhaps, you know, play a more dynamic, profound role in this process this time around. And I mean we have some pretty dedicated people, some really experienced people, some knowledgeable people, pretty good breadth of expertise on here and, you know, maybe when I was talking about those

different charrettes maybe, and maybe it's just something that we do as part of the process.

And, you know, that's just a contribution that we make to be overall planning process. But, you know, I think if we spent, you know, two hours in one night just talking about transportation issues and, you know, several hours another night, you know, just talking about, you know, long-term housing goals and issues and somehow or another somehow beat ourselves and disciplined ourselves to actually come up with a statement to make and contribute to this process, I think that would be an incredibly productive thing for us.

IRAM FAROOQ: So if I might just say one thing, that there are much as the Planning Board feels that they have a really important and a significant role, there are actually boards in the city and committees that are dedicated to

each of those topic areas as well that might also feel a similar desire to be the folks that convene the discussion around transportation or climate change or affordable housing. And so what we are trying to do through this effort is not to concentrate at any one board or commission. So similar to -- I think that we are actually going to be spending more time at Planning Board than with any of those other boards and commissions because we're having this meeting, I mean we are here. This is the very early stage in the process. We are in the listening stage and we are trying to make sure that we are back here -- our goal is to be here quarterly which gets us at least a couple of check-ins at every stage of the process. And at each stage we are hoping that the direction of the conversation will be bidirectional, it's not

just us presenting, but us hearing from the Planning Board and being informed by your thinking. But similar to this, we are doing -- the City Council is hosting a roundtable to which all the other boards and commissions, the school committee, all of those will be invited. And I neglected to mention that that's May 16th because it just got scheduled a short while back. So there is -- if there's any board that has a really a large share of input into this process, it is the Planning Board. And there are a couple of Planning Board members who are represented on the committee. So Tom is on the Envision Cambridge Committee and can be the conduit back to the Planning Board. And Catherine, as she mentioned, is on the Alewife Task Force and can serve a similar role. We will have topic-focussed working groups that will draw on

experts on each topic from a much wider range to delve into those topics into more details and we would encourage Planning Board members who are interested in topics to participate on those as well. So we want to have this be as robust as possible without just concentrating it in one forum.

H. THEODORE COHEN: Okay, I think we've -- Hugh?

HUGH RUSSELL: I think it would be sort of following up on some things that Steve said. It would be helpful before your next meeting in our packet before that, we got that page --

H. THEODORE COHEN: Right.

HUGH RUSSELL: -- saying what is your goal to hear from us at this upcoming meeting? Because that would help us focus on some thought perhaps.

H. THEODORE COHEN: But I think this meeting was an introduction for all of us, us to you and you to us, an introductory conversation that is just the first of many. But yes, I think -- a list of questions and presentation if you have it, if provided in advance -- and I think, you know, you know, you can all think of our role vis-a-vis Hugh and vis-a-vis all the other boards and commissions in the city.

But, Steve, we have not -- Lou, we haven't heard your voice yet.

LOUIS J. BACCI, JR.: Yeah, right. And I'm --

H. THEODORE COHEN: So can we get that.

LOUIS J. BACCI, JR.: And it's really simple and straightforward. And I'm just concerned who's, who else is involved? City departments? I'm sure they're involved. But

wish lists? If you're going to be directing development like at Alewife, is the infrastructure there for what we intend to have developed there? Electrical, drain, sewer, water, all of that? Our city's dirty. Is there anything in this so we can improve that? I mean I always have problems with the small stuff. Loading issues. Where do people, where do people load from on small retail? The street. Where is the truck parked? In the bike lane. These are on the driveway or the sidewalk. And these are what we live with everyday. And those seem to be simple ones but they're not as simple as they appear. All of that, that's pretty much where I'm seeing this.

And what kind of participation do we expect from the universities? And, again, the business. We do seem to be losing -- I always

ask the question. When do we run out of demand for retail? It seems our, our small retail storefront are not doing well and they all turn into restaurants. I don't know where we end up with too many restaurants, but it's an interesting thing. And not to go too far, but I listened to a program about Amazon trying to get into China, and they said they would have a hard time because China's working on a two-day delivery now and they're working to go on a two-hour delivery. What they're doing is using storefronts. They're using brick and mortar stores at distribution centers. So that's an interesting thing to bring back some of the retail maybe. Right? You know, looking into the future it might be different than we expect. Those are pretty much right off the top of my head there areas.

TIMOTHY LOVE: I will say that the city staff's been very involved with that, ongoing briefing sessions with them. And a series of focus groups around the large range of topics from Public Works to you name it, and that's been, you know, that's another, I think significant part of the brain dump. I was quoting my client here. And I think that their perspectives and they've raised some of the issues that you've raised, but also what they're doing from a policy and a management standpoint to deal with them is feeding into the same stream of information as much as reaching, I mean that's the other end. Those are the experts. And the other end of the spectrum I suppose are the people who nobody participates in the discussions and who they represent and that's a bandwidth of the kind of information that we're getting.

LOUIS J. BACCI, JR.: One of my questions is do you think you'll have a lot of luck changing people's impressions of how the system works?

TIMOTHY LOVE: That's a good question. I think yes, for two reasons:

One is that I already see, and Catherine alluded to this, I see promise in the way we structure the conversations that when people with a different point of view from their perspective, especially people that maybe are different than the people that disagree with them explain why they have a different point of view, there is in the discourse of Cambridge suddenly a lot of civility, right? So, you know, an example might be that people in certain neighborhoods are more concerned about new development fitting in while another community might think that we should be a

little bit looser about fitting in because what really housing supply and affordable housing is really the priority for our community. But if you have those people explain the point of view and not the consultant directly, there's a very interesting conversation. And we saw evidence of that in some of these workshops. So that's one piece.

The other is education piece, to get as many people in the city to understand the issues as well as you do. So, you're the experts about that tough conversation between the threshold of viability economically for development. You hear that story with every pitch you hear, right? The problem of hiding in the parking in ways so that the parking doesn't become a blight and the way that that project in terms of the retail it provides and the parking it generates is a

positive or a negative. And through years of experience you understand in a relationship of those issues not just intuitively but in terms of the metrics that are present to you over and over again. What if everybody in Cambridge understood those issues as well as you did? We could have a pretty interesting conversation. I think that when fewer people understand why development is -- with many developers that are proposing development a commodity and they have to meet certain investment returns or the point at which parking can't be adequately hidden and it detracts from a streetscape are all things that I think we can also as professionals with the visual tools that we have also communicate, too, outside of a particular project. So I think those are two things that we hope to do.

Does that make sense?

LOUIS J. BACCI, JR.: Yes.

STEVEN COHEN: One quick question, I'm sorry, Melissa and Tim, when you get to the transportation piece, is there a role here for Fred Salvucci who has much to offer?

TIMOTHY LOVE: I mean I --

IRAM FAROOQ: I mean, we'll have to -- we haven't quite gotten there, but absolutely. We'll be, we'll be inviting a whole set of experts on various topics to be part of the working groups and, you know, he has to be able to commit to the time.

STEVEN COHEN: If he's willing, I would characterize him as an indispensable character.

STUART DASH: And one of the pieces we expect to continue are the panel discussions. So for people who are really interested in digging into a topic to have the kind of panel

discussions on the topic as you described for topic for an evening kind of thing to keep doing those throughout the process to get people more educated. It's part of the process as Tim says to get more people in the city educated to how things happen the way they happen.

TIMOTHY LOVE: And housing and transportation are the two we have our eyes on for the panel discussion.

MARY FLYNN: Ted, following up on this.

H. THEODORE COHEN: Mary.

MARY FLYNN: The notion of panel discussions, I'm curious as to, you know, how you synthesize what you get in these different sessions or not in panel discussions, but say from the surveys and things like that, because I think if there is some sort of summary or synthesis of it, it would be helpful to

distribute that to the Board because I think, you know, your points all along have been good. I think the more people who comment on these things and particularly, you know, the wide range, you need the expert and those who are familiar with it, it's good to have a fresh voice and a fresh perspective. I think it would be helpful for us to know that. And I haven't been able to attend the sessions, but I hope going forward that I can. I think it's great that we have a couple of board members on some of these committees and hopefully more of us will get on them in the future, because I think, again, sort of having the experience and being able to report back to the Planning Board is important. But I know there's a lot of information and there's probably only so much we can read, but I think the -- whatever you have that's sort of summarizes what

comes out of these community discussions would be helpful for us.

TIMOTHY LOVE: Yeah, you know, the -- our job is to create narratives, you know. The summaries become narratives in a way, kind of master narrative and then a couple of subplots that, that recognizes the source or the inputs and point a way forward. In terms of additional research hypotheses about where we might take the direction from different policies or benchmarks and that that is a creative act that requires retelling and iterations with different audiences which is, you know, here's a way we heard what we heard and where we might go evidence of results of surveys and announcements that we've done, what do you think? And that input that we get might change the way we tell the story a little bit for a different audience. And it, the best

narratives come out of a kind of, you know, iterative process. So we end up being, you know, informed storytellers. We have to be in order to be -- or there's no motivation, there's no -- you've got to be a good storyteller to move the plan forward. If it's too dry and too analytical, you need to capture people's imaginations, too.

IRAM FAROOQ: And very concretely there are a couple of pieces, so the summaries from the workshops will actually, you know, that will be compiled.

MARY FLYNN: Okay.

IRAM FAROOQ: And those I could say more -- those will get posted on the website. We'll send out a blast so everybody knows as they're on-line and folks can take a look at those.

MARY FLYNN: Perfect.

IRAM FAROOQ: And there's also the more disaggregated input that's coming from the engagement table being out and that Tim showed an image of where that's getting mapped as well and needing into, into the thinking. It's going to be a little bit, I think that is going to be a big challenge for this process as the amount of information gets more and more vast and the complexity of it gets, it gets more and more complex. So it's -- but to be able to compile it and then be able to also transmit it so that it's meaningful to somebody other than the person who put it all in.

H. THEODORE COHEN: That's the future of Cambridge.

CATHERINE PRESTON CONNOLLY: Indeed.

MARY FLYNN: Yes, I think the, I think,

you know, the more we can post, because, you know, I do enjoy reading what's on there, and it's very, very helpful what's on there already. And I think to the point that a couple of my colleagues have made, too, about getting us questions -- it's almost like for the next, whatever the, whatever it's going to be, whether it's going to be on the, you know, preliminary vision or whatever it might be, you know, I think if you can tee up the questions and then -- and give us some background from the planning that you've done so that we come prepared to talk about the very specific questions, I think the next session could be very, very useful. I mean this has been, too, but, you know, it's been a little all over the map literally in this.

IRAM FAROOQ: That makes perfect sense.

H. THEODORE COHEN: Tim, do you have any

specific questions for us tonight?

TIMOTHY LOVE: No, I think I agree this has been very helpful, and I, I think there is a built in tension with this -- just an observation based on the feedback, there's a built in tension with this plan that I think is healthy which on the one hand has us wandering into this babes in the woods, you know, like innocently walking into strange land to see how the native people of Cambridge operate against this other fact that there isn't a more informed city staff and because of your -- many of your terms on the Board and the development stuff you've been thrown at for the last 15 years, a better informed Planning Board on the planet. So you've got on the one hand, you could lock yourselves in the room, the city staff and Planning Board and probably, you know, in five hours come up with a

pretty good game plan, but for political reasons and because maybe we should be suspicious of our own expertise is probably not the right way to go.

MARY FLYNN: Right.

TIMOTHY LOVE: And how does that sound?

MARY FLYNN: Right.

TIMOTHY LOVE: But we're very much gonna rely on each other's expertise to finally bring the -- land the plane. So another bad metaphor. So you can, because --

H. THEODORE COHEN: He's doing a brain dump now.

TIMOTHY LOVE: Dot, dot, dot.

So, and so I think it's an incredible opportunity by the way. On the one hand the City has encouraged us to be the most progressive type of participatory planners, you know, try things.

You know, a table that goes around, let's try it.
You know, a newspaper. You know, we're
convinced, let's try it. But on the other hand,
you know, I don't, I wouldn't -- it may be back
to you again, Steve. I wouldn't, I would feel
confident that, that we're gonna drill in very
intelligent ways to actual menu of policies and
strategies that are going to require deep
expertise, too.

I don't know that -- that didn't really
answer your question.

H. THEODORE COHEN: Well, yes, you didn't
have any other questions for us right now.

TIMOTHY LOVE: No, I don't. I'm all set.

H. THEODORE COHEN: Do any board members
have any other questions or comments right now?

(No Response.)

H. THEODORE COHEN: No?

MARY FLYNN: Yeah, I do. I do just have one.

I think one of the really important parts of this that you spoke about was sort of the, that the ability to educate people who are not normally exposed to these issues, and I think that is, that is critical. And the more we can do that I think, you know, we'll get, we'll get two separate benefits. You'll end up with a better plan, but you're also going to end up with a better community because I, you know, I found just in discussions with neighbors or other folks who just, you know, see what, you know, what they experience or whatever, whether it be traffic or this, that, or the other thing, it's, they are limited in how they perceive it. You know, it's limited to their experience or to one other person tells them as opposed to seeing the

broader range of what's going on in the city or at the region and things like that. And I know just from a couple of conversations that I've had with neighbors about traffic and Alewife, you know, which they see everything is just bad, you know, when you start to explain to them that, you know, sometimes a Special Permit gets granted because it's a better project if you do it this way than if you did it the other way. You're going to get traffic in both scenarios. Something like that. You know, they just never understood that before.

TIMOTHY LOVE: And one finer point on that is that if the way we describe that education piece and the visual tools that we use with a larger group of people are the same, are the same tools we show you, then even the things that you can reference to people are the same,

right? So it's even, it's even the shared experience of how we're learning about it together. So you already know the stuff, maybe you haven't seen it presented this way before. But with the same set of tools there are other people that are learning about it for the first time, but that's also important to us, too. That we're using the same tools as much as possible for everybody. Kind of shared language.

H. THEODORE COHEN: Okay. Thank you, all. I really appreciate that and we look forward to working together with you as much as possible and look forward to our next meeting on this.

To members of the public, thank you for coming. This was really just for the Planning Board to discuss things with the consultants and you will have many, many opportunities to talk to

them about your ideas of what you think should be done and go over what you think the role of the Planning Board should be. And you'll have lots of opportunities for your input and there will be, you know, further meetings here and we welcome you and maybe we'll have meetings and we welcome your input then.

Thank you, all.

Jeff, do you have anything else for us?

Iram? We're all set.

IRAM FAROOQ: Yes, we're all set.

H. THEODORE COHEN: Can I just ask, you mentioned the roundtable on May 16th. What is that going to be?

IRAM FAROOQ: Pretty much this.

H. THEODORE COHEN: And who is, who is the City Council expecting to liaise with?

IRAM FAROOQ: So, they the School

Committee has expressed a desire to get a briefing as well. That's a combined City Council, School Committee discussion. I have a feeling that the nature of the discussion will be somewhat different. We are going to invite department heads and other boards and commissions without kind of having it feel like it's a mandatory thing, just to have a lot of people to listen. I don't think that they're expecting that the Board will be there. But, you know, it's always -- I always find it illuminating to -- how each of the discussions, how different they are at the different forums. It was interesting should -- certainly should -- certainly go. It's at the point where it's more about us hearing from them just like it's us hearing from you all. So I don't think that they necessarily are expecting to have a dialogue with

the Board.

H. THEODORE COHEN: Okay, great.

MARY FLYNN: What time on the 16th?

MELISSA PETERS: 5:30.

H. THEODORE COHEN: So anybody who can make it and feel interested, please do. And talking about the School Committee that's one thing we did not talk about today and we rarely talk about here by the role of the schools and the desire for keeping school-aged children in the city and families with children in the city. You know, it was mentioned by some of your other people and it doesn't come up to us all that frequently except in the context of looking for larger units for families. But I think the role of the schools in all of this is a great topic and something for us to consider.

If that's it, then we are adjourned.

(Whereupon, at 9:35 p.m., the
Planning Board Adjourned.)

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IN WITNESS WHEREOF, I have hereunto set my hand this 27th day of May, 2016.

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