

1
2 PLANNING BOARD FOR THE CITY OF CAMBRIDGE

3 TOWN GOWN REPORT

4 Tuesday, February 1, 2011

5 7:00 p.m.

6 in

7 Central Square Senior Center
8 806 Massachusetts Avenue
Cambridge, Massachusetts

9
10 Hugh Russell, Chair
Thomas Anninger, Vice Chair
William Tibbs, Member
11 Pamela Winters, Member
H. Theodore Cohen, Member
12 Ahmed Nur, Associate Member
Charles Studen, Associate Member

13
14 Susan Glazer, Acting Assistant City Manager
for Community Development

15 Community Development Staff:
16 Liza Paden

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18 _____
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I N D E X

GENERAL BUSINESS

1. Board of Zoning Appeal Cases
2. Update Susan Glazer
3. Adoption of Meeting Transcripts
4. Town Gown Reports:
Massachusetts Institute of Technology
Lesley University
Harvard University

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P R O C E E D I N G S

(Sitting Members: Hugh Russell, William Tibbs, Pamela Winters, H. Theodore Cohen, Charles Studen, Ahmed Nur.)

HUGH RUSSELL: Good evening. This is the meeting of the Cambridge Planning Board. The main item on our agenda is the Town Gown reports. So, we will start, as we always start, with the Board of Zoning Appeal cases that will be heard by the Board this week or next week perhaps.

LIZA PADEN: February 10th. These are the cases for February 10th.

HUGH RUSSELL: Anything that you want to bring to our attention?

LIZA PADEN: No.

HUGH RUSSELL: Any questions from the Board?

(No Response.)

HUGH RUSSELL: Okay, the second item on our agenda is an update by Susan Glazer.

1 SUSAN GLAZER: Good evening. Thank
2 you, Hugh. Just in terms of schedule, next
3 month our hearings are on March 1st and March
4 15th. We haven't solidified the March 1st
5 agenda, but most likely we will have under
6 general business the Lesley AIB Building and
7 the Faces site on Concord Turnpike.

8 And then the meetings in April will be
9 April 5th. And rather than -- we'll have to
10 see what the schedule is going to be for the
11 rest of April.

12 I just want to make two announcements.
13 First of all, my apologies in that we were
14 supposed to have mics for everyone up here
15 but somehow or other they didn't materialize.
16 So we will do our best with the one mic for
17 everyone. And the second thing, and more
18 importantly for you, there is a snow
19 emergency that goes into effect at eight
20 o'clock tonight on major streets in
21 Cambridge, including Mass. Avenue. So if

1 you're parked out there, I would suggest that
2 you move your car right now. So give you
3 fair warning.

4 HUGH RUSSELL: Thank you, Susan.

5 Liza, do we have any meeting transcript
6 reports to review?

7 LIZA PADEN: Yes. I've reviewed the
8 transcripts for December 21st, January 4th,
9 December 7th, and November 16th was already
10 done. So I've reviewed those. And that will
11 bring us up to date on the ones we have and
12 they were all accurate.

13 HUGH RUSSELL: Is there a motion to
14 approve these minutes based on Liza's
15 comments?

16 CHARLES STUDEN: So moved.

17 HUGH RUSSELL: Second?

18 H. THEODORE COHEN: Second.

19 HUGH RUSSELL: Discussion?

20 All those in favor?

21 (Show of hands.)

1 HUGH RUSSELL: All members voting in
2 favor.

3 * * * * *

4 (Sitting Members: Hugh Russell, Thomas
5 Anninger, William Tibbs, Pamela Winters, H.
6 Theodore Cohen, Charles Studen, Ahmed Nur.)

7 HUGH RUSSELL: That brings us to the
8 Town Gown reports. We'll be hearing
9 presentations from MIT, Lesley and Harvard
10 University in that order. We rotate the
11 order so each institution has a chance to be
12 first every three years. After the
13 presentations we will ask if there's any
14 comment by the public. If there are
15 questions by members of the board, probably
16 because there's one microphone, we can write
17 them down and we'll do them all at the end.

18 So, I will hand the mic to a
19 representative from MIT whoever that may be.

20 TERRY STONE: Good evening. It's a
21 pleasure to be here. We seem to be a pretty

1 good predictor of weather. You don't have to
2 watch television. If we have a Planning
3 Board meeting, there's going to be a
4 blizzard. It seems to happen at least every
5 other year. So, it's great to be here and
6 thank you for being here, Members of the
7 Planning Board and citizens and residents of
8 Cambridge.

9 I'm Terry Stone. I'm the Executive
10 Vice President and Treasurer of MIT. Joining
11 me for the presentation will be Dick Amster
12 our director of facilities construction
13 planning and engineering. And Steve Marsh
14 who is the managing director of real estate
15 in our MIT investment management company.
16 And many other folks from our staff are here
17 tonight to answer any questions which may
18 arise.

19 I'm going to highlight two important
20 initiatives that speak to the partnership
21 between MIT and the City of Cambridge. And

1 namely the MIT Centennial which is the tongue
2 twister that means 150th Anniversary which we
3 kicked off the celebration of, and greeting
4 MIT. Dick's going to talk about the most
5 recently completed academic projects and
6 those that are about to begin construction.
7 And Steve Marsh is going to cover the
8 (inaudible) in the MIT investment realm
9 focusing on partners made since the Town Gown
10 report was made in December. And then we're
11 going to give you an overview of the campus.
12 Changes that have undergone in recent years,
13 and those that are in progress, a little bit
14 of a tour of the campus to wrap it up at the
15 end.

16 So just to talk a little bit about MIT
17 150. MIT's founder was William Barton
18 Rogers. He was a Southerner who came north
19 to pursue his dream of a new kind of
20 technical education because he found warm
21 reception and culture of New England. On

1 April 10, 1861 -- remember that April 10th
2 date, the Governor of Massachusetts signed
3 MIT's charter and fulfilled Rogers' dream to
4 create this unique and innovative educational
5 institution. MIT is 150 days of exploring
6 MIT's revolutionary contributions,
7 celebrating what we are calling MIT's
8 inventional wisdom. So you'll see the
9 banners at our front door on Mass. Ave. that
10 say Inventional Wisdom and that's kind of the
11 theme of the 150 days. And imagine the
12 frontiers we should set our sites on next.

13 William Barton Rogers designed MIT as a
14 powerful mechanism for discovering
15 innovation. By teaching science and
16 engineering with hands-on activities, Rogers
17 helped American design its future as an
18 industrial powerhouse. By founding his
19 newest suit on the vibrant interplay of
20 exploration and creativity, he also gave the
21 world compelling model of innovation machine.

1 Rogers set out to accelerate and magnify
2 America's industrial progress by making
3 science more useful, and the useful arts more
4 scientific. In building MIT he was
5 performing constituent conscious act of
6 service. Through the institute he created
7 over the passed 150 years, the people of MIT
8 have found countless ways to serve the
9 community, nation and the world.

10 For tonight's purposes we would like to
11 recall a key milestone almost exactly 100
12 years ago in history of MIT in Cambridge.
13 And what you have up here, and on the slides
14 is a text from the letter from Cambridge
15 Mayor William F. Brooks to the MIT President
16 Richard Maclaurin dated February 24, 1911.
17 And what it says is: "I should welcome the
18 Institute of Technology and trust it will
19 decide to cross the river, and make Cambridge
20 its permanent home. Such an institution is
21 to my mind a blessing and not a burden upon

1 the community." William F. Brooks, Mayor of
2 Cambridge, February 24, 1911.

3 So we were founded 150 years ago, and
4 you probably know there was a campus a couple
5 buildings in the Back Bay right near where
6 the old Louisa Boston and Copley Square are.
7 But, you know, in 1911 we moved here to
8 Cambridge. Prior events open to the public
9 as part of the MIT 150 celebration, all can
10 be found on the MIT 150 website, but more
11 information will be coming to you directly.

12 I'm just going to give you a little bit
13 of a sense of the offerings. And these
14 offerings are all designed to celebrate what
15 we're doing to give people information and
16 participation. They're all open to the
17 community, we're a very open campus. And
18 this whole program is open to anybody who
19 would like to participate.

20 Symposia (inaudible) on topics ranging
21 from economics to cancer, space exploration,

1 artificial intelligence. The first of these
2 was last Thursday, Friday with a really star
3 studded Nobel studied economics panel and
4 financial economics panel Thursday and
5 Friday. It was really a pretty amazing event
6 for those who got to do it. It's been
7 archived. It's on our website if you care to
8 look at it, it's worthy of a look.

9 The MIT Museum has opened its MIT 150
10 exhibition. So you know our MIT Museum down
11 on Mass. Ave. It's our most expansive
12 exhibition yet. It has 150 objects which
13 represent MIT. Many never seen before. I
14 think you would say (inaudible) some of them
15 are funny as things are sometimes at MIT and
16 sometimes they're pretty amazingly moving in
17 terms of what's happened with the work that's
18 gone on at MIT.

19 In particular we love to invite
20 everybody to join us on campus for April 30th
21 which is going to be the big open house

1 associated with this. It's an opportunity
2 for the neighbors to explore the global
3 community, explore our labs and our offices.
4 And that's also been designed to coincide
5 with the beginning of the Cambridge Science
6 Festival. So, it should really be a terrific
7 set of events.

8 This MIT 150th arts symposia exhibition
9 it's a pretty rich offering. MIT continues
10 its efforts to walk the talk. And I'm
11 talking now about the greening part. A more
12 sustainable campus. This year the greening
13 MIT campaign is to make very good strides. A
14 section of our Town Gown reports are pointing
15 to these efforts, and I'm going to share a
16 few highlights and (inaudible). We're
17 committed to being leaders in sustainability
18 in environmental stewardship in all aspects
19 of our facilities, corporations and
20 activities in a manner that enhances the
21 institute's core education and research

1 initiative. We work to continually advance
2 this mission through broad participation of
3 our faculty, students, staff and the wider
4 Cambridge community. Our efforts to embrace
5 sustainability in all we do have been
6 enriched by our many collaborations for the
7 city in this area, including serving on the
8 city's climate protection action committee.
9 Green buildings, zoning task force, client
10 congress, Cambridge recycling advisory
11 committee, the Cambridge bicycle and
12 pedestrian committees and advising them to
13 the school committee on issues of sustainable
14 design to name just a few.

15 MIT's first of its kind
16 energy-efficiency program with NStar which
17 would have dealt efficiencies forward, has
18 successfully completed its first year by
19 surpassing over 30 percent its 2010 goal of
20 saving 10 million kilowatt hours, saving over
21 13 million kilowatt hours.

MIT hosted an all day energy efficiency forum on January 11th attended by over 100 local administration fans of facility's leaders to advance the city and state ambitious energy efficiency goals. This forum was designed to share our experience and broach on energy efficiency with community and learn from other successful programs to support a vibrant local energy efficiency economy. Cambridge's mayor, vice mayor, council members, city and deputy city manager and community development staff attended.

The greening MIT campaign asks all members of our campus community to put their thoughts and actions to work for the goals of sustainability. These are the kinds of posters that are on the slide part of the education campaign to support at least our faculty, staff, students and visitors to make an impact.

1 We've upgraded on the transportation
2 front our campus shuttles to utilize the
3 cleanest diesel technologies commercially
4 available. And also we now use renewable
5 bio-diesel blended fuel. These two
6 developments significantly reduce local air
7 pollutants in Cambridge that are associated
8 with asthma and other respiratory ailments.

9 MIT's single occupancy vehicle rate has
10 dropped from 25.8 percent in 2002 to 19.8
11 percent. I have to say that's a pretty
12 impressive number at least in my account.

13 MIT was awarded the 2010 Go Green award
14 from the city that's affected transportation
15 demand management programs, many of which
16 focused on approving bicycling use this year.

17 So that's MIT 150. That's greening
18 MIT. And Dick Amster our director of campus
19 planning engineering construction will now
20 take the mic to talk about the academic
21 projects which have been finished and which

1 are in the planning phase.

2 DICK AMSTER: Thank you, Terry.

3 Thanks for having us again. Nice to see you
4 all. This is my third time here, so I came
5 in November of 2007. And 2010 marks a
6 milestone for MIT, and it's not only about
7 the 150th birthday party. We finished in
8 2010 our most recent major capital expansion
9 program. Roughly almost a million square
10 feet of new buildings, roads, Vassar Street
11 and East Campus roads were either rebuilt or
12 I guess we use the word beautify for Vassar
13 Street. Lots of sidewalks. We planted 500
14 trees in these four years. So it's a
15 milestone that we're very happy that we
16 achieved. I'm very happy that we achieved.
17 What I'll do is talk about in a similar
18 fashion to what you've seen before what we
19 finished in 2010 and then what we're doing
20 right now.

21 These two buildings are the conclusion

1 of that major capital program. So we've
2 reported to you in the past about the grad
3 dorm on Albany and Pacific and the media lab
4 expansion.

5 The Sloan School of Management here on
6 the left and the Koch Institute on the right.
7 Sloan is between Main Street and Memorial
8 Drive on the East Campus. Probably the
9 closest building to the Longfellow Bridge.
10 Koch Institute is across the street from
11 Broad on Main Street between Vassar and Ames.
12 These two buildings represent the most
13 energy-efficient buildings of their type on
14 our campus.

15 Sloan occupied in the summer. It's
16 217,000 square feet. There's a 430 car
17 parking garage beneath it. And so since it
18 occupied in the summer, we've had some
19 experience with the energy usage. And as an
20 office building, classroom building and it's
21 operating at about 45 percent less energy

1 usage than similar buildings of this type on
2 our campus. We have retained the services of
3 an independent cost consultant to actually
4 look at our actual costs. Many times you'll
5 hear people say well, there might be a
6 premium of X to put in energy efficiency.
7 We're going to actually study the cost and
8 we'll be able to say we spent X for energy
9 efficiency and here's the savings that it
10 generated. So we are going to, true to MIT
11 fashion, get some data and measure it and
12 check it and double check it. So, that's
13 what we're going to do on Sloan.

14 (Inaudible) just occupied probably
15 right before Christmas. It was fully
16 functional. It is expected to be a similar
17 story in terms of energy uses. We are of
18 course -- we know it's the most
19 energy-efficient laboratory building. It's
20 360,000 square feet. 27 engineering and bio
21 or science labs. And people are in there to

1 cure cancer, and the building is functioning
2 the way it's supposed to function so we're
3 very happy about that.

4 These were the last two pieces of the
5 capital program. These are the last two
6 pieces that we finished. So on the left is
7 what we call the North Court with the two
8 corners, the Vassar corner and the Ames
9 corner, and the site work in front of the
10 building we developed about 178,000 square
11 feet of site work. That's more than four
12 acres. It is really a welcoming green space
13 when you come off the main street, and a
14 welcoming place in between the Stata
15 building, the biology building and the Koch
16 building. Our project manager says that
17 Killian Court's our formal living room, and
18 this is our family room. And we're very
19 happy about this. There are benches and
20 there will be tables there, and we think this
21 is a place that the community will use. And

1 we couldn't not show you a picture of our
2 chiller planned expansion which is the slide
3 on the right. This is taken from Albany
4 Street. That is a new building that bridges
5 the railroad tracks, always popular words in
6 my vocabulary, a building over the railroad
7 tracks. And there's two new 2500 ton
8 electric chillers, cooling towers, a common
9 sumps. And what this really represents is
10 that we can service our facility, our campus,
11 with the addition of these chillers.

12 So what we're working on now. I'll go
13 from right to top to bottom. So you've heard
14 us talk about W1 before. It's now called
15 Fariborz Masseeh Hall. It's at the corner of
16 Mass. Avenue and Memorial Drive. It's
17 186,000 square feet. There will end up being
18 460 plus undergraduate beds, and somewhere
19 between 20 and 25 what I call grownup beds.
20 So the house couple, graduate resident
21 tutors, and other visiting faculty members

1 will live in that facility. There will be a
2 very nice dining hall on the first floor, and
3 kitchen. And this will open in September and
4 students are applying now to live there. And
5 the city has already recognized the building
6 envelope restoration with an award for us.
7 So, this project is going very well.

8 There's a circle in the slide on the
9 top on the left. That is the 29,000 square
10 foot Arthur D. Little building. So it is our
11 first building on Memorial Drive as you come
12 over the Longfellow Bridge. It is the home
13 of consulting eng -- management consulting.
14 It is a landmarked building. It's got a
15 little plaque on it, so it's a historic
16 building. So we are renovating that for the
17 Deans and support staff of the Sloan School
18 of Management. It -- it is connected to
19 Sloan. And in fact, that building through
20 the new Sloan building and into E-52 are all
21 interconnected. So we can walk around the

1 East Campus on the inside, especially on a
2 day like this.

3 And the bottom left, the other piece
4 that we're working on is Boiler 9. Boiler 9
5 is replacing Boiler 8. Some people laugh.
6 I'm glad you did. Boiler 8 was installed
7 five years ago as a temporary boiler. And to
8 modify it to today's emission standards,
9 would have been a significant undertaking.
10 So we made the decision to replace the
11 temporary boiler with a new modern boiler.
12 It will be 100,000 pounds per hour of steam
13 generation. And we use steam not only for
14 heat, but for research. And so when Boiler 9
15 is completed, we will be able next winter to
16 then accommodate all of our steam needs as
17 well.

18 So, I'll turn it over to Steve. And
19 Steve is I think the titles managing
20 director. Right, Steve?

21 STEVE MARSH: That's right.

1 DICK AMSTER: Managing director of
2 our investment company for real estate.

3 STEVE MARSH: Thank, Dick.

4 Tonight we just want to provide a quick
5 update. It's a briefing on some current
6 issues on the investment side. Basically
7 these fall into two categories:

8 The first categories we're trying to
9 continually support the innovation cluster in
10 Cambridge. And we think this is critically
11 important to advancing knowledge in the
12 district here and also contributing to
13 economic growth and jobs creations.

14 And the second theme that we're
15 pursuing is improvement with vibrancy of our
16 main streets and avenues. So, we'll go
17 through a few of these. Next slide.

18 Let me start with 640 Memorial Drive.
19 Here we have undertaken a complete renovation
20 of this 225,000 square foot historic building
21 into Class A laboratories. This was the

1 former space for Millennium Park. So it's
2 basically it's an office space and some
3 laboratory. We've converted this into a
4 first class lab. And in 2010, just several
5 months ago, we executed a lease with
6 Sanofi-aventis for approximately half of this
7 building where they are planning to locate
8 their worldwide oncology headquarters here in
9 Cambridge which would make this a pretty
10 exciting initiative to bring to our Cambridge
11 innovation cluster. So just that addition
12 alone will bring reportedly 300 new jobs to
13 Cambridge. We're expecting to this have
14 complete for Sanofi by the fall of 2011.

15 281 Albany Street is an example sort of
16 down the other end. This is down the
17 intersection of Waverly and Erie Street. But
18 here we've completed a renovation of an
19 obsolete facility into a 30,000 square foot
20 Class A laboratory for a really start-up and
21 emerging life sciences firm. So this is --

1 we're happy to announce that we executed a
2 lease with Aileron Therapeutics which is
3 really an emerging, growing life science
4 company in Cambridge. In this project Head A
5 is up and complete and occupied. They're up
6 in the space. And the inside -- the outside
7 of the building was recharged to some punch
8 windows and things that had been boarded up
9 over time, used for some of the other
10 activity that was done in the space. And
11 today's laboratory is quite impressive on the
12 inside. They're up and running.

13 Let me just flip to two initiatives
14 that are situations where we are recording
15 the innovation cluster and the creation of
16 street front retail in an indirect manner.
17 And that's by making MIT land available to
18 the development efforts to some others.

19 So, let me start in the first instance,
20 we have leased 177 Mass. Ave. which is the
21 former Analog Devices site, to Novartis for

1 the development of a new research
2 headquarters building. And here our
3 agreement calls for a creation of street
4 front retail along Mass. Avenue.

5 In the second instance along the 300
6 block of Mass. Ave. across the street from
7 the Analog Devices site which I referred to,
8 we've agreed to contribute some land that MIT
9 owns to an initiative led by Forest City for
10 a new development venture. Whereby Forest
11 City will combine the land that they control
12 with some of the alternate parcels that MIT
13 owns to create a development effort here
14 again led by Forest City. So here, too, our
15 expectation is that we'll be creating street
16 front retail along Mass. Ave. and you no
17 doubt will be hearing much more detail on
18 both of these initiatives directly from
19 Novartis and Forest City as they sponsor over
20 these sites.

21 Let me just flip on to a couple leasing

1 updates along sort of Mass. Ave. and Main
2 Street here. I'm going to start with 450
3 Mass. Avenue which is where the Central
4 Square Theatre is located.

5 We've recently executed a lease with
6 Veggie Galaxy for a portion of the frontage
7 there. And this will be for a restaurant
8 featuring vegetarian and vegan food in a
9 traditional dining setting.

10 And then immediately next-door we have
11 executed a letter of intent, so it's not a
12 final lease at this time, but we're making
13 progress on that with Moksa. And this is for
14 a restaurant and a lounge featuring Asian
15 food, music. And we're planning an outdoor
16 seating along Mass. Ave.

17 Flipping next-door to 424 Mass. Ave. we
18 recently signed a lease with Cambridge
19 Community Television to relocate their studio
20 and office space. And we actually had the
21 studio on the first floor. And we've signed

1 a letter of intent to help Economy Hardware.
2 We configured their space into a newly
3 renovated store to help better meet their
4 business needs. So, they will be located
5 along Mass. Avenue as well.

6 If I draw your attention to One
7 Broadway on the other end of our campus, we
8 recently executed a lease for a new
9 restaurant and bar called Firebrand Saints.
10 This is run by Gary Strack (phonetic) of
11 Central Kitchen. And here we'll have
12 seasonal outdoor seating along the retail
13 area which is below the garage that's on the
14 intersection of Broadway and Main Street.

15 In addition, immediately next-door to
16 that, we're -- we have a pizza place today.
17 We've signed a letter of intent for a Venture
18 Cafe which will be a cafe designed to foster
19 collaboration within the Kendall community.
20 So, we're hopeful that that will proceed to
21 the final lease agreement and that we will be

1 announcing more details around that soon.

2 And lastly, I'm going to touch upon
3 Kendall Square initiative. And although
4 we've shared our preliminary thoughts with
5 the Board twice this year already on this, I
6 did just want to mention again, and emphasize
7 our desire here is to create a destination
8 gathering place in Kendall Square and try to
9 bring those lifestyle amenities and services
10 that are much needed to the square. So, in
11 that addition we're hopeful, you know, again
12 to create a vibrant gateway that's going to
13 connect the institute, the community and the
14 business community. And we're obviously
15 looking to continue to foster the innovation
16 cluster here in making sure that there's
17 space for both innovative, academic
18 enterprises and new commercial enterprises to
19 locate in the Kendall Square area. So, we
20 look forward to more discussions about
21 Kendall in the near future.

1 So, I'll pass this back on to Terry for
2 narration.

3 TERRY STONE: There's -- I think as
4 you can tell from this, there's a lot going
5 on. There has been a lot going on the last
6 few years. So, what we've tried to do for
7 our own purposes is try to put it all
8 together visually and we have something that
9 we'll kind of fly through. We use this
10 ourselves, and we just remind ourselves and
11 our board and our alumni about all that's
12 going on and we thought we would -- you would
13 enjoy the tour. So I will just quickly
14 narrate and Adam will zoom us in from outer
15 space to Cambridge, Massachusetts. And I'll
16 just mention, you've heard about all these
17 things. I'll just mention them as we fly
18 through.

19 I'll do the beginning. We will start,
20 as we come in from outer space down into
21 Cambridge, we're gonna start at the

1 Sanofi-aventis building that Steve talked
2 about. The 640 Memorial Drive renovation
3 right at the foot of the B.U. Bridge, and
4 move down along Memorial Drive and then back
5 through the triangle. That's the world.

6 Okay. So zeroing in across the Mass.
7 Avenue bridge. As some people know it as the
8 Harvard Bridge.

9 That's the building that is being
10 renovated by MITIMCo for the Sanofi-aventis
11 oncology headquarters. A couple years ago we
12 bought and renovated a research development
13 and alumni association for the building at
14 600.

15 I think you know about the Simmons
16 Hall, the undergraduate dorm that was done in
17 the previous building campaign. But all the
18 Vassar Street improvements have taken place
19 since then with trees and the like.

20 We redid a turf field at Roberts Field
21 and changed the entrance with the

1 Steinbrenner Stadium.

2 We have in mind to do some renovations
3 of some of these dormitories along Memorial
4 Drive. That's in our thought process, but
5 nothing happening there.

6 This is the complete renovation for the
7 Fariborz Maseeh Hall. It will be open next
8 fall. It's the oldest building on campus.

9 Killian Court. You know our famous
10 Killian Court. We hope to do some
11 renovations in the main route which will be
12 celebrating its 100th anniversary.

13 We have in mind to do a renovation
14 along Memorial for the theatre arts. There
15 are certain planning issues with our own
16 internal planning to take place with
17 fundraising.

18 We opened a media lab complex, which if
19 you haven't visited, you must visit. It's an
20 amazing building.

21 E52 used to be the Sloan School. It's

1 still the home of our renowned economics
2 department, and we're hoping to be able to
3 renovate that as the last piece of this East
4 Campus innovation. The new Sloan School and
5 the renovation there E60, the Arthur D.
6 Little building, which will be open in the
7 fall of this coming -- of this year.

8 Then Steve talked about some of the
9 things that going on at One Broadway,
10 including the Venture Cafe and the
11 improvements to that building for the
12 innovation cluster.

13 In Kendall Square we have the planning
14 going on for development there by E17, 18, 19
15 are the buildings, the old candy factories
16 that the cancer center used to be housed in.
17 With their movement now to the new cancer
18 center, that will be upgraded.

19 The Broad Institute you all know. A
20 building that was done in the previous
21 building campaign.

1 The new North Court behind the new
2 cancer center, which I think is a great
3 amenity that you should come and enjoy.

4 Osborn Triangle which is one of our
5 planning triangles, which is the next one
6 out. We're trying to see what would be the
7 right thing to do with that.

8 That's the Novartis site, as -- that's
9 the parking lot, excuse me, which has been
10 permitted.

11 The 300 block of Mass. Ave. is the
12 Forest City joint venture that Steve related.
13 Going through the planning process. And then
14 you're going down the site that Novartis has
15 its plans to do its worldwide research
16 headquarters.

17 And then, the site on both sides of the
18 railroad tracks, parking lots, the kiosk
19 where we plan to have an energy environment
20 building at a time in the future. And then
21 our home base at 77 Mass. Ave. where you'll

1 see the big banners celebrating MIT's
2 inventional wisdom 150.

3 So that's what's going on. A lot going
4 on. It's been completed and planning or in
5 the idea stage and we're really pleased with
6 all the improvements that have been able to
7 take place. So that's it.

8 Thank you.

9 * * * * *

10 HUGH RUSSELL: Okay, thank you very
11 much. Next we'll ask Lesley University to
12 present. They'll probably need a minute or
13 two to switch over.

14 JOE MOORE: I'm Joe Moore the
15 president of Lesley and I'm joined by my
16 colleagues Marylou Batt, our vice president
17 of administration back there. George Smith,
18 and Bill Duncaster (phonetic) who is
19 assisting me.

20 I'm Joe Moore, I'm the president of
21 Lesley and I'll give a quick overview and

1 then I'll turn over some of the details to
2 Marylou Batt.

3 Just one announcement, while we're
4 meeting here, the School Board is meeting
5 this evening as well. And the Superintendent
6 Jeff Young is making an announcement that we
7 are entering into a new partnership with one
8 of the elementary schools in Cambridge, the
9 Kennedy Longfellow School. We have received
10 a \$2 million grant to test out the theory of
11 whether digital technology in the hands of
12 children, with teacher's trained to use it,
13 can enhance student outcomes in a diverse
14 school with below the norm student learning
15 outcomes, at least as measured by the MCAS
16 scores. So we're looking for a particular
17 school to see what we could learn through the
18 application of digital technology in the
19 hands of the children and having a
20 student-centered curriculum, and the faculty
21 there voted earlier in the year that they

1 wanted to pursue it. We decided we wouldn't
2 go with the school unless the faculty
3 actually voted that they wanted to work with
4 us. It's going to be a three-and-a-half year
5 project starting this spring semester for us
6 and then go for three years. So, there will
7 be more news on that in the coming week or
8 so. But Dr. Young's making that announcement
9 at the School Board tonight. So, we're
10 thrilled with the opportunity there to
11 collaborate there with our colleagues in that
12 school.

13 On to our planning. Yeah, Bill will
14 have it up in a second. I'm going to give an
15 overview. Many of you know we've got three
16 locations in Cambridge. We'll give a quick
17 overview of those. We'll give you the update
18 on our enrollment numbers, our strategic
19 planning, and then Marylou will take you
20 through the specifics. Some of which you are
21 quite familiar with in terms of our plans.

1 But hopefully this will give you the overview
2 that you need.

3 I can give you the enrollment while
4 we're waiting. So our head count is in the
5 ballpark -- unduplicated head count during
6 the year of about 9,000 students. We're
7 about 6500 graduate students, about 2500
8 undergraduate students. About 5,000 of the
9 9,000 actually attend classes in Cambridge
10 and Boston. When we say "Boston," obviously
11 we're referring to the Art Institute of
12 Boston over at Kenmore Square which we hope
13 to be moving in a couple of years.

14 The other 4,000 students or graduate
15 students that we serve in 23 other states:
16 California, Washington, Georgia, South
17 Carolina, where we actually send our faculty
18 there and also hire local adjuncts in those
19 areas. So, a little over 40 percent of our
20 enrollment does not show up on our Cambridge
21 or Boston campus, which I think many of you

1 are familiar with. We're between 550 and 600
2 employees. That number has not changed over
3 the last few years. It's fairly steady.

4 We began a strategic planning process
5 during my first year here. This is my fourth
6 year. So three years ago we began a
7 strategic planning process that gave us a
8 strategic plan for three years. We've just
9 begun a process of starting a new strategic
10 planning process which we're going to do in
11 calendar year 2011. We believe that the
12 facilities that we have and we required over
13 the last three years was sufficient to
14 support less strategic plan. But the mission
15 remains the same, active learning research,
16 artistic and cultural inquiry and close
17 mentoring relationships. The four core
18 values remain the same: Democracy, inquiry,
19 equity, and an emphasis on community. And if
20 you know our programs, that's a major focus
21 for us because of the internships and our

1 connections to communities of practice
2 regardless of what program whether it's the
3 undergraduate, graduate, doctoral level. One
4 of the really ideal opportunities for us in
5 education in Cambridge is the plethora of
6 internship and community of practice
7 opportunities that our students have.

8 Go to the next one, Bill. The plan,
9 the issues of community and sustainability
10 become significant to us. Obviously with the
11 enhancements that we've made to our
12 facilities, our partnership with the
13 Episcopal Divinity School, the new residence
14 hall on Mass. Ave. and now plans for the Art
15 Institute in Boston. All of those circle
16 around these two issues of community and
17 sustainability.

18 The topics that we address over the
19 next year will be what academic programs do
20 we phase out, do we modify, do we add? How
21 do we exploit technology to deepen student

1 learning and access to learning as well as
2 obviously for communication purposes? What
3 are plans in terms of student and residential
4 life? We don't plan on any significant
5 change to that, so that on the undergraduate
6 level most of our growth will be in greater
7 service, I believe, to students in this
8 region as part also of our diversity plan.

9 Administrative and campus support. As
10 I said, we believe we've got the facilities
11 that supports us for the foreseeable future
12 especially with the addition of the art
13 institute, the arts -- the whole arts project
14 at Porter Square. And finally, as I
15 mentioned, building renewal and
16 sustainability. And many of you are quite
17 familiar with the partnership that we have
18 with the Episcopal Divinity School. We now
19 have seven and a half building, the half
20 being the library that we share there.
21 There's a lot of deferred major maintenance,

1 so that's going to be a significant project
2 for us over the coming years.

3 I'm going to pause there and turn it
4 over to Marylou Batt who will take you
5 through some of the details.

6 MARYLOU BATT: Thank you very much.
7 I'm happy to be back and talk about a couple
8 of other projects besides the art school that
9 we talked about a couple weeks ago.

10 As we -- one of the things that we want
11 to just give you a sense of is we figured out
12 a way to construct with local renewable
13 building materials with zero emissions,
14 utilizing existing campus footprint and with
15 not needing any building permits. We had a
16 little time on our hands today. So, we
17 thought we'd make a few additions.

18 Anyhow, we're here to talk about the
19 three node campus that we have. Obviously
20 Porter campus, the quad campus which has now
21 been renamed the Doble campus, but we seemed

1 to have missed that today, and the Brattle
2 campus. We're going to focus first on the
3 whole issue around our shuttles. We do run
4 two busses and one van service. The busses
5 run until ten o'clock, and the van runs until
6 midnight. Once we actually move out of the
7 Kenmore Square building, we will be doing
8 away with the busses and only running a van
9 service between the three campuses. So, we
10 expect to reduce the emissions for that.

11 This past year we've spent a fair
12 amount of time doing a new campus signage and
13 way finding, trying to unify the signage
14 across the campus and trying to pull together
15 the various architectural styles of the three
16 campuses and trying to ease the navigation.
17 And also we worked very closely with the
18 Cambridge Historical Commission and the BZA
19 and Community Development in terms of all of
20 these, the signage since we had lots of
21 different issues and lots of different places

1 where it needed to go. But we think we've
2 reached a point that we have a very good
3 outcome and we're very pleased with what we
4 have.

5 We're going to focus first on the
6 Brattle campus. As Doctor Moore said, we
7 have recently finished the last acquisition,
8 the third phase of the EDS purchase. With
9 that we were able -- we bought two additional
10 buildings. Kidder House and Rousmaniere. We
11 are in the process or we just completed
12 renovations on the Kidder House this past
13 summer. The entire heating system of the
14 Brattle campus needs to be replaced. We're
15 doing that in a two phase operation. First
16 with having completed Sherrill and Washburn
17 and EDS, completed Wright, and the Chapel,
18 those were the four first buildings. And we
19 will then complete the other buildings this
20 coming summer, putting in high-efficiency
21 boilers and really being able to reduce all

1 of the heating loads for those buildings.

2 In addition to that we did some
3 renovations in Kidder to create 26
4 suite-style resident hall, and we're now in
5 Washburn Hall using the Brattle Cafe for
6 extended service, breakfast, lunch and dinner
7 for our students and for any Episcopal
8 Divinity School students.

9 Coming up this summer and the spring
10 actually. We're going to be starting work --
11 the Sherrill Plaza is also crumbling.
12 There's a number of things crumbling over
13 there. So we're going to be replacing the
14 plaza. We've been working very carefully
15 trying to enhance the landscaping, and making
16 sure that we really create a much more
17 accessible ADA compliant area creating a
18 gathering place for people to be able to come
19 and sit and to either share academically or
20 socially. We are looking at starting this --
21 we looked at trying to do it at the end of

1 last summer and in the beginning of the fall.
2 But it just decided we're going to make too
3 much noise for the students. So we're
4 actually starting the day after commencement
5 and we'll be done in early July.

6 This spring we're going to be starting
7 work on 101 Brattle, which is the oldest
8 building that Lesley owns now. And we have
9 been working very closely with the Cambridge
10 Historic Commission as well as all of the
11 requirements for ADA to make sure that we can
12 renovate this building in a way that is both
13 historically appropriate but also serves all
14 of the needs of our alumni and advancement
15 office which is going to be relocated there.
16 And so there will be sufficient HVAC,
17 upgraded electrical, and a lot of system
18 improvements. So we're looking forward to
19 that.

20 And this summer we're going to be doing
21 some additional work on Rousmaniere which is

1 a building we purchased last summer. And
2 then we still are going to be doing some ADA
3 entrances and landscape improvements around
4 Lawrence and Kidder.

5 On the Doble campus or known as the
6 Quad Campus in the previous slides, we have
7 recently completed work on Doble Hall which
8 we have -- where the fitness -- where the
9 library used to be. The library moved to
10 Sherrill. We backfilled that with a fitness
11 center. We then created a new ADA entrance
12 and some additional facilities for students
13 both in terms of an information common as
14 well as some offices for students. We also
15 did renovations on 9 and 11 Mellen Street,
16 and those are now offices for resident life
17 and the Dean of Students.

18 In terms of moving up the new dorms,
19 1663 Mass. Ave, we have actually a tenant for
20 that building and we're very excited about
21 it, but we can't tell you about it yet

1 because we don't have a signed lease and the
2 tenant would prefer we don't say anything
3 about it yet. So we will be announcing that
4 shortly. But we're very excited. And I'm
5 probably going to gain 20 pounds which I
6 don't really need to do. Next slide.

7 In terms of Porter, we obviously spent
8 a lot of time talking about this two weeks
9 ago, and we'll be back to see you again in
10 March. But the major project here is
11 obviously the relocation of the art institute
12 to the space.

13 Again, we are very pleased that all of
14 our retail space is now at 100 percent
15 occupancy. Bourbon Coffee will be moving in
16 there this summer. Bourbon Coffee is a
17 microeconomic project in Rwanda trying to
18 create -- trying to create global demand for
19 sustainable coffee crops to increase the
20 livelihood of their workers there. We're
21 very excited about it and looking forward to

1 having that space actually open.

2 Again, we talked about the art
3 institute two weeks ago. As you know, we're
4 in the process of seeking both the Special
5 Permit and the Certificate of Appropriateness
6 from the Historic Commission. And obviously
7 the art school, all of the public uses on the
8 ground floor with the galleries and the
9 library and the common area outside. So
10 we're very excited about the public/private,
11 piece of this and how it's going to -- how
12 it's going to work and so we're very pleased
13 with what's happening.

14 I think that we've been through these
15 slides before with you two weeks ago, so I'm
16 going to skip -- keep moving.

17 Lesley has also done quite a bit in
18 terms of sustainability. We are a member of
19 the American College and Universities
20 President's Climate Commitment. And we are
21 committed to all construction being silver or

1 better. We also have an energy-efficient
2 purchasing policy -- you can go to the next
3 slide, Bill.

4 And in this past year we've seen a 39
5 percent increase in recycling. We have
6 excellent statistics on the new dorm. And in
7 one of the major buildings on the Doble
8 campus, which is the -- which is the main
9 complex there, we put in a new high energy,
10 high-efficiency boiler system, and also did
11 some electrical work and we're able to reduce
12 our gas consumption by about 49 percent and
13 our electrical by about 20 percent. So we're
14 very pleased with that. And like other
15 schools in Cambridge we've seen a dramatic
16 increase in the number of people using bikes
17 and are in the process of expanding the
18 facilities for the students with bikes or
19 faculty for that matter.

20 So, we appreciate being here. We're
21 happy to answer any questions. And we went

1 through this fairly quickly, but I think
2 you've seen most of it previously.

3 So, thank you.

4 HUGH RUSSELL: Thank you very much.
5 Next is Harvard University.

6 (A short recess was taken.)

7 * * * * *

8 ALEXANDRA OFFIONG: Good evening.
9 Thank you so much for having us here tonight
10 even on this snowy evening. My name is
11 Alexandra Offiong. I'm with Harvard Capital
12 Planning and Project Management. I'm here
13 with colleagues of mine from Harvard
14 University, and we would like to give you a
15 brief update on our campus development.

16 Tonight we will touch upon the five
17 year development context, talk a little bit
18 about current projects and planning, update
19 you on our transportation and demand
20 management plans, and I will hand it over to
21 my colleague Heather Hendrickson who will go

1 discuss our sustainability initiatives.

2 Harvard University is currently in a
3 period of strategic investment on the
4 Cambridge campus after a significant period
5 of major growth as you are aware. The key
6 drivers over these past years for investment
7 vestment on the campus have been five fold.

8 The first one is really supporting the
9 core academic mission of creating, teaching
10 and research facilities. For example, the
11 Center For Government and International
12 Studies. This is a picture of the Fung
13 Library at CGIS which I know you are aware.
14 And also a significant investment in science
15 facilities both renovating our existing
16 science facilities as well as building
17 significant new buildings on our Cambridge
18 campus. And that's really to meet the new --
19 the needs of emerging areas of science such
20 as nanotechnology, systems biology, etcetera.

21 Another area of investment over these

1 past years has been in housing our
2 affiliates. We've created new housing on our
3 campus which you can see on the top slide is
4 a picture of our graduate student dorm on
5 Cowperthwaite Street, and that was one of the
6 buildings that allowed us to meet our goal of
7 having capacity to having 50 percent of our
8 graduate students on the Harvard campus. And
9 we completed that goal in 2008.

10 We've also invested in our large
11 existing housing stock through building
12 systems, upgrades, unit renovations, making
13 them more accessible, etcetera. As you can
14 see here, at Holden Green which is actually
15 partially in Cambridge and partially in
16 Somerville.

17 Harvard's also been committed to
18 improving and enhancing the campus
19 experience. And that's through everything
20 from greening the campus, creating new campus
21 landscape such as at the Harvard Divinity

1 Quad. It's been supported of the arts and
2 culture which took the form of the 32 Quincy
3 Street project, which is the home of the
4 Harvard Art Museum. That renovation which is
5 undergoing right now. And in addition the
6 new Hasty Pudding -- I'm sorry, the new
7 college theatre, the old Hasty Pudding, which
8 was a big investment into cultural
9 facilities.

10 And finally, just some of the new, more
11 experiential places on campus like the
12 Harvard Community Garden and the tables and
13 chairs in Harvard Yard that just add a richer
14 environment to the campus.

15 We've also invested significantly into
16 sustainability initiatives which you'll hear
17 about more. And finally, Harvard has, has
18 continued to invest in our infrastructure
19 both in terms of our parking facilities and
20 our utility infrastructure. Examples of that
21 include at the Blackstone Station which is on

1 the corner of Memorial Drive and Blackstone
2 Street and Western Avenue, we consolidated
3 university operation services there. We
4 upgraded the steam plants there which heats
5 most of the Cambridge campus. We've also
6 created a -- we developed a new chilled water
7 plants as part of the northwest science
8 building. And all of these infrastructure
9 upgrades have created a more efficient system
10 that has reduced emissions, has allowed us to
11 have a lower greenhouse gas impact, and has
12 allowed us to supply our new growth with --
13 using fewer resources.

14 As we look at our current projects,
15 both completed ones, ones that are currently
16 in construction, and those that are currently
17 in planning, they're all around the Cambridge
18 campus as you can see. Recently we completed
19 the renovation of two child care centers by
20 the Divinity School in the Vanserg and
21 Shannon buildings. Those renovations allow

1 -- they were -- those are two childcare
2 centers that have been there for about 30
3 years and they were in great need of new
4 floor layouts, improved playgrounds and just
5 systems upgrades. We're pleased to say that
6 those projects were designed to achieve a
7 LEED gold. And they also demonstrate the
8 university's commitment to maintaining and
9 expanding child care on campus with our six
10 child care centers.

11 The Harvard Community Garden, this --
12 last spring Harvard celebrated the opening of
13 the Harvard Community Garden which is located
14 right in Harvard Square. It is located on
15 Mount Auburn Street on the corner of Holyoke
16 and (inaudible). And I hope you've all had a
17 chance to see it. It's under snow right now,
18 but it was -- it's a collaborative effort
19 between students, faculty and staff,
20 including the Center For Health and Global
21 Environment at Harvard Medical School. And

1 the garden itself was designed by students at
2 the Graduate School of Design, and it
3 features raised planting beds for organic --
4 growing organic produce, accessible pathways
5 and space for classes and events. And
6 actually students are the ones that are
7 responsible for the operations of this
8 garden. Everything from maintenance and
9 finding market opportunities. So we think
10 it's kind of a nice addition to the campus.

11 Looking at projects that are currently
12 in construction. The School of Engineering
13 and Applied Sciences is currently renovating
14 the engineering science lab which is located
15 at 58 Oxford Street. And this is mostly an
16 interior renovation that is designed to
17 accommodate the institute for biologically
18 inspired engineering. And it is a project
19 that is upgrading the building systems. It's
20 creating new and accessible entrance along
21 Oxford Street and some new loading

1 facilities.

2 The Sherman Fairchild building is
3 another project that's in construction right
4 now. It's another interior renovation, and
5 it's designed to accommodate the home of the
6 department of stem cell and regenerative
7 biology. It's a project that is intended to
8 be completed this summer. And it's
9 reconfiguring the labs to support flexible
10 and collaborative research. And it's also
11 going to be replacing the building's 30 year
12 old infrastructure.

13 The Harvard Law School -- what you will
14 remember as the northwest corner building,
15 and what we call the Wasserstein Hall and
16 Caspersen Student Center is advancing well.
17 As you will remember, it will provide new
18 classroom, academic and law clinic offices
19 and student activity space. And the project
20 is expected to be completed later this year.
21 In fact, the low grade portion of the

1 project, the garage, was completed last fall
2 and has since opened. And in terms of the
3 above-grade parcel of the building, that is
4 moving ahead the exterior limestone and the
5 roofing are substantially completed. They're
6 working on the interior. And the project is
7 also going to include landscape improvements
8 along the Mass. Ave. and Everett Street edge.

9 Work is also progressing at 32 Quincy
10 Street which is the home of the Harvard Art
11 Museums. And this is a project that will
12 renovate and expand the building overall.
13 It's a -- sorry. The original 1927 building
14 will be renovated and restored with a new
15 addition along Prescott Street, and we're
16 pleased to be working with Renzo Piano
17 Building Workshop, and this project that will
18 really unite the three constituent museums of
19 the Harvard Art Museums which include the
20 Fogg, the Busch-Reisinger and the Sackler.
21 And it will be one state-of-the-art facility

1 which will include new spaces for the
2 exhibition study and the conservation of the
3 museum's substantial collections. And there
4 will also be a new public entrance along
5 Prescott Street that embraces the
6 neighborhood more and new museum facilities,
7 new museum shop cafe, etcetera.

8 So construction began about a year ago
9 and we -- with the selected demolition and
10 abatement, and that phase is complete and
11 we're pleased to say that 98 percent of our
12 demolition debris was recycled. Right now
13 you probably have seen that the building has
14 been temporary braced in place until the
15 permanent structural system is installed.
16 And the historic interior courtyard has been
17 clad with protective panels and that will be
18 preserved and will be part of the new museum.
19 So right now we're focusing the construction
20 efforts on excavation of the west side to
21 accommodate the new below grade space which

1 will allow the museums to meet their program
2 without adding significant height.

3 And this project is expected to be
4 completed in late 2013. So it's got a way to
5 go.

6 So, looking ahead for projects in
7 planning, the Radcliffe Institute for
8 advanced study is right now completing the
9 planning for the renovation of Fay House
10 which houses many of the institute's
11 administrative offices, and we've worked
12 closely with the Cambridge Historical
13 Commission to ensure that the building --
14 that the renovation meets the institute's
15 needs of improving functionality and
16 improving efficiency while at the same time
17 making sure that the historic character is
18 also maintained. So, this building will --
19 there will be many exterior repairs. The
20 building will become accessible, and we will
21 be also upgrading the systems and making life

1 safety improvements. And this project is
2 expected to begin construction early this
3 summer.

4 Radcliffe is also looking to implement
5 the final phase of its landscape master plan.
6 Previous projects associated with its master
7 plan have been the restoration of the Sunken
8 Garden located on the corner of Appian Way
9 and Garden Street. As well as the landscape
10 at Byerly Hall which is next door to Fay
11 House.

12 So this final phase of implementation
13 is -- it consists of landscape improvements
14 to the central portion of Radcliffe Yard, and
15 it's really to strengthen the existing tree
16 canopy and to address issues such as
17 drainage, soil compaction and improved way
18 finding. So this is a project that we expect
19 will be undertaken upon the completion of the
20 Fay House project.

21 Harvard has begun the planning and

1 design of a test project at Old Quincy House
2 which is -- which houses our upper classmen
3 students to explore, design and construction
4 options for house renewal that we hope will
5 inform a future system-wide house renewal
6 effort. And the size, the relatively small
7 size and the neo Georgian architecture of Old
8 Quincy we hope will provide valuable lessons
9 that we can apply to other house buildings,
10 as many of them are also neo Georgians.

11 We engaged the architectural firm
12 Kieran Timberlake which have a lot of
13 experience with other similar residential
14 facilities. And they are in the process of
15 designing plans and that can best accommodate
16 the college's program for this house within
17 the structure of Old Quincy while also making
18 sure that we preserve the culture and the
19 character of this house. So we'll be
20 planning that project this year and
21 anticipating going to construction in summer

1 of 2012, assuming we get all the necessary
2 funding, authorizations and internal
3 approvals.

4 As Harvard coordinates often with the
5 city on many different projects in and around
6 Harvard Square, we right now are coordinating
7 with the city on the repair of the Cambridge
8 Street Tunnel which is a shared space. As
9 you can see, it's close to our science
10 center. Allston, the Allston work team is
11 comprised of university deans, faculty and
12 alumnae, and it is continuing its work on
13 examining options for future development of
14 the Allston campus. On other fronts the
15 university is preparing to launch the Harvard
16 Innovation Lab or iLab as we call it which is
17 sited in Allston. And this will bring
18 together many of the cross-curricular
19 interests from across Harvard schools, the
20 business school, the school of engineering
21 and applied sciences, many schools, in an

1 effort to start to follow entrepreneurial
2 activities. And the iLab will also provide
3 innovation orients, programs and resources
4 that benefit local small businesses and local
5 entrepreneurs.

6 Harvard's transportation demand
7 management programs continue to support a
8 very low single occupancy vehicle rate. And
9 as you can see, the rate has been steadily
10 declining since we initiated our PTDM plan in
11 2003 from 27.4 percent to 2010 rate was 11.3
12 percent. Which means about 89 percent of our
13 Cambridge-based staff and graduate students
14 are getting to our campus in ways other than
15 driving alone. So walking, biking, taking
16 the T. And we're very proud of this rate.
17 And it's supported by our very successful
18 commuter choice program which offers an array
19 of services and resources and incentives that
20 encourage people to leave their cars at home.
21 So, some highlights from this year include we

1 sold over 6500 MBTA monthly passes. We have
2 over 7,000 ZipCar members among our
3 affiliates, and we offer eight campus
4 locations where Zip cars are stored and
5 available. We've introduced the Zimride
6 program which organizes carpools and even one
7 time rides for people.

8 We have expanded our preferred parking
9 for low emissions vehicles and now is
10 available at all of our garages as well as
11 our large surface lots.

12 And finally, we have worked with both
13 the City of Cambridge and Boston on the
14 regional bike share initiative.

15 I am going to hand it over to Heather
16 Hendrickson, the director for the office of
17 sustainability at Harvard and she will walk
18 through sustainability.

19 HEATHER HENDRICKSON: I'm very
20 pleased to be here for the third year in a
21 row and delighted to talk about Harvard's

1 sustainability efforts as they truly do cut
2 across all of our schools, all of the
3 departments. And they're really -- everyone
4 and all the functional administrative areas
5 are working hard on sustainability, and we're
6 also connecting back with the faculty and
7 students of course.

8 So this is just a sort of set of
9 highlights or an overview of some of the
10 areas that we actually are working to reduce
11 our environmental impacts. And I'll just
12 name a couple. There's been quite an
13 increase in the number of LEED projects even
14 from a year ago with our new green buildings
15 standards that now have been in place for
16 about a year. I'll talk more about that in a
17 minute.

18 We also reached over 100 green offices.
19 There's a program that we started a little
20 over a year ago and it is engaged 1500
21 employees in actually going through real four

1 LEED program and certifying their offices and
2 five environmental target areas and has
3 really been terrific. They are not unlike
4 the students, the staff has come up with
5 incredibly innovative ideas that our office
6 takes and shares across the university as
7 best practices.

8 Another area is its waste reduction.
9 Not only do we have a 55 percent waste
10 recycling rate at Harvard, which is the
11 highest amongst the ivies. And I'd like to
12 for next year be able to say what it is
13 regionally here, so we'll work on that. But
14 in addition to that, the trash number since
15 1990 are down even though there has been
16 growth on campus. And the trash per capita
17 is down 44 percent since 1990. So we're
18 working on all of these metrics.

19 The other things is Harvard has, as you
20 know, a longstanding tradition of stewardship
21 and campus sustainability. We've had an

1 office for ten years almost now that started
2 as a faculty and staff initiative, and then
3 grew in 2008 into a university-wide office
4 that we now have today that partners with all
5 the schools and units.

6 The office for sustainability strives
7 to aggregate all of the data across the
8 university and share it. And for the first
9 time ever this year we're pulling together a
10 university-wide sustainability report that we
11 look forward to sharing with you next year.

12 Our efforts are driven by three
13 university-wide principles or commitments.
14 One is our sustainability principle governing
15 how we operate the campus. This was
16 developed in 2004. I talked about our green
17 building standards that were created in 2007,
18 and significantly upgraded in 2009. Now the
19 projects -- they focus on the type of project
20 and the scope and the environmental impact,
21 not the cost of the program -- or the

1 project, but really on the impact. And
2 that's a big difference. We also have
3 implemented not only lifecycle costing, but
4 also measurement and verification after these
5 projects to make sure that they're actually
6 achieving what they indeed set out to
7 achieve.

8 The three commitments -- and the third
9 is our greenhouse gas reduction goal which
10 I'll talk about in a second. So those three
11 really are the pillars that drive our focus
12 in these three areas.

13 So one, creating and maintaining
14 healthy green buildings.

15 No. 2 is really striving to use our
16 campus as a living lab and connecting our
17 research and teaching into action on campus.
18 That's why our office works a lot with
19 students and faculty on projects.

20 And then lastly, building a culture
21 sustainability as President Faust has asked

1 us to all change the way that we work and
2 live.

3 So here's the greenhouse gas reduction
4 goal to refresh your memory. It's a 30
5 percent reduction over ten years, including
6 growth from 2006 baseline by 2016. We are
7 making solid progress against it. You can
8 see the impact in growth is quite, you know,
9 difficult. We, I would say that the great
10 thing about this effort is that it really
11 galvanized our community to work even more in
12 a collaborative fashion. And in 2009 we
13 basically set the foundation, had five
14 working groups that came up with many of
15 these groups like a revised green building
16 standards as well as a temperature policy and
17 a demand response strategy for the
18 university. But even more so what's come out
19 of it now are beyond those sort of
20 foundational elements, is an ongoing
21 sustainability and energy management council

1 that involves every single facilities and
2 operations in every school. Financial deans,
3 HR leaders, and people throughout the central
4 administration. So we're really looking at
5 how we continuously improve our policies, our
6 best practices, our behavior change and our
7 trainings for staff. And I'd say the key to
8 our progress on this goal has really been
9 auditing the campus, doing energy audits, and
10 solidly implementing energy conservations
11 measures. We'll finish about 712 by the end
12 of this fiscal year. So by July 1st. And
13 we've got over 1600 economically viable
14 energy conservation measures identified that
15 we're going to implement.

16 I mentioned our green buildings
17 increasing. So we've got 88 projects at
18 Harvard overall. 61 of those 88 are in
19 Cambridge. 40 of them have been certified.
20 And then we've got 48 that are obviously
21 pursuing the accreditation. And according

1 still to Rick Fedrizzi who is the head and
2 founder of the U.S. Green Building Council,
3 we're holding on to our most green buildings
4 in higher education, but we know a lot of
5 people are working on it hard.

6 So, I spoke briefly about Harvard's
7 commitment to sustainability in the build
8 environment and also using our campus as a
9 living lab. I think this is a great example
10 of this in action. This is a student-led
11 project. Phillips Brooks House Association
12 or Phillips Brooks House itself is in Harvard
13 Yard. It's a very old building. And the
14 students basically inspired by Cambridge I
15 might add and your heat program, wanted to
16 see what we could do to weatherize a project
17 on our campus. So we gathered about 50
18 students and multiple people from different
19 -- the faculty at arts of sciences, our
20 office and many campus services and
21 operational units to work on this project.

1 And in one day in four hours, with lots of
2 planning, we were able to save \$4,000 a year
3 on the energy out of a 24,000 energy bill,
4 which is pretty darn good. We also mobilized
5 a group of students that never worked with us
6 before. We even had the Crimson come out and
7 write a positive story, which we were very
8 excited about for a change. And it really
9 was a collaborative effort. The real
10 savings, and it was also recognized not only
11 by the City of Cambridge, but we also got an
12 award from the Association for the
13 Advancement in Sustainability in Higher Ed
14 which is sort of our trade group, and they
15 only gave out two awards. And this one won
16 it. And I really do think it goes back to
17 the roots of the students being involved in
18 our efforts.

19 And then quickly one other project.
20 You may have seen this before, but this is
21 our candidate for thermal and heat recovery

1 system. I think the neat thing about this is
2 that it's going to meet 60 percent of the
3 domestic hot water needs in the Harvard Yard.
4 It has a -- when people say it's not
5 economically viable, it's a ten year payback.
6 And, you know, it also was innovative in that
7 -- I won't go into the details unless you
8 would like to hear about the network of
9 glycolic-filled pipes but I can. But it
10 really just brought together our folks in
11 engineering utilities, our facilities folks
12 in the college, students also, and our office
13 in on this project and we are really very
14 thrilled about it. Another sort of
15 innovative test pilot using our campus as a
16 living lab project.

17 And then lastly you asked us about what
18 we're doing to build really a culture of
19 sustainability on campus and really change
20 what we're working -- the way that we're
21 working and living. So we have three core

1 programs that we developed. And one annual
2 recognition awards event that we're actually
3 doing for the second time this year. Last
4 year it was a big hit. We had 800 people
5 come just to recognize their peers. We
6 didn't have any, you know, fancy speakers.
7 So I think it shows that people are eager to
8 recognize their peers.

9 The three programs are a green office
10 program which I talked a little bit about
11 that four LEED certification project
12 involving 1500 people and growing. The green
13 teams, which again are these folks that
14 they're about 100 green team leaders we have
15 on campus. We get them together. In the
16 last six months we've gotten them together
17 every two months. And they're actually
18 helping us put together goals and objectives
19 for the -- themselves across the university.

20 And then we also have a green living
21 program which is peer-to-peer education in

1 the dorms both at the college, all 12 houses
2 and all undergraduate freshman dorms. And
3 then also in our business school and law
4 school. And we are working on the undergrad
5 schools as well. And they run competitions
6 and outreach campaigns. And they really have
7 sizable reductions. And they've been able to
8 attain in energy and water and waste and it's
9 really due to a lot of the hard work on the
10 operations staff in conjunction with the
11 students and the creative ideas of the
12 students.

13 So just to sum up, I'd say that, you
14 know, Harvard and especially the office for
15 sustainability looks forward to continuing to
16 work with the City of Cambridge in a lot of
17 different ways to, you know, try to make both
18 our entire community sustainable.

19 HUGH RUSSELL: Thank you very much.

20 HEATHER HENDRICKSON: These are
21 resources additionally.

1 HUGH RUSSELL: We have one member of
2 the public who signed up to speak, but also I
3 noticed there are members of the City
4 Council. And, Mr. Williamson, why don't you
5 come forward and grab the mic from me and
6 take it over to the podium. If there are
7 others who wish to speak and who are not
8 signed up, you can raise your hand after
9 Mr. Williamson speaks and I will ask the
10 Councillors if they would like to speak.

11 COUNCILMAN WILLIAMSON: Thank you.
12 I'm wearing my Harvard hat tonight. Don't be
13 alarmed, it's just a disguise. For those of
14 you don't know, it was established in 1636.
15 I have a couple general questions which I'm
16 sure you also are thinking about, and I see
17 that they are actually detailed in the
18 reports, but I would like to maybe hear a
19 little more comment about them. The number
20 of students, as I look at the number of
21 students listed for MIT and for Harvard,

1 there's a growth. There's a -- there seems
2 to be a clear growth trend in the number of
3 overall number of students, number of
4 graduate students. I haven't had a chance to
5 look at it really carefully enough to have
6 kind of a first approximation of a guess as
7 to exactly what's going on there. But the
8 growth in the student population obviously
9 has an affect on everything else about the
10 impact of the universities in the city. So I
11 would guess I would like to hear, I would
12 think -- I think it would be useful to hear a
13 little bit about the universities about
14 what's going on and their anticipated future
15 growth and student populations.

16 I also -- it's a little unfair to
17 single out Lesley because of the expansion of
18 MIT and Harvard over many years has been so
19 enormous, but because probably they're the
20 small newcomer in this environment, I'm
21 struck by the repetity of the growth at

1 Lesley College, and I would be curious to
2 hear what the mission is of Lesley that's
3 underlying, what seems to me to be a rather
4 dramatic growth. So what is it that's seen
5 as demanding the kind of growth that I think
6 we're seeing.

7 I had a couple of specific comments. I
8 would like to hear a little more -- I came in
9 a little late. It's not easy getting around
10 today as I'm sure you know. I would like to
11 hear a little more, from what I understand
12 MIT didn't say much -- I missed that
13 presentation -- they didn't say much about
14 their plans which we're hearing about in
15 other contexts for Kendall Square and for new
16 projects along Mass. Ave. from Blanch Street
17 down. And I think because this is the Town
18 Gown forum, I think, I'd appreciate a little
19 more from them even though they're planning
20 to come back to you I gather on another
21 occasion.

1 Finally, just on a couple specific
2 points that were brought up, I thank MIT once
3 again for their collaboration with public
4 housing. But Washington-Elms, the solar
5 panels, when I hear a lot of talk about the
6 sustainability projects, I just would like to
7 mention that and ask that MIT and Harvard do
8 more of that kind of collaboration with --
9 especially with the Cambridge Housing
10 Authority for -- there are a lot of
11 opportunities in public housing, and other
12 buildings that are managed in the affordable
13 housing portfolio in Cambridge, and I think
14 MIT and Harvard are quick, you know, to help
15 do that.

16 And the community garden which I think
17 is a neat thing. I know there are people,
18 for example, just as one example who live in
19 public housing who are very eager to explore
20 the opportunities for community gardens on
21 public housing property, and I think there's

1 an opportunity for collaboration on things
2 like this community garden that's on -- I get
3 confused frankly when I walk by and I see
4 community garden, and I wonder where the
5 community begins and where it ends. I'd like
6 to see that community defined to include
7 people who may not be formally currently
8 affiliated with Harvard and bring in people
9 to learn from and share that experience and
10 vice versa.

11 And finally, maybe just a complaint.
12 In the last weeks of snow removal issues, I
13 have noticed that there's a vacant lot that's
14 owned by MIT, if I'm not mistaken, that's on
15 School Street between Pine and Cherry. There
16 are a couple of vacant lots that I think have
17 come up before the Planning Board in the past
18 as areas of interest and concern and future
19 possibility, but the sidewalk on at least one
20 side of that street it wasn't plowed before
21 the most recent snow. I'm sure it hasn't

1 been plowed -- I would be very surprised if
2 it's been plowed as of what happened today.
3 And so I would ask that MIT pay attention to
4 properties that it owns, that it's not
5 currently planning to do anything about, but
6 have sidewalks that people need to get down.
7 Again, that's on School Street between Pine
8 and Cherry and there may be some other
9 locations as well.

10 So, thank you.

11 HUGH RUSSELL: Does anyone else wish
12 to speak? Councillor Reeves, did you wish to
13 speak?

14 COUNCILLOR REEVES: when you have no
15 more public.

16 HUGH RUSSELL: I don't see anyone
17 else with their hand up, so why don't you
18 come forward.

19 COUNCILLOR REEVES: good evening.
20 Ken Reeves from the Cambridge City Council.
21 There was a time -- this is my 22nd year as a

1 member of the Council, and at the beginning
2 of those years every -- well, before this
3 annual report from the colleges and
4 universities -- I think there all maybe -- is
5 Cambridge College or University?

6 UNIDENTIFIED MALE: I'm representing
7 Cambridge College.

8 COUNCILLOR REEVES: it's still a
9 college?

10 UNIDENTIFIED MALE: Yes.

11 COUNCILLOR REEVES: before they came
12 before you once a year, it was essential to
13 attend. And then sometimes you would have
14 four different nights over the tenure of your
15 predecessors, and then come to this format
16 which I think is very good. But I do -- I've
17 come to do what I call sound an alarm for a
18 (inaudible). It's a (inaudible). It's a
19 beautiful piece. But it's about how things
20 have changed. And the Planning Board must
21 know that things have changed and there's no

1 real way in the system that we operated in to
2 get the information to you that alarm has
3 been sounded and there's attention that must
4 be paid by you to a variety of things impact
5 the city that you get to plan, much of which
6 has to do with the city's universities and
7 colleges. In part because I was reading
8 somewhere really a brilliant passage that
9 said that universities by their nature are in
10 sort. And as I think of Harvard and MIT
11 particularly as campuses, as they build, we
12 -- it would be hard pressed to say that the
13 public on Mass. Ave. is invited into MIT or
14 invited from Kendall Square. I hear their
15 dear president is tired of answering the
16 question of where is MIT from people in --
17 coming out of Kendall Square which makes a
18 lot of sense. It's not built that you just
19 get off the subway and see it.

20 Now, I would say a few things about
21 each so that I'm not picking on any one. But

1 you do know that Lesley has a bold and
2 wonderful new president who is with us
3 tonight. And Lesley has grown and its
4 transforming Porter Square, and the art
5 school is coming there. And it's hard to say
6 anything but good things about that. And
7 just hopeful that the new buildings will all
8 be strong ones. We buy a use for this
9 because they don't have to come out.

10 Harvard has been doing many, many
11 things that have such quick value
12 development. I mean, they have no money to
13 do Allston, except the law school couldn't be
14 bigger and the Fogg project couldn't be more
15 complex than probably expensive. So it's
16 difficult to understand, but we do have to
17 observe that, you know, logic may allude what
18 is happening with major universities and
19 common sense sometimes.

20 Now, MIT is providing a particular
21 number of interesting new things in the ways

1 that you may not be as aware of and we
2 weren't very aware of. Much of MIT's real
3 estate holdings, which is a billion plus, is
4 a portfolio that involves Cambridge. And to
5 the extent that the land is owned for
6 investment purposes, it is held with this
7 highest value is how much money can it make?
8 It has no relationship to how much community
9 can it build or how much first floor can it
10 be rented. They can leave first floor retail
11 empty for years if it's -- it's just not of
12 concern to them. And yet but as city makers,
13 we have to be really concerned that the
14 university and the non-universities actually
15 understand they have to engage themselves
16 with the city and what's good for the city.
17 I'll give you an example. At Yale University
18 the vice president that has the community
19 portfolio is also the one that has the
20 development portfolio. At least they know
21 about each other. That is not the case at

1 MIT. And, therefore, MIT has had some strong
2 architecture which we would have to applaud,
3 but we have -- really have to wake up that
4 anomalies along Mass. Ave. going toward the
5 campus from Central Square, the first floor
6 of the theatre which I'm hopeful will finally
7 be rented, but it's been a real transgression
8 for us for that to be empty for that long.
9 And there have been many, many tenant
10 possibilities. It's just not -- has not
11 happened. And unfortunately, and this may
12 not be their fault, the true truth is the new
13 Central Square Theatre could have been a much
14 stronger, much more central bigger building
15 to make a place in Central Square. It's now
16 hard to find. And I know the Historical
17 Commission had a lot of historic concerns
18 there, but if you go to somewhere like DC and
19 watch their studio center -- studio theatre
20 in the U Street corridor, you see you could
21 have had something, a wonderful big box that

1 could have defined an area.

2 I won't go on and on and on but I
3 could, but I think there are some things that
4 we're trying to learn. The fact of
5 University Park, any other city would be as
6 happy as could be that that was built. We
7 were happy that it was built. It seems to
8 work for MIT in the land at least it works
9 for a city from a developer from Cleveland in
10 that they get good rents. And it works for
11 the city because we get taxes, but it doesn't
12 work as a people place. Now, my friend Craig
13 Kelly doesn't think as bad as I think. But I
14 defy anybody to believe that that
15 neighborhood sort of belongs to the rest of
16 the neighborhood. It just -- people don't
17 seem to go there unless they have to go there
18 or they're going through there. Can we,
19 through you, not build any more sections of
20 the city that don't work for people? And now
21 there's a new proposal by MIT, they are now

1 -- they're in agreement with Forest City to
2 have them do the all Asian block along Mass.
3 Ave. Now we really want that block. We
4 never understood why it was so dead and
5 incoherent. It turns out that they've been
6 assembling parcels, both MIT and Forest City.
7 Now Forest City is the designated developer.
8 Is that good? Forest City's idea is they
9 want to bring out more of what's in
10 University Park and put it on Mass. Ave.
11 Well, if it doesn't work back there, what are
12 we going to do on Mass. Ave.? We're trying
13 to do them in the Central Square Ribbon
14 Committee. Maybe you should think about
15 building something that's coherent with Mass.
16 Ave. We also are learning things. Forest
17 City -- I have visited with Susan Forest City
18 in DC and the project they have. As you
19 begin to look at their projects around the
20 country, they have sort of developed a
21 building style that looks like University

1 Park. And they do that virtually everywhere
2 because it's cost-effective. They know how
3 to build a cheap building that will give them
4 big rents in a new place. That might not be
5 what we need. So it's important in your
6 roles to understand that we are in a time
7 that we are responding to an Alexandria, to a
8 Forest City, to an MIT investment trust.
9 We're being developed by entities whose
10 bottom line is profit and not people or ease
11 of access. And on the MIT front we have this
12 new proposal that I know came here in
13 December, I never heard of proposals being
14 made that are significant days before
15 Christmas, but it happened. No (inaudible)
16 intent was reputed but it wasn't optimal for
17 the public I would say. And I know that
18 various members of you kind of liked the
19 idea. Well, we're very concerned, some in
20 policymaking, that the MIT has never done a
21 big project and this is being done through

1 the real estate end which is not necessarily
2 the place making strength end. And so we're
3 very concerned.

4 And so the City Council by unanimous
5 vote asked City Manager to please hire a
6 consultant that will work with us
7 specifically on Kendall Square as well as
8 Central Square. And there's also been a
9 consultant hired to work on the Porter Square
10 area, too.

11 So, the point I'm trying to make is
12 there's a lot going on. A whole lot. And
13 it's in a context with the universities,
14 particularly at Harvard and MIT. We have for
15 some years -- we've also had fractured
16 relationships, then they got better. But
17 never have the offices of government and
18 community affairs known less about the city
19 and the city about those offices. So my
20 proof of that putting it, whoever is the vice
21 president of community relations at MIT, I

1 have met her, I do not know her name. The
2 same is true at Harvard. I have met her, I
3 do not know her name. That was never true
4 for most of these 22 years. And scary to me
5 Bob Healy has met them both and he does not
6 know their name. So this is a whole new and
7 different dynamic for -- when we were
8 fractions, at least we visited each other.
9 It seems now that the presidents of Harvard
10 and MIT are in China and India and God knows
11 where else doing whatever they have to do to
12 make their institutions successful
13 (inaudible), but it is not talking to
14 government in Cambridge. I think this is
15 short sided because you don't want to meet
16 people in the midst of the problem. You want
17 to have ongoing good relationships so back
18 and forth can occur.

19 So I'm hopeful in this year we'll
20 address some of this. I feel like I could
21 overburden you with too much message so I'll

1 end there. But I do want you to know that
2 our -- you don't necessarily get your
3 marching orders from the Manager. The
4 Council certainly isn't giving you our
5 message very frequently if we have one
6 message. And so you're kind of planning a
7 city that you know best I guess. But how
8 this all gets informed for the public is an
9 interesting thing. But the least we can do
10 is come tonight and say, here's some more
11 info for you and do please pay attention.
12 And I don't mean to the Chronicle, but to
13 any -- the Student Daily at MIT, the
14 technician is very good, and as is the
15 Crimson. But those are places that seem to
16 at least have some idea that things are
17 happening and that they're multiple
18 stakeholders involved and they should be
19 informed. I'm not going to say more than
20 that.

21 Thank you.

1 HUGH RUSSELL: Thank you very much,
2 Councillor Reeves.

3 Councillor Kelly.

4 COUNCILLOR KELLY: Thank you,
5 everyone. My name is Craig Kelly. I live at
6 16 Dwyer Terrace. We were late this evening
7 because across the street the superintendent
8 of the public schools was proposing his
9 dramatic restructure of the K through 8
10 program. And consistently he mentioned the
11 importance of partnerships between the public
12 schools and every university in Cambridge.
13 He didn't actually mention Cambridge College,
14 but I'm sure that was just an oversight on
15 his part. And then to a real partnership and
16 it's a partnership that I as a public school
17 parent and many others really appreciate what
18 you all on the university side of things do
19 for us. I guess Lesley is coming out with a
20 massive three year \$2 million technology
21 partnership with I believe the (inaudible)

1 and then the list just goes on with what you
2 do and it's hugely appreciated.

3 On the flip side, it is a little more
4 challenging is what Councillor Reeves was
5 talking about, which is there are a whole
6 bunch of balls up in the air. And honestly I
7 don't know what they all are. I don't know
8 understand what they are. The ones that I
9 know, and I have no clue how they're going to
10 intersect with each other, but MIT is looking
11 to rezone much of Kendall Square. We just
12 got a rezoning proposal -- sorry, much of
13 Kendall Square. We got a rezoning proposal
14 for the edge of Central Square. Last night I
15 believe Forest City is going to look to
16 rezone, you know, maybe a five parcel part of
17 his property. And I'm sure there are other
18 things that are going on that we don't even
19 know about. And that smacks as I think
20 Councillor Reeves was pointing, at a sort of
21 a hodge-podge of people with very specific

1 interests and very good interests from their
2 points of view, and possibly good interests
3 from our point of view, not necessarily all
4 working together. And I don't know who the
5 cheerleader or the team captain for all this
6 stuff winds up being, to some extent it's us
7 on the Council and I think foremost with
8 Councillor Reeves who seems to be the most
9 vocal and active in these things. But I also
10 think perhaps it's the Planning Board.
11 Perhaps it's Community Development which is
12 the department in significant flux right now.
13 They are about to lose their chief zoning
14 person, and they're in search for a
15 replacement full time staff head.

16 And so in all this stuff is, I don't
17 know, it's a -- it's a vulnerable time I
18 think for the city. And these are huge, huge
19 changes that if we don't think and think very
20 deliberatively about them, what is
21 individually good on its surface for one

1 property owner, one proponent, may wind up
2 not being good for anyone as a whole. So as
3 we go forward -- a lot of this is yours by
4 the way via Special Permit, and that's what
5 we give you. And I'm not faulting your
6 decisions. I'm just saying that as we go
7 forward, I hope that you can, better than I,
8 keep your eye on this whole picture of
9 Cambridge and especially this whole picture
10 of Cambridge sort of Central Square.

11 Thank you all for the work that you've
12 done. And, again, thank you to the
13 universities for the very valuable work you
14 do with the public schools.

15 HUGH RUSSELL: Thank you, Councillor
16 Kelly.

17 COUNCILLOR KELLY: Thank you.

18 COUNCILLOR CHEUNG: Thanks. I think
19 Ken opened the flood gates so now I feel like
20 I have to talk.

21 I'll just say I think, you know, my

1 colleagues speak eloquently and quite
2 passionately about the issues we're facing,
3 but I think I just want to comment because I
4 think, you know, as ultimately and as clearly
5 they don't speak for all of us. I can't of
6 where we disagree, but there's just that, you
7 know, there's a lot of challenges that are
8 going forward.

9 I guess what I wanted to say I've been
10 to a lot of the Planning Board --

11 AHMED NUR: Excuse me, can you state
12 your name for me?

13 COUNCILLOR CHEUNG: Oh, sorry. I'm
14 Leland Cheung. I'm also a member of the
15 Cambridge City Council.

16 So I've come to a lot of Planning Board
17 meetings and I've witnessed that a group of
18 you are I think very deliberative and take
19 your roles and your responsibilities
20 extremely seriously. And so I just wanted to
21 take the opportunity to thank you for that.

1 And I think that I share a lot of your
2 concerns that Councillor Reeves has as
3 opposed to, you know, around the development
4 that's going on in our community and making
5 sure that it is of the, you know, the best
6 that it can possibly be. Because I think
7 that Cambridge residents deserve no less.
8 And I know that has often come up in the
9 discussions that you've had in deliberating
10 issues, and I just want to thank you and hope
11 that you continue to do that as a lot of
12 these matters go forward. I also, you know,
13 was thinking when Ken -- Councillor Reeves
14 was talking about the need for us to interact
15 with the heads of the universities, I think
16 that is one point which I just want to
17 underline and underscore. That is absolutely
18 critical. With so much going on, it is, it
19 is absolutely imperative we have an abundance
20 of communication, an abundance of dialogue on
21 both sides. And, you know, we might not

1 always agree, we might not always agree on
2 whatever sides that we're on, but the fact
3 that, you know, we need to come to some kind
4 of a conclusion I think just requires that we
5 have a lot of communication.

6 And one other -- one final thing is the
7 Councillor Reeves was talking about all these
8 projects are coming up, and it's hard to --
9 or sorry, I think it was Councillor Kelly.
10 You don't know all what's going on and what
11 all is happening. And I, you know, I feel
12 that way as well, but I, you know, when I was
13 a student, and I still am a student, but when
14 I was just a student at MIT and Harvard, I
15 kind of felt like I knew what was going on.
16 And then I came to the Council and I realized
17 I had no idea what was going on. I had
18 learned so much more was going on. So, if
19 we're feeling this way now, I think that
20 there's -- underscore the fact that we need
21 to have a lot more communication.

1 But that was -- the final point I
2 wanted to make is we're having this dialogue,
3 and we're evaluating and thinking about what
4 the future is going to look like and how we
5 want to have MIT and Harvard and Lesley be a
6 part of that future. We have to understand
7 it's not just the residents of Cambridge and
8 the universities. There's three parts here.
9 There's the residents and the administration
10 which is coming here and making the plans and
11 there's also the students. And the students
12 are often times an unheard voice in these
13 processes. And I think more often than not
14 they have the same interests, they have the
15 same values, and they have the same goals for
16 what they want their role to look like as the
17 residents do. And so I, you know, it's hard
18 to bring them out, but I just think that they
19 are a voice because they are often not here,
20 because they are so in a line with the rest
21 of Cambridge that we need to think about

1 going forward.

2 Thank you.

3 HUGH RUSSELL: Thank you.

4 RENATA von TSCHARNER: Good evening.

5 My name is Renata von Tscharner. I'm with
6 the Charles River Conservancy. I would like
7 to build on something that you as a Planning
8 Board have done and that the City Manager has
9 initiated, is to look at Cambridge not ending
10 at Memorial Drive but actually Cambridge
11 going all the way to the river. And you
12 represented a plan, a riverfront plan. And
13 in a way I would like to see this meeting not
14 just as a Town Gown meeting, but I would like
15 to include the state property in Cambridge
16 because this is part of -- this is your front
17 yard. This is part of the territory that
18 makes Cambridge wonderful territory, and that
19 provides all the beautiful pictures that are
20 all in your student brochures; the river with
21 the sailing boats, people swimming soon. All

1 that is part of Cambridge.

2 So, just as you have listened to the
3 plan of -- the riverfront plan and asked to
4 see of how the Cambridge neighborhoods and
5 university can link to the river, so I would
6 encourage this dialogue between the
7 universities and the city and the ECR that
8 owns that park land, that there really be a
9 dialogue to bring these elements together.
10 Just a little example, Harvard announced this
11 initiative for running and exercising. And
12 if you try to do that along the river, it's
13 very dangerous if not impossible. So I think
14 there are possibilities for the city, for the
15 universities to really work together so that
16 we actually can walk or run along the river.
17 Not to speak about swimming and other
18 opportunities, but I would like to expand the
19 Town Gown discussion to these ECR lands and
20 to the river.

21 Thank you very much.

1 HUGH RUSSELL: Thank you.

2 Does anyone else wish to be heard?

3 (No Response.)

4 HUGH RUSSELL: Liza, why don't we
5 pass the mic at the end of the table and then
6 if anyone wants to comment and just pass the
7 comment down. Is that too much of a
8 surprise, Bill?

9 WILLIAM TIBBS: I was going to say
10 thanks for starting at this end of the table.

11 It was interesting because I had some
12 rather mundane questions to ask you all, but
13 it was Councillor Reeves' comments have made
14 me think in a little bit more broader sense.
15 And that is, you know, as a, you know, we at
16 the Planning Board talk a lot about the fact
17 that we can easily fall into a reactive mode
18 as opposed to a pro-active mode. But I say
19 reactive meaning that we deal with things
20 that are before us, various projects, and we
21 deal with them either on Special Permits or

1 whatever. And pro-active means that you
2 begin to look at things in a little bit more
3 comprehensive way. And I think that's the
4 challenge. I can say that I think I was here
5 for the very first one of these Town Gowns
6 presentations we did many years ago, and I
7 guess one of the concerns we had at that time
8 was that sometimes people, and I'll say MIT
9 in particular, had a tendency to be hold
10 things close to their vest and didn't want to
11 talk to us. And I would say that I think one
12 of the things that has vastly improved is
13 that they -- I think all three universities
14 are much more open about what they're
15 thinking about, about what they're doing and
16 what their future plans are. And that brings
17 forth the kinds of challenges that Councillor
18 Reeves brings before us. Because we see all
19 the stuff that's happening. How do we deal
20 with it in a much more comprehensive way as
21 opposed to just an individualistic way of

1 dealing with each thing? Because, yes, we've
2 seen on some of that stuff. Yes, MIT and
3 Harvard has just in the past come before us
4 to let us know that they're thinking about
5 these things, that you know, they don't need
6 specific action. But when you're dealing
7 with multiple city agencies with quite
8 honestly different agendas sometimes, the
9 City Council you do have a political agenda,
10 which we try to avoid.

11 COUNCILLOR REEVES: But people's
12 agenda.

13 WILLIAM TIBBS: People. But I think
14 that is a challenge. And I think it does
15 wrestle with the us as a board, and does with
16 Community Development in terms of how do we
17 sort of see this as a whole? It could be
18 just as simple as we have great maps just
19 beginning to show all of the various things
20 that are on these, in these three different
21 books in terms of planned opportunities on to

1 one city map so that we can begin to see how
2 it all flows together and lives together. So
3 I think it is a challenge. And I'll hold
4 some of my more mundane questions until after
5 some of my fellow board members have
6 something to say.

7 H. THEODORE COHEN: Well, thank you.
8 I really have very little to add although I
9 think the Councillor's comments were really
10 very interesting and very well taken and give
11 us a lot of things to think about. I'm
12 somewhat newer on the board. I've never been
13 at one of these meetings that were
14 particularly antagonistic or I've heard
15 stories of the past when they went on for
16 days and days. But, as someone who did not
17 go to any of the colleges and universities
18 that are here, I have always felt that
19 Cambridge was what it was and is what it is
20 because of the universities and people who
21 come here to go to school and to live and

1 work in large measure because of the
2 universities, and that there has to be
3 cooperation amongst all of us. But also, I
4 think the ideas and the enthusiasm that comes
5 out of the different schools and the actual
6 inner plight amongst themselves and with the
7 city is very enlivening and results I hope,
8 and frequently does, in exciting projects and
9 things we may not think about if we were just
10 strictly planning as though we were, you
11 know, a community that didn't have the
12 universities and didn't have this other
13 element. And so I think we have to think
14 about all of these things. But I really
15 enjoy these meetings mostly just to hear what
16 the various plans are and what the schools
17 are doing and what they hope to do. And I
18 concur, you know, with what Councillor Reeves
19 said, you know, he didn't know a lot of these
20 things until he got on the board and started
21 hearing them. And that's my feeling, too,

1 that I've learned so much out of these
2 meetings. And I do have some mundane
3 questions that I would like to ask at another
4 time, but I think this has been a great
5 introduction. That, you know, we do what we
6 can do, but ultimately as Council knows, they
7 adopt the zone and they either accept it or
8 reject it. Or modify. And that's all I have
9 to say.

10 CHARLES STUDEN: While I think it's
11 always very helpful to have these Town Gown
12 presentations and to hear what the individual
13 schools are proposing as well as what they've
14 accomplished in the past year. One of the
15 things that has bothered me for sometime is
16 how you begin to look at the cumulative
17 impacts of what these institutions are doing
18 in Cambridge, and I think that's what
19 Councillor Reeves was beginning to suggest in
20 his comments as well. And it's not only the
21 cumulative impacts of the institutions but

1 the private sector development that they also
2 stimulate. The things that Novartis does and
3 Genzyme and so on and so forth. For example,
4 MIT has this very exciting proposal to
5 revitalize Kendall Square, but part of that
6 proposal involves potentially adding as much
7 as a million and a half square feet of
8 additional office laboratory retail space.
9 That in the face of an approval that this
10 board gave to Alexandria last year for an
11 additional one and a half million square feet
12 of office and laboratory proposed space on
13 Binney Street. This is an enormous amount of
14 new construction in Cambridge. When you add
15 that to what's going on along Massachusetts
16 Avenue, Lesley's plans for the revitalization
17 of Porter Square, Harvard's looking at
18 Allston, obviously the Cambridge campus for
19 Harvard has kind of reached its limit I think
20 in terms of its capacity to accommodate
21 significant new development. Most of its

1 growth is going to have to occur in Allston.
2 And that is going to depend very heavily on
3 our ability to come up with a transportation
4 scheme or approach that enables us to move a
5 large number of students, faculty, staff and
6 so on across the river and into Cambridge.
7 That's going to have a very big impact on our
8 transportation system.

9 I was very troubled to see that the
10 urban ring project seems to be stalled, and
11 it was omitted from the state regional
12 transportation plan. I think that's frankly
13 a real tragedy because it has -- that has the
14 potential to affect the entire regional
15 transportation system. And stuff that, for
16 example, that Harvard's planning to do in
17 Allston as well. And I'm hoping that as
18 resources are made available, that that can
19 be revitalized, go back and take a look at
20 that. So, and, you know, again, I don't know
21 if -- it's hard because the board is asked to

1 look at these projects individually as the
2 institutions come to us, each of your
3 individual projects, and we don't look at the
4 cumulative impacts. And it often -- I'd like
5 to be able to do that. And I don't know
6 whether the Community Development Department
7 could help us in that regard. I'm personally
8 delighted that they've proposed to hire a
9 consultant to help us look at what's going on
10 in Kendall Square and in Central Square as a
11 result of what -- partly, again, I don't mean
12 to pick on MIT, but what MIT's proposing in
13 terms of development there.

14 So, I guess any suggestions that my
15 colleagues on the board might have or that
16 the Community Development Department could
17 give us, would be helpful because I think the
18 time has come to really look very hard at
19 those kinds of relationships and issues.

20 HUGH RUSSELL: The last time the
21 city looked to have comprehensively

1 cumulative impacts of development or
2 potential development was about ten years
3 ago. And there was a look at -- East
4 Cambridge planning study looked carefully at
5 a lot of underdeveloped land in East
6 Cambridge and tried to see what appropriate
7 amount of development would be given what the
8 constraints were. Constraints on
9 development, and principally in the traffic
10 area capacity of the streets.

11 I believe in the review of the
12 Alexandria proposal, that was kind of the
13 baseline that was looked at. How, how did
14 the impacts of what Alexandria was proposing
15 to do measure up against cumulative impacts
16 that would be looked at. And the history of
17 those -- of those eight or so years in
18 advance.

19 We are in a different period now about
20 looking at the plan to the future. I think
21 the city has largely recognized that our one

1 foray into urban renewal the major foray in
2 Kendall Square was a difficult process and
3 took a very long time in that in our mode of
4 working with the institutions was to have a
5 good idea for what we wanted for the city,
6 and when an institution came forward with a
7 dynamic idea, we were prepared to respond. I
8 was not on the Planning Board at the time of
9 Urisky Park (phonetic). But that was perhaps
10 the first time, first big time that the
11 institutions had come to the city. MIT came
12 and said we've got a big piece of land in the
13 city and the instituted pulled together to
14 promote a development.

15 Now that we're seeing people such as
16 Lesley who say well, we need to change the
17 rules in order to get the art institute
18 incorporated. And Council did look at that
19 and we looked at that, and we agreed that
20 that made sense. And now they're before us
21 with a specific building proposal. I must

1 say I'm troubled by the MIT proposal in
2 Kendall Square because it doesn't seem to be
3 based on the notion of the cumulative
4 impacts. It also doesn't seem to be based on
5 the notion of kind of offsetting community
6 benefits. It's going to be a terrific soccer
7 field in East Cambridge that is being funded
8 by Alexandria on land that Alexandria has
9 bought, is going to give to the city.

10 There's a community building that's being
11 given to the city. There's new housing being
12 built along with their million and a half
13 square feet of biotech labs that they didn't
14 want to build. That's not what -- they do I
15 heard. Opposed to housing, but they didn't
16 want to do it. That got incorporated, and
17 most of those benefits got incorporated
18 because first we had an idea what our goals
19 were. And secondly, because the City Council
20 worked extremely hard to get those goals
21 incorporated into the rezoning.

1 For us on the Planning Board if you
2 look to that effort and say, wow, Council
3 really got a lot. And in a sense that's
4 appropriate that they be the people who were
5 out there making those deals because they
6 are, they're trying to look at the entire
7 city. All of the elements. They're looking
8 at a part of the piece of the puzzle. But I
9 don't see any MIT Kendall Square proposals
10 that I've seen to date much that benefits the
11 rest of the city. I see things that are good
12 for MIT and are good for the city in the
13 sense that MIT's an important citizen that
14 are driving many of the good things in the
15 city. They're paying lots of taxes. But at
16 the same time this particular site is sort of
17 surrounded by MIT and the Kendall Square
18 renewal history. So it's hard to think of
19 what the city's goals are. And that's really
20 a lot of thinking about that and probably a
21 lot of talking with you guys on the Council

1 to really understand that.

2 I realize I'm not talking about much
3 about what was presented to us, but I think
4 the presentations were excellent. I think
5 the written material is very thorough and I
6 think it's valuable to get all this stuff out
7 on the table and I'm going to pass the
8 microphone.

9 PAMELA WINTERS: Thanks, Hugh.

10 Well, I certainly agree with my
11 colleagues and what they've said. I want to
12 thank the Councillors for their comments.
13 They were very informative. And also for
14 allocating the money for the independent
15 consultants that you have.

16 In response to Councillor Reeves'
17 comments, we used to have round table
18 discussions with the Council, and I found
19 that to be very useful. I -- hopefully the
20 Council did, too. And so maybe perhaps we
21 could do more of that just to know what the

1 right hand, you know, knows what the left
2 hand is doing? I think that might be a good
3 thing.

4 As an alum of Lesley and a resident of
5 Porter Square, I'm really looking forward to
6 the art institute coming into my neighborhood
7 and what that will bring to the neighborhood
8 in terms of culture and energy. I'm really
9 looking forward to that.

10 And finally, I have to say once
11 again -- I've said this frequently, but I
12 really love the media lab at MIT. I'm so
13 happy after ten years that it was completed.
14 The Maki building is just a little gem, and
15 the work that goes on in there is where the
16 magic happens. It's just so impressive. And
17 I'm really looking forward to the opening of
18 the cancer research building, too.

19 Thank you very much.

20 AHMED NUR: All right. I guess I
21 wanted to thank all these people to being

1 here first of all in this weather. As I must
2 say, I was almost shocked it wasn't canceled.
3 But I'm glad that we all made it obviously.
4 And I wanted to say I really appreciate the
5 presentations. Congratulations to Harvard
6 for adding a platinum building, a new
7 construction for platinum and eight gold.
8 I'd like to see more of that in the future,
9 that renewable energy sustainability. And to
10 see if you all could lead the way the house
11 power of your own energy sources. That would
12 be nice.

13 You mentioned, Harvard mentioned 60
14 percent of hot water feeding off the solar.
15 Is that -- I missed the year. Was that when
16 the next ten years? Is that something that
17 started it?

18 HEATHER HENDRICKSON: We started it
19 -- it's per year. It's 60 percent of the hot
20 water for the year.

21 AHMED NUR: Right. You started

1 that --

2 HUGH RUSSELL: For Harvard Yard?

3 HEATHER HENDRICKSON: Yes, for
4 Harvard Yard.

5 AHMED NUR: For Harvard Yard. I was
6 going to say, wow, that's great.

7 HEATHER HENDRICKSON: No. It's
8 probably about 25 buildings.

9 AHMED NUR: Okay.

10 HEATHER HENDRICKSON: So it's pretty
11 substantial.

12 AHMED NUR: Okay. And 40 percent
13 for steam? Harvard Yard? And that's all
14 coming from solar power.

15 HEATHER HENDRICKSON: It's actually
16 solar and there's steam heat recovery. So
17 it's actually about 40 percent is from the
18 new system, and about 60 percent is from the
19 steam heat recovery. So it's kind of the
20 innovation of the combination of the solar
21 thermal with the steam heat recovery.

1 AHMED NUR: Thank you. And second
2 comment that I wanted to make was Councillor
3 Reeves' comment with regards to the first
4 floor to the public at MIT or any other
5 institution, not really caring about the
6 income, but we're all here to represent the
7 community. I have kids, and I have to say
8 that two buildings between Porter Square and
9 MIT that are very popular in my family is
10 dance complex or the Jose Mateos's ballet
11 building. We have all these buildings, I
12 drive every day, first floor availability,
13 you know, places that are for rent and for
14 lease for years, and where the surrounding
15 community has to travel to -- furthest to do
16 it. So if I'm just going to put it out
17 there. If there's anything that the city can
18 do or the institutions can do to utilize that
19 and help the community, it would be much
20 appreciated. And I also wanted to thank your
21 involvement with the children. You know, all

1 institutions obviously as Councillor Kelley
2 has mentioned helping out the schools.

3 And I forgot the gentleman's name about
4 the snow removal. There's a lot of snow out
5 there. There's just a lot of snow out there.
6 So institutions, universities have to
7 clean-up the sidewalks regardless, you know.

8 And the last thing was Renata with the
9 Charles Conservancy, I noticed yesterday a
10 foot track -- little steps crossing the river
11 and along the river. With all these
12 cancellations in the airports, I was wondered
13 if there was an incident with people falling
14 in the river. Because there's no
15 guardrails -- I wonder, you know, if most of
16 urban rivers would have guardrails, short
17 guardrails for times like this where you
18 can't tell where the water starts or whether
19 this is a river or not. It's just something
20 that came in my mind as I drive Memorial
21 Drive and seeing people just walking across,

1 you know. Luckily it was frozen.

2 Thank you.

3 THOMAS ANNINGER: Okay. I guess I'm
4 the last one here. I guess after the three
5 presentations as I see it, it was Councillor
6 Reeves who sort of was the keynote comment
7 maker and I guess that made me think this
8 way:

9 Yes, there's a lot going on. A
10 tremendous amount. And I think that all of
11 us are vigilant on the Board. And I in
12 particular and others have expressed
13 reservations on various proposals that we see
14 before us. Particularly I was skeptical
15 about what we saw from MIT at Kendall Square.
16 And I think we do that. And I think we do
17 that carefully. But my reaction actually to
18 what Councillor Reeves said was almost just
19 the opposite in this respect. I got the
20 feeling in listening to these three
21 presentations that the schools in a sense

1 would compete almost with each other in terms
2 of the architecture, in terms of the
3 landscaping. We've never really had a moment
4 in time when each and every institution is
5 doing as much landscaping as they now are.

6 And in sustainability. I mean, you
7 heard the last speaker, the person's who's
8 head of sustainability at Harvard wanting to
9 be the best. Wanting to have more of this
10 and more of that than any of the others.

11 It's actually quite amusing. And the others
12 are responding to that. And so I feel on the
13 one hand that we do have to be vigilant and
14 we do have to be careful, but I do think we
15 have to rejoice at the fact that we perhaps
16 are living in a golden age. And it's an
17 embarrassment of riches that we have here in
18 Cambridge in the middle of a time of great
19 hardship for the rest of the country. We're
20 almost in a bubble here in Cambridge, and we
21 have to be careful as we live in that, not to

1 lose it, but I think we ought to end on a
2 note of almost rejoice, rejoicement if that's
3 a word over what we've got and what we saw
4 here tonight.

5 PAMELA WINTERS: Good point, Tom.

6 HUGH RUSSELL: So, does that sum it
7 up?

8 WILLIAM TIBBS: If what I heard on
9 the radio this afternoon is true, that the
10 consultant that the city is getting that you
11 mentioned is actually going to help with the
12 vision. And I think that -- and what I've,
13 what I think of MIT's proposal, it's a
14 vision. I mean, it's a vision that's very
15 MIT kind of focussed and oriented. And so I
16 think that hopefully, that's the other thing,
17 is that we as a city should be thinking more
18 in terms of what is the vision which includes
19 the visions of universities and how we all
20 work together. And I think if we can do
21 that, that's a very positive thing to do.

1 HUGH RUSSELL: Okay. Well, I thank
2 you all for attending. And we'll be here a
3 year from now and have further discussion.

4 Good night, thank you.

5 (Whereupon, at 9:20 p.m., the
6 meeting adjourned.)

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C E R T I F I C A T E

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