

## COMMONWEALTH OF MASSACHUSETTS

## CITY OF CAMBRIDGE PLANNING BOARD

IN RE: ANNUAL TOWN GOWN MEETING

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- held at -

Cambri dge Seni or Center  
806 Massachusetts Avenue  
Cambri dge, Massachusetts  
Tuesday, February 3, 2009  
7: 30 p. m.

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P R O C E E D I N G STOWN GOWN ANNUAL MEETING - FEBRUARY 3, 2009

WILLIAM TIBBS, CHAIRMAN: Welcome to the February 3rd meeting of the Cambridge Planning Board. Tonight's agenda, we have our annual Town Gown reports from MIT, Lesley University and Harvard University.

Before we get started, we have some comments from Beth Rubenstein, and also, I just want to let people know that there are sign-up sheets. We're going to have comments and questions after each presentation. And there are sign-up sheets for each presentation in the back just for the public comments so.

BETH RUBENSTEIN: (Tapping mic) Is that working? Thank you very much. And welcome everybody. This is a regular Planning Board meeting. So, as we always do, we like to anticipate the next meeting or two

for those who are interested in following a number of issues.

The Board will be meeting next on February 17th when there will be hearing -- there will be additional discussion of MIT's proposed project at 650 Main Street and there will be additional discussion of the Lesley University proposed changes in zoning in the north Mass. Ave area. They're both very timely items for tonight.

Also, not on Planning Board business, I just want to note -- there is a snow emergency tonight, so if you are on one of the snow emergency streets, you may want to move your car.

And also, if I could just note for speakers tonight, we are being taped for CCTV and I would ask speakers to please not move the microphone, you can tilt it, but it's been hooked up to be taped, so if you could please not take the microphone out of the

holder, we would appreciate it.

And I, also, just wanted to mention that our order tonight of Town Gown presentations will be MIT, followed by Lesley and then Harvard.

We try to be very careful about being last year's bottom and bringing them to the top and that's been our practice for the last few years, so we try to be careful about who goes first, second and third.

And then before we jump in, I just want to remind everybody what the origin of Town Gown process was. This is a process that goes back to 1991 when the then Mayor Committee and University Community Relations met for a number of months and at the end of their process issued a report and made a recommendation that universities should be encouraged to create plans for the future that they would update annually and share annually at a joint meeting of the community

and the university. And further said the Planning Board should develop specific recommendations based on the findings of each annual review and submit these to the City Council.

So, it has been our practice to have the Planning Board hear from the universities, hear from the public. Generally it's been the Board's practice to then devote another night to discussion of what they heard tonight and to decide if there are some new issues and questions and items they would like to go to the universities both for this year and for next year's report.

And then, just finally, by way of process, I think the Board has asked this year, a little different from last year, we would like to take comments from the university and then public comment and on to the next university and then additional

comments.

So, we ask that you try to be brief in your comments, and I think it would be helpful to perhaps limit your comments to the presentation that you just heard, so you may have an opportunity to speak more than once.

I think that's it.

WILLIAM TIBBS, CHAIRMAN: All right.

I guess we can get started. MIT?

MIT TOWN GOWN PRESENTATION

TERRY STONE: Good evening. I'm Terry Stone and I'm and the -- (adjusting mic) a little more? Okay. Is that better? Okay. Thanks.

I'm Terry Stone and I'm the Executive Vice President and Treasurer of MIT and I'm delighted to be here this evening. This seems to be a tradition that we come to the Town Gown during snowstorms. And I'm glad that we have been able to make that happen again. It's fun to be here.

I'm going to just do some brief introductions, and then Dick Amster, who is our Director of Facilities for Campus Planning, Engineering and Construction, will talk about what is going on in terms of our work with the academic plant, and Michael Owu from the MIT Investment Company Office works with our nonacademic real estate activities

here in Cambridge, will update you on the things that his office is doing.

We've got some of our colleagues here from MIT; we've got Sarah Gallop and Paul Paravanno and Amy Pethrop (phonetic) from our Office of Government and Community Relations.

From the Office of Planning we have Kelley Brown, Pam Del fani c (phonetic) and Adam Serifi n (phonetic) and Sharon Benedict, and from the MIT Investment Management Company, Laurie McCaffrey and John McQuade and Walter Jenkins and a few others.

So we're happy to be here and we'll all be available to answer to any questions or have a discussion if you want after the presentation.

So I want to briefly tell you about our priorities and just give you a little bit of background on how we're affected by the economic environment they're operating in and

what our plan is to meet the challenges of that environment. After which, Dick will be with us to talk about the academic projects that are ongoing, and Michael will talk to you about what we're doing recently and what we're planning in his areas.

So our priorities will sound, I think, familiar to you. They have remained constant during our President Susan Hockfield's tenure. First is promoting interdisciplinary innovation. A great example of this is the MIT energy initiative. We encompass with this a wide range of disciplines, the physical and life sciences, engineering, economics, management, architecture, public policy, a very, very active set of activities and disciplines in research projects as well elsewhere on the campus.

The second major strategic theme is advancing the conversion of life sciences and

engineering. This conversion takes place all over the campus, and one of the best known examples is the conversion of biology engineering in the pursuit of solutions to cancer and that's represented by the co-institute for integrated cancer research that Dick will talk more with you about. That's the new building, but we've had a cancer center for decades which has been doing this work on campus in an older building.

And then the last major theme is strengthening the MIT community. There's many, many aspects to this, but particularly notable this year, President Hockfield is making a major emphasis this year on efforts to promote and sustain diversity on campus.

In November we convened 300 student academic and administrative leaders for MIT's first diversity leadership congress, which was really just a source of huge energy

and ideas for promoting greater diversity in the MIT community.

Let me just make a brief comment about the economy: I think you all know about the kind of world that we're navigating in from an economic standpoint. This affects us in particular because of our endowment. And, also, we are expecting that it will also affect us in terms of the gift income that we depend on for part of our operating budget.

As we looked at what was going on in the markets and what was going on with the endowment this fall, we announced to the community that we would be over the next three years in a position where we would be needing to reduce our spending by 150 million dollars.

So we have planned to take at least 50 million dollars out of the budget for 2010 and then the balance of the rest of the

expected need for 100 million more in the next one or two years after that. It's big number, it is about ten percent of our general operating budget, so we have kicked off cross-campus task forces that are looking at ways to be more quintessentially MIT but perhaps in a more efficient and cost effective way, and there's just a lot of energy on campus to address the challenge.

Because of those economic challenges, we decided -- we sort of took a hard look at the building programs, which, as you know, have a very active business program going on on campus and we're mid-stream with some major construction. But we had one project, the 305 Memorial Drive, the building known as Ashdown House, which had been a graduate dorm, and we were with completion of the new graduate dorm converting this to undergraduate housing and it's going to require a complete renovation. We decided to

put that temporarily on hold until we assess the situation. But we're really happy to say that just very, very recently in the last few days, we were able to, through the generosity of a donor, who really understands the importance of this building to our community, to partially restart the project. We're at this point in the planning stages of putting together the restoration of the building facade. It's an old building. So securing the facade, we think it's going to be an important step to preserve the building and also just to be a first step in getting the project done as other funds will be raised.

So with that as an introduction, I'd like to turn it over to Dick Amster who will talk to you about the building that's going on on campus.

RICHARD AMSTER: Thank you, Terry, and thank you for us having us back again.

Nice to see you all.

I'm going to take a moment and talk about a transition slide from Terry's comments about the economy to my report on the building program.

Last year, I'm sure you all remember, we talked about what we had accomplished in the previous year, what we were working on and what was in the stages to move into a construction next year. It's a format we like, it's a format I like. I hope it's a format you like because we are going to do it again. So, before I go there, although we are facing a very, very tough economy there are some bright spots, and the bright spots are that we have continued with all of the capital projects that were ongoing when the economic crisis hit.

And this map talks about a number of them. W1 305 Memorial Drive was suspended. I'll talk a little bit more about that when

we get to what's upcoming. Vassar Streetscape West, chilled water expansion is going to be coming up, Media Lab, Koch Institution and Sloan School are three major building projects that we continue.

Now, I'm personally very happy that the building program continued. And what we really wanted to touch on is the impact that we think these projects have on the economy.

By one measure, and it's a conservative measure, this building program represents about 1800 -- 1500 to 2000 permanent jobs or permanent jobs while they are being built.

By another measure, yesterday there were about 500 construction workers on campus. Now, they are on campus in the middle of the winter, so we can't do road work, site work. Two of the buildings, Koch Institute and Sloan School, are not

weather-tight so we are not working on interiors.

By the spring and summer, we expect to have a significantly greater amount of people working on our campus.

And then there are the ancillary jobs that are represented by design firms, architects, engineers, police details, inspections, food service, messengers, deliveries, blueprinters, et cetera.

So, I am very happy to say that this represents the stability and the resilience of MIT to continue this program in the midst of these economic conditions.

And by the way, a lot of the firms are local firms, Cambridge firms. And I'm sure there are Cambridge residents as well. So, we are very pleased to proceed with this.

So, what did we complete in 2008?

Two projects: MW 35 Ashdown House

-- and the next slide will show that -- and 600 Memorial Drive.

So, as you I'm sure remember, this is a residential dormitory at 235 Albany Street, 550 beds. It was finished in June. It opened for business at the beginning of the school year. We're very, very proud of that.

All indications are that the facility works and it's helping to establish a residential community. It's embedded -- excuse me -- it's embedded within our graduate community. And we are right now preparing the L-E-E-D, the LEED submission and we have a very, very strong silver application as it appears right now.

The project included reconstruction of adjacent roadways. Albany Street is just about done. There is some still pole-mounted utilities that need to come down, so we can remove the poles, and we are constructing a

fire lane and emergency lane and multi-use path behind the dorm on an unpaved rail spur that we are -- that is called the Waverly Extension.

W98, 600 Memorial is an administrative building. Its occupants are our Resource Development Team and our Alumni Association. It was completed in June. It's fairly remote from our main campus and so we are paying a lot of attention to transportation. We've rerouted the shuttle bus, we've installed, I believe it's 20 bike lockers and showers for our staff to use that type of transportation. And in the nice weather people can take the Green Line and walk across the BU bridge and it's an incredible building, great views, as you can imagine, and all indications are that it's been a success with the staff that relocated there.

Projects in construction: So we

have a nice long red road on the graphic as well as the three academic buildings.

Vassar Streetscape West: This is a multi-model corridor, bike paths, pedestrian paths, traffic-calming measures. The utilities are down, the utility poles are gone, and this is an appropriate photograph. All the trees are in, the sidewalks are done. There's some punch list for the contractor. What's left to do on Vassar Streetscape West is the final coat of asphalt and four cherry trees.

And the reason the cherry trees aren't in they are a spring species -- fall species, sorry -- no, spring species. Sorry.

So, Vassar Streetscape West will be completed in time for our commencement, and we are very proud of the enhancements and the appearance of this street.

Koch Institute: As we all remember,

this is located on Main Street between Ames and Amherst. It will ultimately be a 367,000 square foot research facility, and when I quote square footage, that's gross square foot.

We are planning at least a LEED silver certification. The design phase submission is being prepared right now.

We will be making extensive improvements along Main Street and at each corner of the building to sort of complete our frontage, so this is the corner of Ames and Main Street. There will be a gallery. You can see the storefronts off to the right behind the tree. There will be a streetscape gallery which will exhibit some of the interesting stuff that's going on at MIT.

Construction began in April of 2008. We expect to be done at the end of 2010.

Media Lab: 163,000 square feet designed by Fumihiko Maki. This will be a

computer lab, student, faculty office -- excuse me -- meeting and exhibition space as a part of our Media Lab and the School Architecture and Planning. It is weather-tight. It is expected to be done in this year. There will be extensive street work on Ames, Amherst, traffic-counting measures, a raised crosswalk in the middle of Ames, and this is an amazing building. We've been walking through it recently and we're very proud of this building.

Sloan School expansion and the East Campus Garage: This will be 209,000 square feet of offices, teaching space, meeting space. 425 parking spaces and a below-grade garage. Scheduled for completion in 2010, sometime in the middle of the year.

We expect again the LEED silver. And so, the surface parking -- we reduced surface parking by doing this work and the space is being taken up with the below-grade

parking.

I'm sure you remember the Special Permit that told us to figure out how to make this intersection work, and so it's as simple as that; we were directed to work with traffic, parking and transportation to resolve access issues and it's resulting in a substantial roadway project. The design is ongoing, and we think that it's gonna eventually look something like this, so the sidewalk will be relocated, and we call it a T intersection where underneath Main Street realignment where it's pointing to the new roadway, we're calling that a T, and that will be the reorganization of parking in this general vicinity. The exact configuration has not been settled upon yet, but we do hope to make these alterations this year.

Finally, the projects that are in development: Terry mentioned W1, 305

Memorial Drive. Everybody knows the facility. It's at the corner of Mass. Ave and Memorial Drive. We told you last time I was here that we were going to renovate the building, then the economic meltdown hit, so we put it on hold. As Terry said, through the generosity of an anonymous donor, we will be addressing the brick work, the windows, the lintels, the sills, the cupolas, the two copper cupolas.

Basically, our goal is to do whatever we can be done off of staging to update the facade of the building. We're very happy about that. The permit application probably went in today, if not, it will be in tomorrow and we are proceeding on this project.

And, finally, this is an expansion of our central utility plant, and the need for the expansion is that we need more chilled water for the current capital program

that we are undertaking.

There has been a meeting with the State Executive Office of Transportation, we think we've addressed Cambridge's comments, we think we've addressed the State's comments we're hoping to perfect that and be satisfied that all the comments have been satisfied. We'll be looking for a building permit and we will be hoping to expand our chilled water capacity in time for the needs of Koch Institute, which will be in June of 2010.

We have a lot going on. We are happy about that, and that's what I've got to tell you about tonight.

Michael Owu, who is gonna -- a member of our investment company is gonna talk about what our MIT investment management company.

Michael?

BETH RUBENSTEIN: Excuse me, Michael. Michael, before you start, I notice

that are a few people standing. We have four seats in the front here. If anybody is sitting next to an empty seat, you might want to raise your hands for folks who don't have a seat may be able to get one. There are a few vacant seats. I hate to see people standing.

(Brief pause for seating.)

MICHAEL OWU: So I'm in the investment management company and our primary function is managing institution's endowment and the pension fund money. The real estate group, in particular, has investments here in Cambridge, but we also invest around the world.

Steve Marsh, who is the Director of the Realty Group, couldn't be here today, he's in California. I wish we could trade places.

So, in Cambridge, we do sort of a full spectrum of real estate-type activities,

acquisitions, new developments, renovations, unique space, grounding space, we do joint ventures. A full spectrum of real estate activities in Cambridge. We have a bunch of projects in play right now, a couple recently completed and a few that are in the planning design phases.

So, this map quickly gives you a sense where they are. Over in the far right is One Broadway, on the far left is 640 Memorial Drive and the streets up in Central Square and the main project on Main Street and I'll walk to each of those.

The first one is completed project, 450 Mass. Ave and One Broadway.

450 Mass. Ave is just a few blocks down the street in Central Square. This is a mixed-use building containing office, retail and a theater space that was completed last year. The theaters have moved in. It is the North Theater and the Underground River

Theater. They moved in and they're up and running. It's a great place. If you haven't been there, you should definitely go to a show there. We are currently looking for tenants for the retail and office space and hope to get them filled as soon as possible.

The One Broadway project was a renovation of the lower three floors of the building. You can see the new curtain wall construction that's in the lower portion of the building as well as the major improvements to the plaza and sidewalk area around the building. The conditions there were really, really bad and this is a major improvement, and we've worked closely with Community Development and the Traffic Department on working through those details.

On the planning side, we've got three projects that are in play right now.

I'll walk through each of them.

130 Brookline Street is a small building. It's about 50,000 square foot building in Brookline Street, it's a two-story structure, it's needs construction, it is in really bad shape, as you can kinda see in the top right picture.

The proposal here is to basically renovate it and convert it into a lab building, put a small penthouse at the top. It recently got BZA approval to put the penthouse on the top, and hopefully, we'll be able to proceed with this once we get a tenant teed up.

640 Memorial Drive, this is the old Ford building just off the BU bridge, existing building. The current tenants are almost completely out of the building. The lease has expired and they've moved on. We're looking at taking this opportunity to renovate the building and also expand it a

little bit and create a better place for lab uses in the building.

This is a work in progress. We've been working closely with Charlie Sullivan and I also met with CDE staff in reviewing of this design. It's not complete yet, and, again, we hope to complete the design work soon, and as with other projects that we're working on, it's subject to getting a tenant before we put a shovel in the ground.

650 Main Street, which we brought to the Board on December 16th, and we'll be coming back in couple of weeks to discuss further with you. In response to all the comments that we got from everyone on the 16th, we've made some changes and actually have submitted those changes to the Board for review changing some of the design elements, the facade, the courtyard, the arcade under the building, the design of the penthouse.

There's a number of changes that we

have made in response to comments that were received. We're looking forward to discussing those with the Board.

There have been a lot of concerns about traffic from this project, and we are pleased to say that the concerns are really well addressed in the PDM plans that we've submitted to the City that were certified. We have committed to 47 percent SOV rate, which is a very good rate. That reflects a ten percent reduction in traffic. And we plan to achieve that through the full range of measures that are available to us, including providing shuttle services and emergency ride services through the TMA, rides matching and car pooling, reserving spaces for those vehicles, reserving spaces for a Zipcar or a similar operator. We've got over 100 bicycle spaces in the building, in the garage on the site, and we'll also be doing additional programming for the Emanuel

Constitution Fair.

So, we are looking forward to bringing this building back to the Board. This will also be a LEED silver building and we'll bring that back to the Board in a couple of weeks.

Then, finally, in terms of where we'll be looking in the future, we intend to spend time thinking about -- thinking about retail and lifestyle.

You've heard us talk a lot about our interests in improving some of the physical environment around the campus. This is something that we have been attempting to do through the retail agenda and other initiatives that we've done, including adding the retail in Tech Square back where we owned it, including retail in the -- as part of a tenant fit-out -- at 7 Cambridge Center where the Sebastian's Restaurant and museum as well all the activities that we're

doing in Kendall Square in terms of retail and also, of course, 650 which includes retail.

What we want to do is build on that and really take that to the next level and explore ways of enhancing that. A lot of these areas are active during the day. We want to look at ways to actually make them active at night as well.

These are initiatives that are things that are -- we are concerned about. I know the neighbors and the Planning Board have talked about this a lot, and we look forward to spending some time in the coming months and years working on this and taking this to the next level.

So, the focus will be on Kendall Square and also on the Mass. Ave Corridor between MIT and Lafayette Square.

So that concludes our presentation. Thanks for giving us the opportunity to

present and we'll be happy to take questions from anyone.

BETH RUBENSTEIN: I wanted to note there is a sign-up sheet on the table back there. If you are interested in making comment on MIT's presentation, please sign up or raise your hand.

WILLIAM TIBBS, CHAIRMAN: Any questions from the Board?

CHARLES STUDEN: First, thank you very much for the presentation this evening. It was very helpful.

I had a question about recent property transfers in the Cambridge Port area. I note that you have acquired, in particular, 99 Erie Street and 171 Sidney Street. I believe 171 Sidney is on the corner of Hamilton and Sidney Street, if I'm not mistaken. If you could clarify that, I would appreciate it.

But the reason I'm asking about that

is, this is in an area that underwent an extensive rezoning process a number of years ago and created a special planning district No. 10, the purpose of which was the eventual conversion of a lot of these buildings to residential use.

And I see a lot of these acquisitions in that area by an institution like MIT as being rather contrary to that objective. And I wondered if you could talk a little about that and perhaps clarify why you acquired these particular properties.

MICHAEL OWU: Those properties were acquired at the same time as we sold Tech Square and we essentially acquired the ground under those assets on a long-term ground (inaudible). And so we own the dirt, Alexandria owns the building. And they will be operating those buildings in whatever uses there are today and what's that, John, 75 years?

So, yeah, long after I'm dead.

CHARLES STUDEN: So it's a continuation of the current use, the university doesn't have any long-term plan?

MICHAEL OWU: No.

CHARLES STUDEN: Thank you.

I actually had one other question: In terms of your PDM strategy update, your satellite parking locations you say that in an effort to help commuters conserve energy, reduce congestion, you've arranged to have parking spaces at five off-campus sites.

Are those recent acquisitions or have you owned those sites for some time and have they been used for parking continuously?

MICHAEL OWU: These are -- and, Kelley, you'll have to remind me where they are -- but some of them are at Lincoln Labs where MIT has a presence there, so these are existing facilities that MIT has resource

activities and what we've been able to do is make arrangements with that, you know, Lincoln Labs to provide some parking spaces there, and then take a shuttle. There's an existing shuttle that goes from Lincoln Labs to the campus, and then a similar arrangement at Wellesley College for people coming from the west, will be able to make arrangements for Wellesley to provide a few parking spaces there so the commuters out far west could park there and take an existing shuttle service and come to the campus.

CHARLES STUDEN: The reason I ask this question is as it relates to parking and transportation management and the whole issue, as you know, if you provide parking for people that are going to drive their cars as opposed to trying alternative means of transportation, I don't know how that fits into your parking transportation management.

I know you don't have a PTVM and I assume that's because you had no net increase in the total number of parking spaces at the university, but I just read this and it seemed a little bit curious to me for some reason.

MICHAEL OWU: This is the -- the intent here is for people who are -- who live great distances from the campus who don't have viable alternatives to take public transportation, who are currently or were driving all the way to the campus, this is a way to catch them before come to the city and then come to the city with shuttle services.

So it's a way to reduce the number of actual independent, you know, single occupant vehicles driving into the city, instead coming with existing shuttle services.

CHARLES STUDEN: Thank you.

WILLIAM TIBBS, CHAIRMAN: Any other questions?

Patricia?

PATRICIA SINGER: I'm wondering if somebody could speak to the potential changes of ownership in the CSX property and proposed uses for that property.

KELLEY BROWN: Well, you may know --

UNKNOWN SPEAKER IN AUDIENCE: State your name; they don't know who you are.

KELLEY BROWN: Kelley Brown, Campus Planning and Design Group at MIT.

As you may know, MIT owns a good portion of the land, approximately a mile on the main campus and then into the west campus of the land and over -- starting in the '60s provided an easement to the railroad and now that easement to just run the single track, to run the railroad there, remains with CSX and as people may have read in the newspaper, the State is in some pretty good

negotiations, but not completed negotiations, to acquire those track rights from CSX along with other track rights in the area. And it supposedly is going to be one the earlier of the acquisitions that are going to be done in a sequence.

We're looking forward to that because working with a railroad based in Jacksonville, Florida is not that easy, and we expect to be able to work more collegially with our friends at the Executive Office of Transportation and the MBTA as we do today.

So we don't expect there to be any particular differences. What the State will purchase is only that easement. They are not acquiring our property. MIT owns the property, we've build over the property, as we are doing on that chilled water plant, we have operations that run, we work closely with EOT on the urban ring, and one of the issues that we raise there is our operational

needs and requirements in that corridor and as a result of that, EOT, with the agreement of Cambridge, said, "You know what, we have an alternative," that we can run the Phase II service on Albany Street and cross over to the Grand Junction past our campus. And we were very pleased with that -- with that change.

So we expect to maintain those relations and look forward to perhaps doing some more creative things.

WILLIAM TIBBS, CHAIRMAN: Any other questions?

(No response.)

WILLIAM TIBBS, CHAIRMAN: I have a couple. You may have mentioned -- I may have missed it -- was there a LEED rating for the Media Lab?

RICHARD AMSTER: As you remember, the Media Lab has been an ongoing project for a long, long time. It was fully designed

prior to the USGBC LEED Program and so we're not pursuing a LEED rating for the Media Lab.

WILLIAM TIBBS, CHAIRMAN: And the -- I guess I have a question in terms of the graduate housing and what your thoughts were.

You've been steadily, since 2004, picking away at the percentage of graduate students on campus. It's been steadily been increasing. And I was wondering as you project -- as your projections, do you have a goal relative what you're -- what you're trying to accomplish here?

RICHARD AMSTER: I don't believe that we have further goals right now. We certainly have no further plans right now to do more housing, graduate housing. So, I think we are going to sit tight and see how MW 35 works out, and so the answer is no, we have no further plans right now and no

stated goal .

WILLIAM TIBBS, CHAIRMAN: Thank you.

We have one person who signed up, and I'll ask people if you haven't signed up and still want to speak, and that's James Williamson, and we like to ask if you can keep your comments to around three minutes or so.

JAMES WILLIAMSON: I'll do my best.

Thank you. First of all, hello to Paul Paravanno, my friend who may be the only person in the world who misses The Tasty more than I do, and Charlie.

First of all, I have a concern about bicycles. It's a concern for the whole City of Cambridge, but is a special concern for Mass. Ave, right in front of the main building at MIT, and I just would be interested to hear if there's anything being done and, if so, what, to encourage people who ride their bikes.

In fact, I remember, I think some years ago, a professor at MIT was struck by someone on a bicycle in that area and was paralyzed.

And I still see people on their bikes racing along either side on the sidewalk -- of either side of that major crosswalk and along that stretch, and I just would ask what, if anything, is being done to encourage MIT affiliates anyway to walk their bikes or ride in the street and, anyway, what MIT is doing about that, if anything.

Secondly, I had the pleasure of attending events at MIT from time to time and in the evenings, the typical way to enter and leave is through -- if you are going to Kendall on the Red Line is you get out of Kendall and you go through the Health Sciences Building, and during the day that's sort of the main point of crossing into the

main thread of the campus, and both those doors are open, but in the evening, they're -- they're locked. And it's not difficult to figure out how to get into MIT buildings, so it's not as if it is really preventing anybody who had something -- some bad intent in mind from getting into that or other buildings at MIT, many of which are wide open, but for some reason that particular point of traverse is locked, I think, typically until about 6:00, and what I'm wondering is because there's such an active -- such activity in the evening, if people involved in planning and that kind of thing at MIT are aware of this and if it's something that you would consider keeping that point of access unlocked just for the convenience of the people who attend activities at MIT in the evening but don't have the cards that would otherwise have to be used to get through the Health

Sciences Building, and sort've reaching out to the community kinda thing.

And the last thing is, some time ago, a fellow who went to Harvard was coordinating the construction of the Biological Sciences Building, I think Building 66, where they do some of the animal experiments and stuff on Ames Street, and he pointed out to me and to some other people in the sidewalk on the corner of Ames and Main Street, he had placed a little brass H imbedded in the sidewalk and it was his little way of tweaking MIT for the hack that MIT had done during the football game, the Harvard/Yale football game, where they had an MIT balloon emerge at mid-field. I thought this little H in the sidewalk was just a delightful little touch, the kinda thing that I think people enjoy about their city and their community, these little details and fun little things, and lo and behold some

construction was done on that corner, and I think maybe people just didn't know that that little H was there, and it's now gone and I just wonder if there's any way to get back in touch with that guy and see if it can't be put back in.

I had the pleasure of pointing it out to former Governor Dukakis one time and I would like to be able to point it out to others sometime in the future, so...

Anyway, thank you.

WILLIAM TIBBS, CHAIRMAN: We have two questions there: The one on bikes and the other on the entrance to the Life Sciences.

RICHARD AMSTER: Good, I'm glad I don't have to talk about an H in the sidewalk. I've got it. No.

(Laughter.)

We're well aware of the issue of bicycles. We just recently installed a

number, and I don't know the quantity, of bike racks in front of the campus activity center, the Student Center, across the street from 77 Mass. Ave.

So in the promenade in front of the Student Center, we are in the process of installing a number of permanent bike racks with the hope that we can intercept people on that side of the street rather than having them cross onto Mass. Ave. This is policing or a supervision issue as well as everything else. So, we certainly understand the comment. And my partner in the Department of Facilities, John DeFava (phonetic), who runs operations is well aware of bicycle issues, so we're hoping that as we -- we are putting bike racks wherever we can find the right place to put bike racks with the hope that we can keep people off the main thoroughfares.

Locked doors, that's a security

issue. We will take it up with the Security Department and see if there's an answer about what you're talking about.

So, I don't know why those door are locked, but I'm sure that someone thinks it's a good reason and we will take a look at that.

WILLIAM TIBBS, CHAIRMAN: I guess I have the same issue on the doors at MIT being unlocked at night particularly in light --

RICHARD AMSTER: Most are. So there might be a good reason in someone's mind for that, and I was there and I saw the balloon come up so...

AUDIENCE MEMBER: Where is that H?

RICHARD AMSTER: I don't have it.  
So, thank you.

WILLIAM TIBBS, CHAIRMAN: Is there anyone else who would like to speak?

CRAIG KELLEY: Thank you very much.  
My name is Craig Kelley. I actually

appreciate the open doors at MIT and much of what MIT gives us. I take my kids and some other kids through the hallways and whatnot, and, you know, for some of the kids, it may be the first time they get on the MIT campus, and I hope that it will not be the last.

I actually wanted to comment on the 47 percent single occupancy rate -- sorry -- single occupancy vehicle proposal for 650 Main Street, which, to me, seems really high and I can't compare the different Town Gown reports because the Cambridge College one is basically a TDM report and Lesley is a lot of that where MIT isn't, but looking at Lesley's numbers and their combining students and workers, they have an adjusted single -- single occupancy vehicle rate of about 30.5 or 31 percent, and then you look at where the people are coming from and -- off the top of my head -- it's like 60 odd percent are coming from Boston, Somerville and

Cambridge, and you add where the MIT employees are coming from and figuring that those people will be about the same demographic as to whoever's going to lease at 650 Main, and it's about, you know, 50-some-odd percent are coming from towns no more than one town over from Cambridge, so it seems roughly the same, I couldn't go into any greater detail than that.

And I'm wondering why they can't get better than 47 percent. Cambridge is choked with traffic and not just this project, by the way. It happens to be the numbers that are out there. Cambridge is choked with traffic, and if there's anyone in the world who can solve our traffic problem, it's the people at MIT. It's a system's issue, it's a personal behavioral issue and so forth and that's what these folks are experts at. And I'm disappointed to see the 47 percent SOV goal. I just -- it isn't what I would want

from such a prestigious and wonderful institution, and I would hope that they would rethink that and do better.

Thank you.

MI CHAEL OWU: This is real quick. Just to draw the distinction between the campus SOV rate is 27 percent. That's the -- and that's comparable to the figures, the 30, whatever, from Lesley College. The 47 percent for 650 is the number that we come up when we follow the City's procedures for a PDM plan that looks at census traffic information. It is not MIT campus, it's the future office uses in this building. So it's calculated number following the City's procedures.

WILLIAM TIBBS, CHAIRMAN: Any other folks who would like to speak?

(Hand raised.)

WILLIAM TIBBS, CHAIRMAN: Yes?  
Could you give your name and come to the mic.

LAURA KIRSHNER: Laura Kirshner,  
Co-Chair of Ward 5, Democratic Committee.

I have heard a rumor that MIT is asking Good News Garage and DeLeo's Garage to leave, and I would like to know if that's true because these are necessary services in the neighborhood. I mean, we're slowly becoming a campus rather than a neighborhood and -- but people still live in the neighborhood and still need the services that are provided by the garages.

Thank you.

MICHAEL OWU: I don't have the exact date, but we just recently signed a new lease with both of them, so they're not going anytime in the near future.

LAURA KIRSHNER: How long?

MICHAEL OWU: I know remember off the top of my head, but they just recently they signed it.

WILLIAM TIBBS, CHAIRMAN: Any other

comments?

(No response.)

Then I think we'll take a short break so that Lesley University can get set up and then we'll continue. About five minutes.

(Short Recess Taken.)

LESLEY COLLEGE TOWN GOWN PRESENTATION

WILLIAM TIBBS, CHAIRMAN: As a reminder, just in case anybody came in late, there is a sign-up sheet if you would like to make -- have questions or make comments on the presentation.

And you can start.

JOSEPH MOORE: Good evening. I'm Joe Moore, the president at Lesley University. It's great to be with you all on a snowy evening.

I would like to introduce a few of my colleagues who are here with me: Our Vice President of Administration, Marylou Batt, right here, our Campus Planner, Will Suter and our Director of Public Relations, Bill Doncaster. Bill's our link with the community on all the planning we're doing.

What I'm going to do is give you an overview of the facilities planning at

Lesley as it looks right now, update you from a conversation we had a year ago.

We'll begin with some of the principles that we're following in our planning and lead into the three areas in Cambridge where we have facilities: The Porter Square area, the Agassiz Neighborhood of what we call our Quad Campus, the oldest part of Lesley, and then our new relationship with the Divinity School over on Brattle Street and give you an update on that.

Because the Board is familiar with the -- from a prior meeting our plans with AIB, we're not going to spend a lot of time on that, but there are slides, and Marylou will take us through the details of the quad and that part which she reviewed with you, and I'll wrap up what we're doing with EDS and Brattle, and we're confident we'll have plenty of time for questions and comments and suggestions.

Let me begin by just saying first, before we get into this, that the economic context in which we're working, which has changed so dramatically from last year when I met with you, has not stopped our major initiatives in these three areas. Where it's going to impact us, and where it is impacting us, is on the timing of rehab of certain buildings. We're probably going to go more slowly on that. But I just want you to know that's where it's going to affect us.

The partnership of EDS is continuing and variety of other projects that we'll identify here.

So, we are just about to celebrate Lesley's Centennial. We'll be celebrating it next year. It was started in 1909. The founder, Edith Lesley, is on the right, and it was initially a school for the training, as you can see there, of young women to be teachers. And that is on Everett Street in

Cambridge 100 years ago.

The next one shows the major difference, and that is, there are now males in the picture as Lesley College went coed, but obviously, the graduate programs have been coed for a long time.

The numbers are an important story. I know that you would like to see the number of students that are being served in Cambridge, and what's interesting to me is the difference, if you will, in the two columns. We serve a total head count of around 9500 students, almost half of them receive services outside of Cambridge. And I don't mean AIB in Boston. You can see the number for the Art Institute of Boston, it's about 600 students over at Kenmore Square. We hope to be able to move that over to Porter, as you know. But we serve teachers and school administrators in 23 other states and that goes obviously over 4,000 people

that we serve through those programs.

So Cambridge is our base for the program design and delivery -- the design, but the delivery actually takes place in other locations notably out west and down south.

This was the original campus plan. Actually, we came across this in planning for the Centennial. This is the map of Lesley done by the Class of 1935. There are some funny detail to this, but we'll contrast this with the campus plan that we're going to show you in a moment.

What we're going to talk about, Lesley College, so there are four schools within Lesley. Lesley College, traditional undergraduate liberal arts, now coed. We also have an adult learning division. That's serving adults who want to pursue a bachelor's degree. So we serve a large number there. And then our School of

Education, dominantly graduate level, with many programs delivered in other states. That is all now up at University Hall, the old Sears building for people who have been here for awhile. And the Graduate School and Arts of Social Sciences is our other large graduate school. Most of the programs in the Graduate School of Arts and Social Sciences, those faculty will be moving over in and around the Brattle Campus, the EDS partnership. So that's where they'll be located.

In Boston, obviously the Art Institute, which we hope to move to Porter. We're in 24 other states. They are the dark streets on the map. And we also have a number of on-line programs. We also run a few programs in Israel.

So we've got a mission committed to active learning, research, artistic and cultural inquiry and close mentoring

relationships among students, faculty, practitioners in the field. We prepare graduates with the knowledge, skills, understanding and ethical judgment to be catalysts who shape a more just, humane and sustainable world.

The mission statement was developed with the faculty staff, and then approved by the Board, and four values that try to permeate all of our work, which we have individual statements on, which I won't get into, but the democracy, academic inquiry, equity and community, which I hope you will see permeates our plan, and if doesn't, I hope you will point it out.

So planning, as we look at the next century for Lesley, the issue of community is vitally important to us, which we'll talk about, increasingly the issue of sustainability in a variety of ways and the development of a three-node tri-node

campus: The quad campus quarter, Brattle, and the importance of Massachusetts Avenue to us and our community, both the academic community and the larger community in which we operate. That's a key piece.

The guiding principles: The community, a long-range vision, developing a master plan that's not a punch list but it's a flexible plan and the community knows where we are at different stages, where we have a definite plan, the community knows it, where we've got a vision of what could be, we share that, but it's pretty much a totally on the table, but intentionally flexible, and where that flexibility is no misunderstandings or euphemisms used about what "flexible" means. If we know what we're going to do, we'll try and identify it and work it out; if we're not sure, we say that.

Comprehensive visioning for the key programs areas: We're an academic

institution, that's what drives us. The integration of technology is critical to us because so much of our enrollment takes place in these other states and markets that our next evolution is more and more use of the integration of technology to sustain the delivery of those programs for those markets.

Student residential life is a small portion of the students we serve, so if you look at 9500 head count, take AIB and Lesley College together, it's around 1300 of that 9500, just to put in scale. So all of our residential graduate programs and our vast programs off campus have very little relationship to residential life.

Then the administrative and campus support of the academic programs.

And, finally, building renewal and sustainability. We think we're on a mission that uses existing resources and reconfigures

them for vibrant academic and community use, and we would apply that to University Hall and the also the partnership with EDS.

That partnership has enabled us to reduce our footprint in the community because we're going to be using an institutional - and educationally-zoned facility in helping to retain that as an asset to the community.

So, an open and welcoming campus. No gates, no walls, integrated into different types of communities, even in these three sites.

Integrated within the neighborhoods: Quite often there are neighbors in between our buildings, or put the other way, we are in between neighbors' houses, buildings, businesses.

Students live and learn in the Cambridge community. We don't think of the campus as the learning community. We think of the neighborhood and the larger

Boston-Cambridge area as a learning community. Obviously, phenomenal resources for especially undergraduate students there, and an ongoing community process, continuous conversation with neighborhood groups and a lot of neighborhood input on our projects with plenty of timing for that. No rush job at the last minute.

Smart growth, adaptive reuse and stewardship of historic structures, which I mentioned. Focus on transportation modes: It's critical to us as we think about AIB as the discussion here, I think, took place that we've got a T stop within 500 yards of the front door to our proposed AIB. It also helps us with University Hall.

The fact that we're going to do the other graduate program on Brattle Street and its proximity to the Harvard T stop is important, and the undergraduate residential life in between the two is purposeful, it's

also historic, but it's a good circumstance for us. It allows us to reduce the impact on vehicle transportation, parking, and I will add, promote pedestrian life. In terms of sustainability, aiming for the LEED silver standard specs, and everything that we do with appliances, equipment, maintenance, recycling is critically important to us now, both economically and environmentally.

We signed -- we were one of the early signers of the president's climate commitment, which is the American College and University's presidential climate commitment. We have a sustainability task force that is very active. Reduction -- our goal is to reduce our own greenhouse gas emissions.

But we also have an academic focus on environmentalism and sustainability that we're developing.

Recently, the new Residence Hall, the focus on retail sustainability permeates

the planning, and the development of single-stream recycling is a huge plus for institutions such as Lesley. I'll just mention that. That's been a major gain, I think, for us.

So, the three campuses -- Bill, the next slide actually has some boxes around it. Yeah, let's do that one.

So, the one towards the top of the screen, Porter, with our operations there and we'll show you a map just of that in a moment. The middle one, the Quad Campus, and the lower left is the Brattle Campus, the partnership with EDS.

The concentric circles show you -- the radius of any one those circles shows you, from the center out to the circumference, a ten-minute walk.

And so you can see from the center up to Porter is just under a ten-minute walk, and from the Quad Campus in the middle over

to EDS is just under a ten-minute walk.

So that the idea of actually developing a pedestrian university with the focus on the generic use of the word "pedestrian," meaning walking, as opposed to the other meaning of the word "pedestrian university," is really important to us. And so, what we locate where allows the students to focus, but for the rest of us, it should be walking to different meetings, et cetera, through the neighborhood. The way to value the neighborhood is to walk through it.

So Mass. Ave and Porter, to respect and enhance the culture, character, and the streetscape, commitment to retail, and welcoming university spaces at the street level. Anything we've got on Mass. Ave, we want to have retail public at the street level. And we're doing that even with the Residence Hall that's being completed now.

Commitment to the retail, the

welcoming university spaces and encourage our students, faculty and staff to enjoy amenities and support local retail, especially that life along Mass. Ave.

Just overviews of the three: The Quad Campus, old Victorians developed and bought through the 1960s sort of an academic village in the neighborhood, a traditional small quad residential scale.

Porter is a much larger scale, urban, it's got the transportation hub of the commuter train, the T, the bus stops that are there, so it's more of a commercial hub transportation center, and so we should design towards that.

The Brattle Campus, again, totally different than the preceding two, Victorian gothic architecture, sort of this idyllic landscape, and the use of the existing resources and trying to rehab those, but do it in a way that we preserve all of the

exterior and the functionality consistent with an academic institutional zone.

And then the common goals:

Integrate and unify within that particular neighborhood, and make sure we appreciate the nuances of those different neighborhoods and contribute to it.

This is the first of three sections that we'll go through. This is the overview of the Quad Campus starting from the Lower, cutting across between Oxford and Mass. Ave; Everett, Mellen, Wendell dominantly, and we've got another slide coming up, which we can go to right now, Bill.

The focus on Lesley College: This is where the undergraduate college dominantly -- it says "leverage this urban neighborhood quality towards that undergraduate experience." We are looking to increase the actual amount of green space that we have in the quad. And we have some plans to do

that. We have some central areas that are central parking that we would like to get the parking out of there and get more green space in the neighborhood and for the campus.

And we have a threshold program, it enrolls about 50 students, students with cognitive disabilities, a special program, a two-year program, some stay for three. It's on the east side of Oxford, and we're looking to develop some of those properties.

By that, I mean, rehab some of those properties to upgrade them for that program. And so that's part of our capital campaign, and so I just wanted you to know that.

And I'm going to turn this section, and then the overview of Porter, over to my colleague Marylou, who will take you through that, and then I'll come back with the EDS Brattle.

MARYLOU BATT: Thank you. Good evening. And so what we have here, I think,

is what we've been talking about is the new approved campus plan for Lesley University, which the trustees actually approved in its December board meeting.

And here we have Mass. Ave and Wendell, the two new dorms that are currently going up, the five-story building on Mass. Ave, and then the more Victorian-looking house on Wendell Street. That project is currently in construction and next week we will top it off and we expect to use the dorms in the fall.

The other area that we did work on this past year is this area. We redid all of the pathways on the main quad because a number of them, in fact, weren't ADA compliant, the slopes were a little more than they should've been, and so we redid that as well as the Student Center putting in the Phase II of that, that occurred this past summer as well.

We then have a couple of development areas. You can see on the east side of Oxford street, again, where Joe talked about, the threshold properties, and our interest in rehabbing those existing buildings. They are older at this point and need some work. And then you see the big dotted square in the center between Wendell and Mellen and that's an area where we're looking at, and right now it's a parking lot, and we're looking at -- it does have a tennis court on the one side, but most of it is surface parking and we're looking at how to redo that section with the idea of creating on Wendell Street, again, sort've a Victorian front in terms of the kinds of facilities there and then creating more green space in that area.

And, again, as we talked about, the construction of the dorm is well underway. We had an enormous amount of help from the community and neighbors in terms of helping

with the design and seeking all of the approvals for which we're very appreciative. And, again, I think there were a number of community goals that were achieved in addition to our achieving the number of beds that we needed as well. But we're very pleased, and I think that as -- once the tarp comes down, because we're obviously trying to winterize it, now, it looks like this massive thing because it's all yellow tarped, but I think once it starts coming down in another month or so, I think people will be very pleased with what the building looks like, and certainly how the Victorian house is beginning to take shape.

Again, this is the Student Center and the Phase II with the storefront facilities, as well as the quad renovations I talked about a minute ago.

In terms of Porter, I know we spent quite a bit of time talking about Porter a

few weeks ago, so I'll go through it fairly quickly. Obviously, the main facility we have is University Hall in the old Sears building, and then the church, which is currently used for occasional large gatherings, and currently the lower level is leased out. And then we have a 815 Somerville Avenue, which is also an office building.

But the intention for the Centennial plan is we really want to continue the urban and retail vibrancy, and we looked at improving the outside of Porter to do that, and we also looked at just, as Joe talked about, Lesley College being on the Quad Campus here, we currently have a School of Education, which was in University Hall, we've just completed a third math/science laboratory in that building, and that's where most of our classroom space is. And so that work has all been completed and we're now

Looking at the relocation of the Art Institute and are working closely again with the community and City to try to complete that.

Next slide, please.

And, again, I think we've talked a little bit about this, this whole issue around retail spaces and tenants and at a particularly difficult time -- or challenging time, I guess is the way to describe it, in terms of additional tenants, but...

And then the art school, as we talked about before, we really have the dual mission of the art school both educating the artist and designers as well as presenting a cultural public program for the public at large and the community.

The art school is almost as old as Lesley. In three years it will also celebrate its Centennial. And it has been merged with Lesley now for ten years. And as

I think people know, the residential AIB students actually live in Cambridge, and so we've already we adapted all of the students that are boarding in Cambridge.

Again, we have 525 undergraduates and 90 MFA students at AIB.

And, obviously, as we've been talking about trying to sort've bring AIB to Cambridge, we have been working -- we've had a very vibrant Lesley Neighborhood Working Group, which has been meeting recently, twice a month, to really sort've work through a lot of the issues that are existing both in terms of zoning and also in terms of what are we really sort've looking at. We've had a number of open community meetings and obviously continue to work closely with the Agassiz Baldwin community.

Just as a refresher, again, obviously, we're looking at the front of the building having really sort of the community

uses, the exhibition galleries, the art library and the arts common and really trying to look and help create a destination of -- for art in Porter Square and whether that is a lot of small galleries and art supply. We're really sort of looking at a way of creating a real sense of art in Porter Square.

And I think that we're also looking at how to -- we're very pleased with the work that has been done by Bruner/Cott, and I think we've really come up with a very respectful preservation program and adaptive reuse of the church, and obviously, we're looking again as this being a very green project, and I should go back to say that the dorm, while we are not going after certification, we have gone through all of the rankings, and it's a very solid silver building.

Again, I think as people know, we're

talking about having this Lesley overlay as a way of really looking at a holistic approach to the Porter campus in terms of the long-term growth and to look at some principles of we sort've develop each of the parcels that we currently own in Porter Square.

And with that, I'll turn it back to Joe to talk a little about the Episcopal Divinity or the Brattle Campus.

JOSEPH MOORE: This is a map of old EDS properties. The central portion there that has the broken line around it is now officially a condominium. And that condominium has two members to it, Lesley University and the Episcopal Divinity School. So, that is there.

The properties outside of the lighter color are EDS properties, and the two orangy ones on the right, on Phillips, those are 3 and 5 Phillips, those used to belong to

the Weston School of Theology that were selling a number of their properties. We purchased those two since we last met. They have been used as faculty administrative space for Weston. We're going to use them the same way. This summer our graduate School of Arts and Social Sciences faculty will be moving into those two buildings.

The building directly across the street with the stripes is Sherrell Library, half of it is a library, the other half is instructional space.

Bill, just go back to that for a second. We need to take a little time on this.

(Fixing slide.)

So, they will be able to walk across the street and teach there and have access to the library.

Within the condominium area, if you counted it up, there are 12 buildings there.

We are going in a three-phase closing. We've already had the official closing, but as of the first closing last September, we became owners of Lawrence Hall, which is the large yellow one that is perpendicular to Brattle, closest one to Brattle, and we'll see a picture of that in a moment. And Winthrop, which is horizontal to that. It's the one -- the yellow one upper left, long and narrow. Those are two residence halls. And the third is the building and grounds, which is the purple one just north, if you will, on the map of Winthrop. So, those three became ours in September.

As of July 1, two additional properties moved to us, 101 Brattle, which is the lower left that is blue and orange showing different functions there that are dominantly administrative most likely.

And the other one that becomes -- we become part owner of is the one shared

building, and that's Sherri II.

Previously Weston and EDS shared that building, and, in essence, we're moving in in Weston's place, so there's still going to be a partnered library there and we will move our collection over there this summer.

Then the third phase is July of 2010. We will then acquire the three remaining buildings, the two small yellow ones mid-left, Rousmaniere and Kidder, that's student housing, and the one that is perpendicular to the Sherri II Library with two colors in it, the orange -- and someone tell me what the other color is, I don't know -- that is Washburn Hall, which is used as a dining hall sort've student union. We will then operate that and it will be available to the EDS community as well on a pay-as-you-go basis just as it is for everybody at Lesley. So that will be up and running.

So at the end of the 12, we will own seven and share one, the library, and EDS will retain ownership of the four that are almost contiguous that you see there around the historic quad as well as their other properties outside of the line of the condominium.

So, it is, we think, a very significant partnership. We think there's a lot of potential collaboration. The reason for Graduate School of Arts and Social Science to be there is because there have been historic connections between our faculty, especially in counseling and psyche, and with some of the faculty in the masters and the Ph.D. and Divinity at EDS. Some of our faculty in the counseling psych area get into issues of spirituality and there's been a cross-fertilization of some faculty. We think that there's some possibilities there. Obviously shared resources for the common

good, opportunity for us to meet our needs within an institutional educational zone, and provides EDS with a sale of the properties, thus with an infusion of cash and a reduction of the major maintenance and infrastructure that they were trying to carry on a relatively small population.

So our acquisition in Phases II and III will be the next two Julys; the Sherrell Library, modest renovation; Winthrop Hall, initially a modest renovation. Again, that is a casualty of the economy of how far we can go after these purchases and how much we can rehab right away.

Minor renovations at Hodges, which is 101 Brattle, the white house that faces Brattle; 3 and 5 Phillips; the Weston properties, our faculty will be in there this summer. A variety of infrastructure and improvements, as you can imagine, a traditional, beautiful old campus like that

has fairly significant needs.

There is a good supply of classrooms in Sherri II that we look forward to sharing with our colleagues at EDS, and we're going to have some academic and administrative presence there.

We're also sharing a number administrative services with EDS that allows them to come on to our system at minimal cost.

This basically shows what you I just took you through, which is sort of a key map, which shows you timing of where we are, so I don't think we need to go through that again, but we can come back to that, if anybody would like.

Lawrence Hall, if you were standing on Brattle and looking into the historic quad area, Lawrence is the largest building on the left of that historic quad built in 1872, an original part of the campus. We have leased

that building for five -- four years from EDS and have had students living there, acquired September of 2008, and it will remain an undergraduate student residence.

Winthrop, further back away from Brattle, 1892, again acquired in '08 and there are four doors on the south side of the building there that leads you into these core silos. It's a very symmetrical, beautiful building, undergraduate student residence, and we hope to, at some point, do a substantial interior renovation and upgrading of that. We also think it would be a wonderful place for summer institutes, short-term residences for teachers and others.

3 and 5 Phillips, many of you are familiar with. The "3" is the one right on the corner, the top one. As I mentioned, it was part of the Weston School sales of a number of their properties last summer.

We'll still use it for faculty and office space. Those are those two.

There's a building and grounds building, which we don't have a picture of, which is behind Winthrop, that was originally a chapel and then a gym. And for a number of years, it's been the building and ground shop at EDS. We're going to keep it the same. It will serve both -- both institutions.

And then Sherrill Hall and the library was built in 1965, we're basically going to move in and take Weston's place, we'll be in there this summer. And there is plenty of space there for both collections.

We have a library on our quad, Lesley Library, and what we're going to do is, we're going to move all of the book collection and a good proportion of the library staff over to Sherrill, but we're going to create right on the campus on the main floor across from the Student Center,

what we call an information commons. There were be library staff and all the digital resources necessary to be able to do research right there, and then, if you'd like the atmosphere of a traditional library and the technology, you can walk over and access the library and do some work there.

But nowadays, you can have hubs where students can do almost all the research there that you could do in a main library.

Hodges House is a beautiful historic house built in 1844 by Oliver Hastings who lived there, but also prior to being at Harvard, an Episcopal Bishop of Massachusetts, being at EDS, a notable landmark of the underground railroad, this house as well, and this will be one of the two additional acquisitions this summer.

And Washburn, built in 1960, again, that's a year from this summer, served as a student union and a dining hall, and then the

two that we do not have pictures of, Kidder and Rousmaniere are smaller, built in the '20s and they will become student residences. They're currently apartments for EDS faculty and students.

And that is the quick overview. So, let me pause there, and we would be happy to respond to questions or suggestions.

WILLIAM TIBBS, CHAIRMAN: Any questions from the Board?

Charles?

CHARLES STUDEN: Actually -- excuse me -- I don't have so much a question, but a request, and that is, as you look at the planning within the proposed Lesley overlay district, I would like you to look at perhaps being able to create a larger, more meaningful open space, one that can be used for both the university students and faculty and staff as well the community.

I think that the 3,000 square foot

plaza that you're proposing to create as part of the Art Institute of Boston development is a step in the right direction, and actually, I think that the work that the college, the university, and the community has done on that is quite impressive. But that's a fairly small space. It's only 50 by 60 feet.

And I think what you've accomplished in the Quad Campus is terrific in terms of redoing the quadrangle and looking at converting surface parking lots into open space and, of course, the Brattle Campus already is very green just by virtue of the way it's developed over the years, it has beautiful lawns and trees.

So, again, I think that it would be nice if -- I guess what I'm encouraging you to consider is something larger, perhaps even as an organized open space, that could be used by students and others on warm spring days and in fall as gathering places, even

though I know that (inaudible) campus is not an urban area, I think it's woefully lacking in places where people can enjoy nice days.

JOSEPH MOORE: At this point it's been a subject of conversation within the university as well on the table with the community conversation. And the intensity is exactly as you described it. What we like to think about is if this is a more urban environment with its proximity to all the T stop, the commuter train and buses, and getting the institute there is a priority, we are trying to do more green where it matters, we think, and where it's more relevant, which is in the Quad Campus area, but also we've looked at potential areas behind University Hall that links more directly to the neighbors, if you go down the neighborhood that way, and the neighbors brought to us the idea also of a path, a more organized way for pedestrians to go beyond University Hall and

come out on Porter.

And so we've looked at ways to incorporate green space through there. So the theory is, on the frontage of Mass. Ave that close to the center of what you want to be a vital pedestrian heavy activity, let's focus it there and let's look at alternatives to where we can get green space. As well, I would say that members of the community have also pointed out other green space that isn't exactly adjacent but in the area that would be helpful if the university had an interest in, which we're trying to look it.

So, the green space idea is front and center.

WILLIAM TIBBS, CHAIRMAN: Anyone else? Steve?

STEVEN WINTER: I want to thank you for the thoroughness of the presentation. I feel like I understand what's going on in all three of these parts. And that sense of

transparency is really important. And that's what builds up the bank of goodwill that will help you when the going gets tough.

Reducing the black depth in the quad is a really terrific way to go. And, again, I think the transparency and the inventory and the planning, allowing the community to understand what your thinking is and your reasoning is, I think this is a great idea. I think that will go a long way towards -- there are parts of that area that are paved over that shouldn't be, and I think this is a great way to go with that.

I also want to say that when you approach the threshold mini campus, there is an existing bank of goodwill in that neighborhood for the threshold program, and it's a part of that neighborhood and -- but I also would say that I think it would be very important to include the community in any plans that would change the way that area

feels, so I think...

JOSEPH MOORE: We definitely will. And it's not dramatic -- let me put it this way -- from my point of view, but people can decide that on themselves. We're working on that now, and we'll be sharing that soon, but it is not a big development.

The problem we've got, frankly, is those are older houses that are in need of really significant rehab, and many of them are non-accessible, and our plan is, on the houses there that are associated with the threshold program, to redo them and to make at least the first-floor accessible. We need a certain portion of them for the students that we serve.

So, it's really doing a basic modernizing while maintaining the exterior structure of the houses, but the community will be involved in that, yeah.

STEVEN WINTER: I want you to know

that I wrote down the phrase "the way to value the neighborhood is to walk through it." And I think that's a really good thing to remember, a really good core value for the university to have.

And I also want to state to my colleagues, and to the university, that I feel that these properties are in the hands of an organization that values the historical significance of the older buildings, and I think that's a really good way to proceed.

That shows a sense of stewardship that's very pronounced and very powerful and very compatible with what we all feel also.

JOSEPH MOORE: Thank you.

WILLIAM TIBBS, CHAIRMAN: Pam?

PAMELA WINTERS: Quick question about your shuttle service: As you know, Porter Square traffic has a big issue and I don't know if you were duplicating venues of

use to keep buses still on or --

JOSEPH MOORE: I would say for one stretch, we duplicate, and you can correct me if I'm wrong, and that is right from the end of Mellen Street right up to Porter, that's the only place where we duplicate. But the main reason we've got it is because of our EDS students. Some of them live on the EDS campus and some of them live in the quad area, and so it does the loop and then takes them over to Boston and back, so we've got a loop that's going over there.

So once we move AIB over to Porter, we're very hopeful then that we've got a very short loop, and that is still a question in our mind as to what we will need then, if anything, and I will tell you, it's an ongoing conversation. (Colleague makes comment) Well, yeah, except -- ADA issues obviously.

PAMELA WINTERS: It's something to

consider anyway --

MICHAEL MOORE: Absolutely.

PAMELA WINTERS: -- and especially with the traffic.

And are the buses well attended, are they used by several students?

JOSEPH MOORE: Oh, yes. Yeah. There's 500 students at EDS and how many of them live in Lesley?

MARYLOU BATT: There are 500 students at AIB.

JOSEPH MOORE: I'm sorry, at AIB. 200 of them live at EDS. Do any of them live on the -- a number of them live on the quad. So they need to get back and forth at different times because they're taking classes, obviously studio classes, over on -- near Kenmore Square where AIB is, but they're also taking gen-ed courses on the Quad Campus. Lots of them are late afternoon or evening, so they're in their studios most of

the day, but they need to get back and forth, and so that's the dominant reason for the schedule on that.

WILLIAM TIBBS, CHAIRMAN: Anyone else? Do we have a sign-up sheet for --

JAMES WILLIAMSON: It suddenly occurred to me that there's an area of interest to me, as someone who lives up in that area now, but even before that, I would go to the little -- the nice little Japanese restaurants in what's been called the old Sears building, and I still do that fairly often. And there's a little sort've pocket park between the exit from the Porter Square T Station and the building adjacent to the old Sears building that has a locksmith in it, I think, still, and I just -- my first question is: What's -- I guess that belongs to the MBTA, but as a -- as a -- it's a very significant, increasingly significant, property owner, abutters, institution right

there with plans, you know, for trying to modify zoning and working with people in the neighborhood, what is your understanding of what happens in that little park and what involvement do you have, if any, in making things happen or not happen with that park?

The second question is -- this is a question that could be certainly asked of the other bigger institutions that are here tonight in Cambridge, but I think it's maybe prompted by the fact that -- I mean, I remember Lesley -- and friends of mine sort of founded the Arts Institute at Lesley, and so, I've always sort of had this idea Lesley is smaller charming institution, and it has been growing and expanding in some ways that are more striking to me maybe because it's just newer and it's not the steady thing that happens with the other institutions, but I guess I find myself wondering what is it that

is driving this expansion for Lesley? What is the ambition that is -- I mean, 'cause it just -- it does seem to me to a striking -- a strikingly ambitious expansion partly prior to tonight which you've laid out.

So I would just be curious to hear what it is -- what the nature of that ambition is that is driving this expansion.

JOSEPH MOORE: Good question. I'll start with the second part. It's a really terrific question.

I think what's driving us is the mission of Lesley. We have no goal in terms of we want to be a 20,000-student institution or anything like that.

I think we still would like to be perceived, to use your word, as "charming," I think that's terrific, but there's a great need, if you look at Lesley's history in terms of its commitment to education, the original slide there of Edith Lesley and the

commitment to schools, and these have been a tough last eight years in terms of a focus on education, and we're very hopefully that our ability to serve schools over the next four to eight years is going to be supported by some national discussion about what we need to do with the schools and what's going on with the disparities in schools across the country, and we think with our experience, and the fact that we have been in 23 other states, we, as an institution, know through our faculty a little more about what is going on in school districts around the country than most people, and through our alumni, we have an enormous policy databank that we can turn in terms of how things are going.

So, we're very excited about the possibilities of that. We have no ambitions to grow the Lesley College undergraduate much more. We have the capacity right now to hit our strategic plan of growing from about 750

students to 1100 students, and with the EDS partnership, we have the housing sufficient to do that. We have no further plans of any student housing in the neighborhood or anywhere else.

We have a plan to grow AIB from 500 undergraduates just to 600, and the neighbors who are in the planning group know that, that's the dimensions of the new building.

So the undergraduate remains modest, but our growth areas are the adult learners and the graduate service, especially around country.

So it's the operations that emanate out of Cambridge, but a lot of the service and the growth is at the residence of our students where they live.

So that's sort of our mission and we're staying true to our mission in terms of programs. We're not trying to expand programmatically something that we're not.

We think the need is there in the programs that we currently run.

Your park question is a great idea. It has been part of the -- a good question -- it's been part of the discussion quite often with the community and our own planning.

Marylou, do you want to take first shot on that? I may have a thought or two on that as well.

MARYLOU BATT: I think as most people know, a couple years ago we, in fact, were going to take over the management of the park. It was part of the agreement that we were trying to reach with the T in terms of the air rights, and with that, we were also going to manage and provide additional services to try to improve the quality of that park.

I mean, from an urban design issue, there are a number of problems with the park from the lack of care, there's a problem with

the park certainly in terms of how it's inhabited on a regular basis and lighting. It's a problem.

I think that we would be thrilled if the City, in fact, would take over the ownership of the park from the MBTA and we would be happy to work with the City in terms of improving the quality of that park.

I think we're still feeling a little burnt from the T and -- but would really like to work closely with the City if that were at all possible.

JOSEPH MOORE: I would just say that for anybody who walks through there on a regular basis, as I do, because we have an office building on Somerville Avenue, where if you go from University Hall, you walk through that to cut between the two parts of the T and come out on Somerville Ave, and at any time of year that park is a problem. You would think in good weather it wouldn't be.

In good weather, it's actually even worse because of the darkness in certain areas and what is going on in the park there. It's a problem. It's safer to walk through there in winter than it is in summer from my point of view.

So I think there's design problems. Some of us talked before, the bus stop near the Locksmith, really inhibits pedestrian flow through there. There's no room because the building comes so close to the curb that it cuts in, so there's an enormous number of design issues there and we have talked with the community that if, in fact, the artists who have a presence there, and you look at what we think it can do for Porter Square, we've got to think of the arts and that park somehow and do something about that.

WILLIAM TIBBS, CHAIRMAN: You can go next.

GORDON MOORE: Gordon Moore, 9

Rutland Street and member of the Lesley Working Group, which has been working hard, as President Moore outlined. I have one comment and a question.

I wanted to thank Ms. Winters for bringing up the shuttle bus issue and to compliment Lesley for their concern about pedestrian -- increasing pedestrian use, the concern about the environment and green contributions that they're making to the City and the fact that there's a ten-minute walking radius among the three campuses.

And one of the things that has been of concern, I think, to people in my neighborhood, Neighborhood 9, and along Sheppard Street, has been that the buses regularly route down that area and they sit on Mass. Avenue in front of North Hall and idle and our watching this, and I watch this very closely, both Harvard and Lesley, the buses are almost all empty, although I

acknowledge that the route over to AlB, which is a necessary route now, may fill up at places other than where I'm seeing it.

However, I do want to put in a plug that when the AlB does move over that they -- that the university really very seriously consider living without shuttle buses and getting the students back to walking. It contributes a lot in a positive sense to the streetscape and pedestrian use and it would help reduce some of the fumes and noise and traffic.

My question in your report, I noticed that over the last five years you're actually paying less in real estate taxes than you were at the beginning of that period of time, and the other two universities make significant in lieu of tax contributions, and I also noticed in the report that there are none from Lesley to the City, and I guess, as a taxpayer, I'm interested in hearing what

your plans are as you've expanded so significantly for it in lieu of tax discussions with the City.

WILLIAM TIBBS, CHAIRMAN: I think it might be a good idea to get a series of questions and you can answer them all at once.

RONALD FLEMMING: I'm Ronald Lee Fleming, 8 Lowell Street, former chairman of Cambridge Arts Council, and the issue of an arts district or how to create an arts district, which was raised by the Lesley representative, is fascinating, and I would like to ask the question: If Lesley is willing or has already committed to the idea of having a percentage for public art as a part of their improvements for that area. They may not be doing that much building, but even the renovation in park spaces in crafting of elements like bollards. If you look at the Red Line, of course, there was a

one percent requirement, or a little less than one percent, for the Headhouse, and there are some interesting art elements in that place that the City has committed to, one of which were carved bollards by Will Reimann (phonetic). So the opportunity to do street guards, bicycle racks, bollards using artists and artisans, a neglected group, in our arts program, in my judgment, might be a great opportunity to help stake that area out as an arts district.

Secondly, if there's going to be a little park developed there, or redeveloped there, the notion of doing some interpretative panels that describe the neighborhood and how it's changed over time might be of use.

I know that within the Harvard subway station there is a series of markers that were done in conjunction with Harvard's Office of Archeology which explain the

history of the university in terms of its literary development and some of the characters that are related to that history. So there may be an opportunity to do something with porcelain enamel panels or photo-metal, not expensive materials, it would help describe not only the area, but the growth of the college itself.

You know, there was originally going to be a park where Porter Square Shopping Center is I'm told. I think it was part of the Morse estate and give the City its park and somehow or other, the City Manager, at the time, allowed it to become a shopping center. This is back in the 1940s, I believe.

So there's a very interesting kind of environmental history there that might be discussed.

WILLIAM TIBBS, CHAIRMAN: Thank you.  
State your name.

DAVID GILINSKI: My name is David Gilinski (phonetic). I live at 3-1/2 Wendell Street. This is as much a report on the progress of the two dormitory buildings that require some zoning relief. I'm a next door neighbor. I want to say that Barry Construction and Lesley have done a great job at really, you know, fulfilling their, you know, sort've obligations to the neighborhood, you know, to bring it forward with a minimum impact to the people that live there.

I also want to say that they have shown a very serious commitment bringing the art school over here.

My partner and I and the Agassi Baldwin community have been trying for years to build an art center, a children's art center, on Sacramento Street which took over three years in litigation to finally pass through to a point where it's possible.

And I can tell you that we've -- they have been entertaining -- and you know, there are no commitments, but they have been very supportive in talking to us about how to find some ways to bring children's art to that area of the City and to make it possible for people to have access.

So, we welcome the idea and we also welcome their cooperation in working with them the Maud Morgan Institute to try to make it a reality as soon as possible.

WILLIAM TIBBS, CHAIRMAN: Next?

CRAIG KELLEY: Thank you very much. I'm Craig Kelley. I would like to follow up on Gordon's point a little bit, not so much about the PILOT, but the drop in tax revenue correlates to some drop of 60,000 square feet of commercial taxable real estate that apparently was due to some sort of recalculation, and I couldn't find the explanation of how that happened, what the

recalculation was, so if that could be explained, I would appreciate it.

The overall dollar amount isn't all that much in comparison to what Harvard and MIT paid for their property. But it is a \$100,000 and that's getting to be a lot of money these days.

Also, the Lesley parking analysis is, there is zero students, grad or undergrad, with cars parking in the City, and I would like to know where they got that number.

Harvard and MIT have numbers associated with their parking, I don't know where they got those numbers either, but we learned last night from the City Manager that you can't treat people who live in the same district differently.

So, if someone lives in a Lesley dorm, or Harvard dorm, or any other dorm, and they have a car and they pay the taxes in

Massachusetts and garage it in Cambridge, they can get a parking sticker, and I would like to know how they know that no one is doing that.

And one of the things people expressed concern about with any sort of dormitory project with the AIB moving over and whatnot, is that there will be an increase in demand for on-street parking. Thank you.

ROY BERCAW: My name is Roy Bercaw. I live on Prescott Street in Cambridge, and according to an authoritative report in the Cambridge Chronicle, there is a surveillance camera on top of what is called University Hall, formerly Porter Square Exchange, from the Homeland Security. It's not a local one, it's not from the university. I assume it's funded by the Federal Government.

So my questions concerning that, I would appreciate if you could tell us

something about that, who chose the location, was it Lesley or was it Homeland Security?

What benefit is there to the City or Lesley of having this surveillance camera there?

And who shares the product of the camera, namely, the videotapes? And I would appreciate you telling us something about that. Thank you.

I just wanted to congratulate you on your courage in providing some help in the global war on terror in this City of Cambridge where the City Government has declared it a sanctuary city inviting the terrorists in. Thank you.

MARYLOU BATT: That's the first I've heard of that. I'm not aware -- we do have antennas up there and some various telecommunications. Sprint is up there. We lease that so that -- that roof space off for telecommunications purposes.

I have no knowledge of Home and Security having spaces up there at all. And I have no knowledge of there being a camera up there. But we will double check and make sure. Maybe it happened in the middle of the night. I don't know.

WILLIAM TIBBS, CHAIRMAN: You can come down, if you want. Yes?

GEORGE McCRAY: My name is George McCray from North Cambridge. I'm a vice chair of Ward 11 Democratic Committee, honored member of the North Cambridge Crime Task, first former chair of the State of Relations Committee (inaudible), but even more importantly, I was the original member of the Town Gown Committee '91, and at that time, representing the community.

At that time there were two major issues I was concerned about: One is what kinds, if you will, additional things, the universities, Cambridge College, Lesley, MIT

and Harvard, were doing for the communities in addition to taxes -- I'm sorry -- donations in lieu of taxes and that sort of thing. And the critical thing for me at that time was to what extent were scholarships being published in newspapers and things like that such that the kids in Cambridge would know that they had opportunities for scholarships at the various universities and not just let those scholarships be had by members of the university families.

And at that point they were talking about some sort of journal to do that and publicizing it in a way that the citizens of Cambridge can get that. That's one point I'm concerned about.

The other point I'm concerned about is, first of all, I would like to compliment Lesley in terms of what it's doing. It has taken an integrative approach to how you site a university in an urban setting such that

it's very integrated as opposed to MIT, who has uprooted communities and made its footprint in Cambridge, Harvard University and so and so forth.

So, it's one thing to say things about, you know -- well, I don't think want to get involved, but the point is, I would like to compliment them. I think that they have done a wonderful job.

I'm also pleased with the discussion about Porter Square. The person before me was quite right in that Porter Square was set aside as a park, and unlike the committee here, unlike the university here, people got together in the '40s and '50s and redesigned -- redesignated that area as a market center.

So I -- while we need a park in that area, while we need green space in that area, I don't think you should put the absolute onus on Lesley's part to do that.

I think there should be an integrated approach to that, it should be the City, it should be the community, it also should be the other universities who have more money, putting money in that area and talk about how you leverage a park.

There is a need for that, but all the onus should not go on Lesley. I think Lesley has done a wonderful job in terms of integration.

Also, in terms of the old Sears building, you could have torn that building down, and in regards to the church as well, you could have torn that building down. It'd followed the footsteps of Harvard and MIT. It has done -- it's doing a wonderful job in terms of reaching out. I compliment it.

JOSEPH MOORE: Quick responses. I realize your time is up for us, but let me go through these quickly.

The issue of the shuttle, once we

move, hopefully, AIB over, if we can eliminate the shuttle and have some alternative way for anyone with an ADA issue to move around that would be terrific. So, there's no issue there for us once we get to that.

The PILOT issue is a complicated issue, and that is, that what we do we pay taxes on the commercial properties that we have. We do many, many other things. We're a smaller institution in many ways. I'm not claiming poverty because I think that's fair. MIT and Harvard, when you give an hour to each of us, the notion may be to compare the three. We're a 104 million dollar all-operating-funds budget in one year. It is a very, very tight nonprofit institution, so to stack us up to two world-class institutions, which they are, stunning institutions, you know, the match just doesn't go that far, to be honest with

you.

So, what we do is, we try to figure out what's our influence on the community and so we do scholarships to students in Cambridge. We have also identified other low graduation rate, low-college-going schools where we're now providing scholarships to students from those districts, including Chelsea, Somerville, Lowell, Lawrence. We want a more diverse student body there and that's where we're doing it with the scholarships, but it all began in Cambridge.

We provide enormous amount of services. Because our graduate programs are so big all of our graduate students are doing internships, and they populate the Cambridge schools from the Baldwin School and other elementary schools all the way through the high school and other social service agencies.

When we designed AIB working with

the community, we designed that with community impact and that cost us money, and we're fine doing that because we end up with a much better product, but everything that we do takes into account, I think, the community values that we've got, many of those things ending up having dollar signs on them, including the Residence Hall project. And it will be the same thing with AIB as we design it. So much longer, but fair conversation in terms of the PILOT issue that we need to document and get a discussion on.

The art thing, the art question of public art, we have limited space, but it is an issue that we've looked at again with the community, not in real detail, but in the front of AIB, we thought about, is there's space in that public area for some public art? If we had space, depending upon what we do behind University Hall, that as well.

So, I think that that's a

project-by-project basis. We do not have it budgeted at a one percent as some public projects do that are developed in different states.

The parking issue, yeah, I'm sure we have students coming from into Cambridge with cars. On the other hand, we have a policy that is a very restrictive car policy for employees, all of us, and our students.

Students are not allowed to have cars. Does that mean they don't have them? No. I would be naive to say so. But most of them do not. And those that get ticked receive very little sympathy from us. We remind them they're not supposed to have a car here. And it's very expensive for them to have a car here. Very few of our employees have cars. They have to pay for a Lesley parking sticker a fair amount. We also subsidize our employees who take the T.

So, we're doing everything we can to

discourage the car traffic and promote public transportation in a variety of ways.

What did I miss?

CRAIG KELLEY: The recalculation. And my kids appreciate your students at the Baldwin, by the way.

JOSEPH MOORE: The recalculation of the tax, I don't have the data in front of me, but you're saying that it's less now because of --

CRAIG KELLEY: I'm saying that's what I understand your report to say was that you recalculated your taxable commercial square footage and that's what lead to \$100,000 reduction in taxes. I may have misread that.

JOSEPH MOORE: I don't know.

(Referring to colleagues.) Do you know the answer to that?

Oh, the second floor of the University Hall, the second floor of

University Hall up until a couple of years ago was leased out to the Smithsonian, I believe. That is now all part of the School of Education. And so the only retail space we've got is the first floor and the lower the floor where Bally's is which remains and so it's the loss of the second floor. And whether that equates out, I need to check, to be honest with you. I'm working without a script on that one.

HUGH RUSSELL: I guess I would like to correct one thing you said. You said Harvard and MIT were world class. I think Lesley in its sphere is also world class.

JOSEPH MOORE: Thank you very much.

WILLIAM TIBBS, CHAIRMAN: Any other comments to the Board? I think we should take a very quick five-minute break to transition to Harvard.

(Short Recess Taken.)

HARVARD UNIVERSITY TOWN GOWN PRESENTATION

ALEXANDRA OFFICONG: Good evening, everyone. My name is Alexandra Officong. I'm here from Harvard University Planning Office. And I want to thank you all for giving us the opportunity to present this evening.

I'm here tonight with some of my other colleagues from Harvard University, including Tom Lucy and Mary Power of the Office of Government and Community Affairs, Heather Hendrickson from the Office of Sustainability and Wendy Blum and Kevin Bonanno from the University Planning Office.

In tonight's presentation we're going to cover our capital projects, including those that were recently completed, those are that currently in construction, and projects in planning. I'm also going to touch on our commuter choice programs and our

(i n a u d i b l e) p o l i c i e s, a n d f i n a l l y, H e a t h e r H e n d r i c k s o n w i l l t o u c h o n t h e U n i v e r s i t y ' s s u s t a i n a b i l i t y p r o g r a m.

S o l e t m e b e g i n b y o u r p r o j e c t s. A n d y o u w i l l s e e t h a t m a n y o f t h e m s p a n t h e C a m b r i d g e c a m p u s, a n d y o u w i l l f i n d t h a t y o u ' r e f a m i l i a r w i t h p r o b a b l y m o s t o f t h e m t h r o u g h o u r i n f o r m a t i o n a l m e e t i n g a n d t h e p e r m i t t i n g p r o c e s s t h a t h a v e b r o u g h t t h e s e p r o j e c t s t o y o u o v e r t h e p a s t y e a r s.

S o w e ' l l s t a r t w i t h p r o j e c t s t h a t w e r e r e c e n t l y c o m p l e t e d.

T h e f i r s t o n e i s t h e N o r t h w e s t S c i e n c e B u i l d i n g. T h i s i s a s i g n i f i c a n t p r o j e c t t h a t w a s c o m p l e t e d i n t h e l a s t y e a r i n t h e N o r t h C a m p u s, w h i c h r e c e i v e d t h e A r t i c l e 1 9 a p p r o v a l, a n d i t w a s a p r o j e c t t h a t w a s d e v e l o p e d t h r o u g h a p o s i t i v e d i a l o g u e b e t w e e n t h e P l a n n i n g B o a r d a n d t h e A g a s s i z n e i g h b o r h o o d a n d H a r v a r d U n i v e r s i t y.

This project reflects Harvard's commitment to collaborative research across scientific disciplines as well as our overall investment in the sciences on our campus.

The law school was at North Hall. You'll probably remember this project because of the Victorian houses that were rolling down Mass. Ave and that shut down Mass. Ave for a day a few summers ago.

This project -- the renovation of these buildings has been completed and we worked closely with the Cambridge Historical Commission to appropriately site these buildings on the corner on Mass. Ave and Mellen Street, and now these buildings have returned to their original residential use to support the law school program. And the reason for moving these houses was to prepare the site right here for the Harvard northwest corner, which we'll talk about a

little later.

10 Akron Street, graduate student residence. This is another one that came to the Planning Board and it represents the completion of Harvard's housing development in Riverside, which includes also the (inaudible) dormitory as well as the Switch House project.

We also, with this project, we are now able to house 50 percent of our graduate students on campus which was the university's goal a few years ago.

This project was recently awarded LEED gold status and later in the presentation, Heather, will touch on some of the features of this building.

The Divinity School Green Space:  
This was a very transformative project at the Divinity School that was undertaken in conjunction with the Rockefeller Hall renovation, and this, if you have been over

to Museum Street, you will know that this has created a much improved campus edge at our North Campus, and it's really strengthened the identity and the cohesiveness of the Divinity School itself.

Byerly Hall was a renovation recently completed that the Radcliffe Institute undertook that provides research base for the institute fellows directly in Radcliffe yard.

Harvard worked closely with the Cambridge Historical Commission to balance the needs of historic preservation with those of accessibilities.

And you will see right here is one example of the introduction of an accessible ramp that tries to be respectful of the historic building while also serving a contemporary function.

Moving on to projects currently in construction: The Harvard Law School

Northwest Corner Building. This is a project that, again, you all are probably very familiar with through the Article 19 process, and was designed by Robert A.M. Stern, architect, and it provides -- it will provide a new focus of activity for the law school, providing student activity space, upgraded classrooms and lecture space and clinical space for the law school.

And the project also will have the benefit of providing a much more inviting and permeable edge to the law school along the Mass. Ave frontage.

The Jacobsen Laboratory, this is a project you can see. It's this connector. It's a renovation and small addition project within the Mellen Park Conan complex in the North Campus and it will upgrade the chemistry research space to conform to current laboratory standards.

The Radcliff Sunken Garden, you may

know this lovely little park on the corner of Akron Way and Garden Street.

We are currently undertaking a reconstruction of this project that will restore the garden's essential character while also making it accessible for all users.

Projects in planning: 32 Quincy Street is the first project that you may remember from the informational hearing that we attended last spring.

The Harvard Art Museum is continuing to work with architect, Renzo Piano, who designed a comprehensive renovation and addition to the 32 Quincy Street facility. The project will upgrade the building's infrastructure while centralizing the three representative art museums: The Fogg, Busch-Reisinger and the Sackler in one state-of-the-art facility.

The university sees this project as

significant in terms of our commitment to the historic building as well as our commitment to the arts on the campus.

And we're happy to say that we received the Historical Commission approval just in December, so we're moving along.

Holden Green is a project in which we're upgrading the life, safety and accessibility features of this residential complex that straddles the Cambridge and Somerville line.

We began work in the Somerville portion last year, and we are planning to begin work in the Cambridge portion this summer.

Allston planning: The work continues on Harvard's planning for Allston in collaboration with the City of Boston, Allston neighbors and the Harvard Community.

In 2007, Harvard presented a framework plan to the City of Boston and

major refinements to that plan developed are defining components, including the transportation system, the open space network building footprints and heights and major uses and the plan is on display in the Allston Room in Holyoke Center Arcade and it's also available on the web at -- hold on. There's a web address up there. There it is, right there, [www.allston.harvard.edu](http://www.allston.harvard.edu).

And finally planning studies, Harvard is currently undertaking planning improvements and a comprehensive planning study to provide a long-range physical renewable program for Harvard's 12 undergraduate houses. And that's in the early stages right now.

Common spaces: President Faust recently appointed a university-wide steering committee to explore some enhancements on the Cambridge Campus. The goal of the study is to plan for opportunities for enhanced

interaction between members of the Harvard Community that will support the social and intellectual vitality of the campus.

Now, I would like to briefly touch on our Transportation and Demand Management Programs. So Harvard Transportation Demand Management Programs have resulted in a dramatic lowering of the single occupancy vehicle rate on campus to 14 percent, which we're very proud of, and this is a rate that places Harvard TDM's programs among the leading university-based programs of its kind.

And contributing to this achievement is the Commuter Choice Program that in 2008 we saw a 9 percent increase in T pass sales, which represents more than 6300 passes sold per month. It's also -- there was also a 22 percent increase in Harvard's Zipcar memberships, which represents more than 5400 affiliate memberships in Zipcar. So there's

been some great achievements in the last year.

The commuter choice actively promotes the use of bicycling, both as a means of commuting to the campus and for staff transportation around campus during the workday.

Currently 13 Harvard departments participate in a bike program, which provides university-owned bicycles for staff use during the workday.

And to further encourage bicycle commuting, Harvard has built this bike shelter in the North Campus which adds to our existing inventory of more than 6,000 bike spaces on our campus, which you can kinda see with the blue dots, but it's kinda hard to see.

At this point, I'm going to turn it over to Heather Hendrickson, the Director of the Office for Sustainability.

She's going to touch on some of our sustainability programs.

HEATHER HENDRICKSON: Good evening. Thank you for having us.

So I'm going to touch just on the fact that, as you know, the Harvard Green Campus initiative started in 2000 and recently has become the Office for Sustainability. It will continue to play a critical role in Harvard's sustainability efforts. And we will actually be broadening the programs that were developed by Harvard Green Campus, for instance, sustainability pledge across our campus, the green building guidelines and we'll actually be developing more university-wide programs.

Our two core focuses for reducing resources will still focus on: One, occupant engagement programs. So those programs that engage not only our undergraduate and our graduate students, but also our faculty and

staff and teaching them ways that they can actually reduce their own impact.

Then, secondly, our very important green building services in making our buildings efficient, the role of LEED certification, best practice sharing and additional guidelines that will again make buildings increasingly efficient.

Our website displays all of our programs and the results and it's a resource certainly for Cambridge, but also we hope for others.

So I think you all have heard a little bit about this, but we'd love to tell you about our recent greenhouse gas reduction commitment that has been undertaken.

President Faust and all the deans signed on to this commitment in July of last year.

The goal is a 30 percent reduction in emissions by 2016, that includes growth, which is important, and it's off a base year.

We started off calculation of our emissions in 2006. And it's an institution-wide goal. It also very clearly has a priority of improving our own efforts to reduce our own emissions first.

And then, secondly, very tied to that, we really institutionalize the sustainability across our campus.

The goal itself is focused on energy usage and its Scope 1 and 2 emission. The scope 1 -- these are standardized terms. Scope 1 are direct emissions, so those that we create with our boilers, our steam plants, and then Scope 2 emissions being from purchased electricity. That is what is included in our goal. And again, this was recommended by formal a Greenhouse House Gas Task Force that was comprised of several faculty members, senior administrators, and also students and that report is on the web.

Harvard has already developed many energy conservation measures across our schools, but we'll be tackling this challenge with greenhouse gas reduction strategies in four core areas: One, in our operations, so making sure that we continue with our buildings, for instance, to reduce energy consumption. That can be done in many ways: The building envelope, upgrade to that, and the installation, upgrades to actual operations of the building, occupant behavior program, how to use the building properly, and also other maintenance guidelines.

Secondly, we will continue to focus on increasing the efficiency of our energy plants on campus, and also the fuel sources that fuel them, and in addition to, of course, purchasing additional renewable and low carbon energy.

And then lastly, again, when we have done everything we can possibly do with our

buildings and our behavior, we will come up with a strategy for the remaining emissions. This is still subject to further investigation and research before Harvard determines our strategy. Two options are potentially low carbon energy investment or high quality offsets.

Alternative energy sources: Harvard has piloted, I think, as you know, several on-site projects that were intended to inspire our community and to advance our understanding of renewal energy technology and to gather data that can help us in our carbon reduction strategies. We endeavor to continue that work and to build on it.

A few examples -- they're on our website in more detail -- but a few examples, just to give you a sense of where we have already tackled things are, one, solar -- we have several solar installations on campus of different kinds. Solar panels, we have

global tapes at the Science Center and we also even have gone into solar thermal with a project that actually won us a sustainability pledge last year, which is a co-op building at 3 Sacramento Street where we're doing solar thermal and it's heating about 20 to 25 percent of the hot water for that building.

We also have heat pumps that are now in eight locations on campus. We also have some small-scale wind installations that are really there for us to collect data and learn more.

We also have a large scale meteorological study with an anemometer up doing some more wind testing to see if we have the correct sites in order to really put up anything. That's far down the road.

And then we also have by biodiesel in all of our fleet, which is 20 percent soybean oil, and our recycling track runs on vegetable oil that comes from our very own

Annenberg dining hall.

Those are some of the things that we're doing, again designed to have Harvard being a living laboratory, collect data, evaluate effectiveness of the renewal energy technologies and hopefully teach us and others.

LEED: According to the US Green Building Council, Harvard is a leader in the number of LEED certified university buildings we have. We've completed 14. There are 35 pending certification. You can't get certification, as I think you know, until after the project is completed.

A couple of impacts just to give you a sense of what this means. Of ten recent buildings that we have finished, there have been a combined reduction in emissions that, you know, are the equivalent -- these are small scale projects, these are not big ones, just some small renovations -- have

Lead to a reduction of 1500 metric tons of carbon dioxide equivalent, which is basically what you would cause to heat and all the other energy associated with about 200 homes.

Also waste and water, we are looking at that as well; it's not just all about energy. And 18 recently LEED certified projects are pending that we have kept out 14,000 tons of construction waste because we require our demolition to be recycled, and we've also saved close to four million gallons of water annually.

Something new in the LEED space that we're looking at and doing are several small projects using the LEED framework to evaluate operations and maintenance practices in buildings. The LEED EB for existing buildings we are starting to use with the goal of maximizing our efficiency of our existing buildings and reduce the environmental impact.

And some of the common areas that LEED EB focuses on are lighting upgrades, water efficiency, improving indoor air quality, occupant engagement programs, even recycling and green cleaning. Really the whole gamut.

As Alexandra mentioned, I'll give you just a couple of the environmental features -- there are many -- in this new building at 10 Akron Street, one is that 35 percent of the electricity has been offset with green power purchasing. We have also reduce the domestic water usage 33 percent. And it is also we learned -- through technology we reduced irrigation 52 percent, saving a lot of water. We used all low-emitting paints, adhesive sealants, and quality carpets. And then also 21 percent of the material -- new material in the building came from recycled sources.

And I think the last piece is right

here in the corner it shows the total heating energy consumption. That is a display that actually exists in the building for all of the occupants to see. And everyday it shows the electricity usage, the water, the heating, the cooling, and it differentiates between plug loads, you know, what you plug in your computers and all your peripherals from the lighting. So, what it does is it really shows occupants how they're using the building, and we know -- we're going to be doing our own studies on this and we'll be adding these into other buildings as we go along, certainly in our greenhouse gas implementation planning, but we do know from a recent study from Overland that they did a study with students where they took half of the group and they had these kinds of real live measurements systems in their dorm and then we had the others that they had the others that just had paper, you know, giving

updates and things like that.

The folks that had these got a 50 percent reduction in their energy and the others had 25 to 30 percent reduction.

So we think that this will be a good tool to continue the competitive spirit.

Rockefeller Hall has also just been completed. And it had very aggressive energy efficiency features in it from occupancy centers for lighting and thermostats, a heat recovery wheel, a very thorough process, so again, the building will operate at its most efficient. And some of the results are, they reduced their emissions 35 percent from what the building was before the renovation, about 135,000 pounds of CO<sub>2</sub> equivalent. The energy savings are equivalent to around 3500 gallons of gasoline a year, and the water is a startling reduction in the potable water for domestic use by 44 percent. And that is the equivalent of about 167,000 gallons of water.

Which, just to give you an example, is a pool of water that's 25 yards by 20 yards and five feet deep. This is just by upgrading to this building.

Laboratories: An important area for us. Harvard is now engaged in over 15 LEED commercial interior renovations on the campus related to the laboratories. And what is this is really -- you know, we're focused on making the buildings healthy, less costly, the lab more healthy, less costly to operate and maintain, and reducing their environmental footprints.

So labs are really a challenge. They are very -- they have stringent and necessary safety regulations. They require high ventilation rates, which are very energy intensive and large process loads that are energy intensive. Yet, they present actually for us a very unique opportunity for us to actually make them more efficient and reduce

the emissions. So they are going to be an important component of our greenhouse gas reduction strategy.

Lastly, just to conclude, I think that President Faust, certainly for our purposes, got it right when she said, "What's at stake is nothing less than the change in the culture of how we work and live."

We certainly feel that way on campus. This is a very aggressive goal in our reduction. It certainly is one of the more aggressive ones on a short-term basis because it includes growth.

And, again, I think that this -- the deans and the president stepping up to do this, again, is just a really strong signal that sustainability is a very important core element at Harvard, and we are, our office, the Office of Sustainability, is engaged in really working with all of the schools in the units to make sure we attain this

sustainability goal and other sustainability goals.

And I will say also that you saw, I think, in the Town Gown report that Harvard has continued to be recognized for our efforts and we are one of the -- we're the only university actually that has gotten top marks in all of the major rankings, organizations like Princeton Review and the Sustainability Endowment Index.

So we're very proud of that and we want to continue that history.

And on that note, I would say that we really feel that Harvard's interests and the City of Cambridge's interests are really aligned on this. And certainly our collaboration has grown through the years and we would like that to continue to grow.

The Cambridge Energy Alliance is an example of that and how the interests of the City and the residents and experience of the

institutions all come together. And I think I want to leave you with the fact that as we create new approaches and best practices on this greenhouse gas reduction goal and we learn from others whether it be other -- the City, other universities, and other companies, we certainly hope that that experience will contribute to our common interest and certainly it will impact the sustainability of Cambridge -- the City of Cambridge.

So, I and my colleagues, and others of us who are not here, look forward to working with all of you. Thank you.

WILLIAM TIBBS, CHAIRMAN: Thank you.

Any questions from others on the Board?

HEATHER HENDRICKSON: These are the resources, including our website.

WILLIAM TIBBS, CHAIRMAN: Charles?

CHARLES STUDEN: Heather, I --

actually I have a question. The first I would like to say that I am very impressed by the university's report this year and commitment that they made to sustainability because when you read some of the statistics about what is going on right now in the world, I think for Harvard to take a leadership role on this is very, very impressive.

What I'm struggling with, and perhaps this isn't the place to do this, and maybe you could just tell me where I can find more about this because I'm curious, how do you determine what your existing greenhouse gas emissions are?

It seems like it would be very difficult to do on an old campus. And again, you don't have to give a long explanation because there may not be enough people who are interested. It seems like that's important because you set a goal introducing

that.

HEATHER HENDRICKSON: Absolutely. You have to know what you're starting with. Absolutely.

I'm happy to speak one-on-one or even buy you a cup of coffee and explain that because it is complicated and we've actually -- we have been tracking our greenhouse gas emissions for a couple of years.

We have the latest report up on the website from 2007, and for us we are lucky in the sense that our university operation services, they are the ones that essentially for the majority of our campus, they keep that data in the sense that because they are billing each of buildings for their energy usage, we know what each building is using and we also know the fuel sources for which are fueling that building. So, if it's No. 6 fuel oil, or it's natural gas, or it's coal,

and we can do the conversion factor so we can figure out what the emissions output is by building.

So we actually do have that data for the great majority of our campus, about 80 percent, and the rest of it we can use some standards sort've approved, you know, averages for what the energy intensity is and what the fuel source is to get to what the emissions factor is.

CHARLES STUDEN: I would also like to just comment that I think it's impressive that the university has made a commitment around LEED to so many of their building projects, new construction as well as renovation, and as a member of this Board, I wish we saw more of that actually from other developers in the City as they come forward with projects.

Sometimes I get a little disappointed on the LEED aspect of what's

being proposed is not receiving the attention it should, so congratulations.

HEATHER HENDRICKSON: And we have a LEED minimum silver status for all other projects over 5 million in renovation, and for all new projects, and we are actually currently looking at that because the LEED standard is changing this year and we'll be upgrading that and we also pay very close attention to the energy efficiency points in that as well as all the others, so thank you.

WILLIAM TIBBS, CHAIRMAN: Any questions from the Board?

STEVEN WINTER: I wanted to comment on -- this is a really thoughtful collection of things that you have going in its totality, but I wanted to just mention that there's a lot of really good stuff going on here. When -- moving the wood frames at the law school, you know, that was a really

ni ce pi ece.

The Radcl i ff Sunken Garden renovati on, that' s was a real ly ni ce pi ece. The 3 Sacramento solar/thermal stuff that' s goi ng on, and, parti cul arly, I want to comment on the bui l di ng capaci ty i n i ndi vi dual s to change thei r behavi ors and the way they operate, I thi nk that' s a real ly fabul ous program, and I thi nk i t' s appl i cabl e for muni ci pal i ti es, and I thi nk there' s a l ot of ways that Harvard coul d present that as a package so that other groups coul d use i t, thi s change of peopl e' s behavi or as a core of what we' re doi ng.

I al so wanted to ask, i s the food waste recycli ng program sti ll ongoing and as successful as i t was as l ast report?

HEATHER HENDRI CKSON: Yes. Those two thi ngs: One, the food waste program i s sti ll goi ng. We actual ly are sti ll worki ng on that. The School of Publ ic Heal th i s

actually adopting composting and others are following suit. And we're also starting to do composting at events.

So, for instance, we had an event in October, we had 15,000 people and one bag of garbage and that was because -- and we served food. And that is because we had all compostable plates and cups and we also had some -- we composted all the food and plates and cups, and we also had recycling bins for anything else, and really it was only outside trash, I think, that people brought in that we couldn't recycle or compost that was left. That's absolutely a focus, I mean, for us as well.

The greenhouse gas implementation plan is extremely important, but we're not letting up on any of the other areas of solid waste or recycling or water or anything.

STEVEN WINTER: Thank you.

HEATHER HENDRICKSON: The other

thing I wanted to say, too, on the behavior program, my office is providing -- we're starting a program where every month we're creating a green tip and it's really meant to be something that the Harvard Community can use.

This month January's tip was around, you know, taking your incandescent lights and changing them for compact fluorescent light bulbs, and also, reminding people to turn off the lights. Those are actually up on our website which anyone could use and download and print up as flyers to use.

I also brought some magnets which are better, even more conscious, they give you the top ten. They're fun. But they do, you know, sort've remind you of top ten things you can do to reduce your carbon footprint.

So we're trying to have some fun with it as we educate folks. But there will

be those monthly tips.

And the other thing that we're doing is, we have had success with, obviously, our green teams of faculties, students and staff coming together to figure out how their departments, their floor, their school can be more sustainable, and we're creating actually a green office or a green program kit, starter kit. How do we start this? How do we start this? So, those will also be up on our website which will be going through a redesign over the next couple months.

So, we would be more than thrilled to have people use those and give us comments on how we could make them better.

WILLIAM TIBBS, CHAIRMAN: Any other comments? All right. Public comments?

CRAIG KELLEY: Thank you very much. I should have said with Lesley, my kids go to the Baldwin and they benefit immensely from both Lesley and Harvard's presence in what

they bring to our public school community.

I was impressed by the sustainability numbers. Those are really big and important, but more to the point of planning for Cambridge, I had difficulty reading the charts and what property they owned, where and what sort of status.

I know that Mass. Ave between Harvard stretching up towards Porter, some of that property is owned by Harvard, some isn't, and I had difficulty matching it up on the maps. Part of it may be because I'm colorblind, part of it may be because they're on charts and -- I don't know.

But somehow if we could get a clearer understanding of that because what Harvard does with those properties, and I know the tailor, for example, by Three Aces is shut for whatever reason, will have a huge impact on people who don't even realize that those properties aren't owned by the people

who are there, they think that Three Aces is owned by Three Aces when, in fact, they're a tenant for whatever period of time they keep their tenancy. And when those neighborhood uses move out because institutional uses need that space, I don't know where they're going to go, and people may find themselves without the very important local commodities that they now provide.

If Harvard could address their long-term and even short-term plans for these spaces and maybe go over a little more about what they own where, I would appreciate it. Thank you.

WILLIAM TIBBS, CHAIRMAN: Okay. I think it's probably a good -- I think we'll do what we did last time, we'll hold the questions and then maybe you could answer them all at once.

JAMES WILLIAMSON: Thank you.  
Stuart Dash wondered if I was going for a

Tri fecta. Stuart, I will see you at the next public hearing in Somerville.

I have a couple of concerns: First, is would anyone from Harvard care to comment on the front page feature article in the Crimson a couple of days ago about the dramatic change in their plans for Allston and the Stem Cell Research Center which is now going to be moved maybe into the consolidation of some buildings just outside on the north side of Harvard Yard.

Secondly, on the sustainability plans, which we heard a lot about, I meant to compliment MIT earlier on their role in helping to do solar energy at Washington and Elms, which is public -- state public housing in Cambridge, and I would like to ask what, if anything, and I'm mindful of what Councilor Kelley just said about the public schools, what, if anything, is Harvard doing in relation to especially public housing in

Cambridge on the energy efficiency and sustainability frontier? And I envision a three-legged collaboration of picking up on what MIT is already doing where tenants, especially young, the kids, would have an opportunity to learn skills, part of the green jobs initiative that's now getting ramped up nationally, residents would learn about energy efficiency much the same way that you've describing, that really neat stuff about being able to kind of monitor your energy use, and there would be tremendous savings for public housing from energy efficiency, some of the implementation -- the actual implementation of retrofitting and all the rest of it.

So I would be interested to hear what is happening and the extent to which you're interested in following what I gather is the lead of MIT.

Thirdly, one of the best things that

publically has done by Harvard in the past years was opening up the museums to people who live in Cambridge who had like a Harvard -- like a Cambridge library card, free admission, I think that was a really nice thing. Well, we're going to have to wait for the Fogg to reopen. But, by the way, Renzo Piano is giving a public lecture and the tickets that are available to the public will be available February 17 at the Harvard box office and I gather he'll be talking about the plans for the museum and I look forward to that.

We have to wait until after Harvard affiliates get tickets, but, okay.

Harvard, picking up on the museum pass, the free admission to the museum, years ago, some of you may remember that it was possible to go into Widener. I used to work in Widener. And you could go into -- the public could go to Widener and use the

reading room, respectfully, and periodicals room, which is a great resource because you got newspapers from all over the world and that got shut down a few years, and I can understand some of the reasons. One thing there were these massive tours that were being lead into Widener and up into the -- in the Widener reading room, you know, Harry Elkins Widener room where the Gutenberg bible is and whatnot.

That all got shut down, and I wonder if it's not time to -- I would ask Harvard to consider opening it back up again in some way that would be -- would be where Harvard could feel a little more comfortable about not having it become a major problem again, for example, people who live in Cambridge who can produce identification and a Cambridge library card could perhaps get an ID that they would -- it would have to paid for out of a fee so Harvard wouldn't incur any

expense, and then maybe an additional small fee just to kinda have it be something the people who really had a, you know, real interest in it would pay for it, if necessary, lower income people who demonstrated a really interest could get a subsidy from the City.

But, you know, it's a great resource and -- I mean it was a great resource, and it was the kind of a partnering and something that happens that I think that at colleges and other towns around the country -- my mother up in Maine, I think -- there's -- there's a different relationship, of course, it's a smaller community where Bowdoin is.

Finally, on issues of traffic and pedestrian safety and bicycle -- whatever the word is -- traffic. Around Harvard Yard, recently -- and this is, again, not something that's just particular to Harvard -- this is something that is a problem with the City of

Cambri dge enforci ng cl eani ng the si dewal ks,  
shovel i ng.

PAMELA WINTERS: I f you coul d  
concl ude?

JAMES WILLIAMSON: Can Harvard  
pl ease do something about the -- both  
ci rcumference around Harvard Yard that's on  
the northwest corner of Harvard Yard that's  
ki nda that back thoroughfare that peopl e use  
from where the No. 1 bus stops by Johnson  
Gate, all the way around to the gates that go  
towards the North Campus? That whole stretch  
was j ust a mess. I t has been mess a lot  
l atel y wi th snow, and there are other spots,  
whi ch al though they' re not owned by Harvard,  
they' re Harvard affi li ates, l ike the Fox Club  
on the corner of JFK and Mount Auburn, the  
Harvard Lampoon. The si dewal ks there have  
j ust been atrocious, and it seems l ike, you  
know, these are prosperous young peopl e,  
heal thy young men, i n many cases. I thi nk

I'd hire some people to do -- to do their job.

WILLIAM TIBBS, CHAIRMAN: James, I think we -- I think they got the question.

JAMES WILLIAMSON: Thank you.

SAM SIDELL: I'll be brief. Sam Sidell, 48 Maple Avenue. I think the work that Harvard's doing on sustainability is the goal we want to work towards. I want to commend them for their work.

I think the other universities that presented tonight should reach for that goal. Without naming names, I think the first university that presented tonight should set their goal much higher. So I would urge them to do that.

I'd like to offer an idea that I've had that I want to present to Harvard in a public way. The Fogg is gonna be proximate to the new library that's going to be a city building, if we could find some way to

integrate those two buildings in some sort've programatic way, I think that would be nice wake to open Harvard to the community and the library to Harvard. I think that's one idea.

I also want to make a comment both to Harvard and to the Planning Board. It occurred to me on their Akron Street project, the Riverscape is, of course, a very important piece of Cambridge, and the role that Harvard plays in creating and defining that space is pretty massive, at least up to River Street, and just I want sort of put that on to the Planning Board to think about that because I think that's something that we, as a community, need to think about how we make that space workable.

And then my last comment is, again, to Harvard just to remind them, always, always, always to be a good neighbor.

Thank you very much. Thank you.

WILLIAM TIBBS, CHAIRMAN: Thank you.

GORDON MOORE: Gordon Moore, 9 Rutland Street. I want to thank Heather for the sustainability presentation which is really awe inspiring. But to specifically, again, talk about the shuttle buses. The -- all of this sustainability that you're doing is not visible, but the buses are kind of like a rolling advert for pollution.

And I know in my neighborhood that it's almost a joke, it's a game to look at how big the buses are and how frequently they go by without nobody on them. I ride the bus between Harvard Yard and Longwood, that's a busy bus and it's a route that isn't well served by the T. And my question for Heather is: What am I missing? I know you use biodiesel, but is it not producing CO2 and could we at some point have a study about the number of bus seats that go empty compared to your capacity?

It really -- there are a lot of Harvard buses around and they really are almost universally next to near empty.

And I also, by the way, noticed that there was really no comment about the shuttle buses at all on any of your sustainability presentation. I may have missed something, but the print was very small, but I looked very hard and I didn't see anything. So you might comment on that.

DONNA MARANDO: I'm Donna Marando. I live in Riverside. Two questions about the undergraduate housing renewal. One is that with the expansion of students going across to Allston and the possibility of them building houses over there, the bridge at Memorial Drive and JFK seems to be increasingly a problem, and you have students that are undergraduate students that are going to be on the Allston side of the campus and always coming over to the main campus,

you're going to increase the pedestrian traffic significantly, so that's only going to become more of a pedestrian problem there to traffic.

The second question is about the swing space for housing. If you're going to renew all these houses, if you're taking one house off every year, let's say, that 400 students, and so you have to put those 400 students somewhere in Cambridge while their house is being renewed.

And so the question is: Where is that swing space going to be and how does the revenue impact, let's say, if they're taking something off line or building something, how does that impact?

Thank you.

WILLIAM TIBBS, CHAIRMAN: Thank you.  
Any other questions or comments?

GEORGE McCRAY: George McCray. I'll be very brief. I would also like to

compliment Harvard in terms of the sustainability. It's something we can learn from.

But I also have an issue or complaint about transportation. I seen the shuttle buses grow from small vehicles to very large vehicles that are competing with the T. And especially today, I was riding behind one that was -- that I thought was diesel fuel. So, I guess my concern is, I understand they use the recycled fuel, the question is: Is it polluting as well the diesel did or more than the diesel did, number one.

And, number two, what's the rationale of such large vehicles in a very congested transportation-wise city? Can't we not transfer students with a smaller vehicles?

WILLIAM TIBBS, CHAIRMAN: Thank you.  
Any other comments?

TOM LUCY: How are you doing? My name is Tom Lucy. I work in the Community Relations Office at Harvard. There's a whole bunch of questions. So I think that I'll take the easy ones and leave the rest to my colleagues.

In terms of the charts and property owned along Mass. Ave. If you look at Page 36 in the document that was submitted tonight, it is small, but it is fairly clear what properties we own along Mass. Ave, specifically north of Everett Street.

In terms of plans, we really have no plans for those properties at this time, especially given the economic situation we're having. The only thing that I would point out is, and many folks are aware of this, at the former Bents pharmacy site when we were doing soil work for the northwest building of the law school, we did find dry cleaning solvents in the ground. We have been working

with the City and the Mass DEP over the last couple years now doing an investigation of the conditions up there.

As many people know there was a dry cleaner in that spot for many decades, long before Harvard owned it. We bought it back around 1990, I think, and that person was there for a while. There is going to have to be a remediation effort there. There's going to be a complex remediation effort. It's a tough constrained site, so there will be some activity around that site.

There's been no decisions on how we're going to address that, but you will see some activity in terms of the remediation.

In terms of access to libraries, some of the libraries are open, Lamont's open, Schlesinger Library is open, Widener, as mentioned, is not, but there are places to go on campus for the public with their library card can access Harvard libraries.

We're glad to do that. And each, as the speaker said, each individual situation is different, but we do work very hard to provide access to the campus only in terms of our museums, the library, sporting events, lectures, and what have you. Everything that we have to offer, the arts, we're happy to have our neighbors come, and many cases, many of those events and things are free for the public, and we do our best to advertise those through publications that we mail directly to folks' homes. If you look up at the screen here, our -- my office, [www.community.harvard.edu](http://www.community.harvard.edu) we consequently have events and other things that folks can access up on that site.

Snow removal. I think, in general, we do a great job. I find often, when I walk through the square, I know when I'm walking past a Harvard property because it's very clear, that's not to say that certain parts

we couldn't do better. And I'll certainly pass those along to our facilities folks.

In terms of working with public housing in Cambridge, we have many programs where we're reaching out. Our faculty is out in the schools and working with the many institutions, nonprofit social service institutions in the City. One, in particular, I serve on the Board of Justice Start. I know we work very closely with the professional development and the education programs, both for youth and for adults that being retrained and we're very proud of that work and I think we already do a great job of that.

Others ones. To Sam Sidel's comment: We already do have many programs that involve integrating our arts and science museums into the Cambridge Public Schools. I'd be happy to talk with Sam and how we could take a look at expanding what we

already do in that regard and really do something with the new Fogg. We think that's a terrific idea as well with the public library.

With that, Mary, I will turn it over to you for the stem cell.

MARY POWER: Thanks. Mary Power, Community Affairs. Yeah, there are a couple of questions that I'll do my best with and then we'll pass it on to Heather and Alexandra as well.

One of the question, I think, refers to the fact that over the past few months we've seen a dramatic change in the economy. Harvard is not immune. It is affecting all the institutions locally. It's affecting Harvard as well, and as a result, we're taking a careful look at all of our capital planning projects. Projects that are under construction are a priority, they remain a priority. With regards to the stem cell

institute and the project underway in Cambridge, we're looking very carefully at the timetable for projects, and one of the things I wanted to mention is that as a part of our review of the pacing and phasing of projects that under construction, one of the things that we're looking at is a range of options and no decisions have been made. There was a story in the Crimson yesterday that refers to possible alternatives for near term location for the Harvard Stem Cell Institute, which currently located in Cambridge. Among the options are staying in Cambridge.

I'll take one of the questions with regards to future planning for the house renewal project having to do with transportation and the need to get students back and forth.

This is part of the Allston initiatives long-range planning. The

planning is underway looking at opportunities to link more effectively the future Allston campus and the Cambridge campus. There are a number of options. Of course, many of them are on display at the Allston Room, and you can take a look, but there are no decisions that have been made.

And, similarly, with regards to the possibility of beginning the renewal project and needing to relocate students, that is something that we are trying to understand what those options are. It's likely that students will need to be relocated for a period of time over the multi-year renewal process, and we're looking at a range of options, and, again, there are no decisions that have been made. We're at a relatively early planning stage in this long process and we expect to have many opportunities to talk with you further about that as the planning takes shape.

I will make one point with regard to some of the comments that relate to service activities or community engagements at the university, and that is to encourage to you take a look at a new electronic publication that exists at the [community.harvard.edu](http://community.harvard.edu) website and that's a directory of our service activities.

One of the things that I have found to be especially difficult for Harvard University is to get its hands around all of the engagement activities that exist from one faculty to another from the Graduate School of Education to the Kennedy School from the business school's programs with nonprofit agencies to the new initiatives at the university, and this website is our best attempt to gather together over 350 programs that range from mentoring programs to programs for elders.

So without taking your time today, I

do encourage you to take a look at it because I know that the scope of this Town Gown presentation is really about planning, but I think what's on a lot of people's minds is understanding the many connections, the wide web of connections that exist between the university and its host communities and that's one place where you can get a more complete glimpse of what those connections are really like.

HEATHER HENDRICKSON: I'll take the two questions, I think, were focused on the buses and the diesel buses.

So basically we're got 25 diesel buses. They're actually run by our University Operations Services Group that handles all transportation. So one thing is that I do know that the biodiesel buses that -- all of the fleet uses biodiesel. Now it is 80 percent diesel and 20 percent soy oil, soybean oil, that's the mix.

I don't know if you've noticed recently that it's worse, which would make sense, because in the very, very cold weather, they can't always use that blend because what happens is the oil literally clogs up the system, so they have to go to 100 percent when it's really cold days. That might be one of the issues. But they do endeavor to use it whenever they possibly can.

And I know that they also do constantly look at and study the numbers of students using the buses, the timing, the schedule and things of that nature. One, to make sure that we're, you know, staying up with what the students' needs are and also for cost reasons. But I can go back because I don't -- I can't speak for them particularly and find out a better answer for you on what their studies of the usage are and patterns, and also any future plans, and

we would be happy to work with them on how they could make those -- continue to make those even more fuel efficient, less polluting.

And then I do know that they also are working with their vendors, the people who bring things onto campus and trying to get them to use biodiesel rather than full diesel as well.

WILLIAM TIBBS, CHAIRMAN: Also any plans you might have for right sizing those buses to --

HEATHER HENDRICKSON: Exactly. So, I'm going to ask them what their latest -- when they did their latest study of usage and numbers because, absolutely, I'm sure if we could use a smaller bus, that would be good.

JAMES WILLIAMSON: In collaboration with public housing and energy is that happening yet?

HEATHER HENDRICKSON: No, it's not happening yet. It's a good idea.

WILLIAM TIBBS, CHAIRMAN: I guess that ends -- does the Board have any question? This ends our Town Gown presentation.

We will deliberate on just the issues raised on the Town Gown at a future meeting, which Beth will set up for us and we'll pull together questions that we have which we would like you to respond to.

Thank you very much.

Adjourned.

(Whereupon the Town Gown meeting was concluded at 10:55 a.m.)

CERTIFICATE

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