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PLANNING BOARD FOR THE CITY OF CAMBRIDGE

TOWN GOWN REPORT

Tuesday, February 2, 2010

7:30 p.m.

in

Senior Center
806 Massachusetts Avenue
Cambridge, Massachusetts

Hugh Russell, Chair
Thomas Anninger, Vice Chair
Pamela Winters, Member
H. Theodore Cohen, Member
Ahmed Nur, Member
Steven Winter, Member
Charles Studen, Member

Beth Rubenstein, Assistant City Manager
for Community Development

Community Development Staff:
Liza Paden
Les Barber
Roger Booth
Susan Glazer
Stuart Dash

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P R O C E E D I N G S

1
2 HUGH RUSSELL: Okay. We're going to
3 get started now, if you'd like to take your
4 seats.

5 This is the meeting of the Cambridge
6 Planning Board, and tonight we're going to
7 hear the Town Gown reports from the major
8 institutions in the city. We'll start with
9 an update by Beth Rubenstein.

10 BETH RUBENSTEIN: Thank you, Hugh.

11 I'm just going to announce the dates of
12 the upcoming Planning Board meetings. We'll
13 be meeting again on February 16th when we
14 have two public hearings scheduled: One on
15 the Rounder Records site which we've talked
16 about, and the other on a multi-family
17 Special Permit for the Lincoln Way project
18 being sponsored by the Cambridge Housing
19 Authority.

20 And right now we have meetings
21 scheduled on March 2nd and 16th and April 6th

1 and 20th.

2 And I just wanted to say a couple
3 things about the Logistics tonight. In order
4 for the Planning Board members to be able to
5 see the presentations which are going to be
6 projected up here after we finish with the
7 announcements, the Board will move to the
8 front seats and just, I think the
9 universities and colleges know the order of
10 business but just to let everybody know. The
11 order tonight will be Cambridge College,
12 Harvard University, Lesley University and
13 MIT. And just to let you know, every year we
14 go to the list and we take the person that
15 was at the bottom the previous year and bring
16 them to the top. And I guess I would ask if
17 the universities have additional plan
18 materials for the Planning Board tonight,
19 probably makes sense to distribute those
20 materials to the Board before the
21 presentation if that makes sense.

1 thank you for the opportunity to visit with
2 you this evening.

3 Thank you. Thank you for the
4 opportunity to visit with you this evening.
5 Just go ahead and go to the next slide.

6 We've broken down our presentation into
7 two major pieces: One is an overview of the
8 college at a glance, and then we'll try to
9 respond to the specific items of concern that
10 have been communicated to us by the Planning
11 Board.

12 Our mission is to provide academically
13 excellent time-efficient and cost-effective
14 higher education for a diverse population of
15 working adults for whom those opportunities
16 may have been limited or denied. The
17 executive leadership for the college is
18 relatively new. As I indicated to you, I am
19 in my eleventh month. Our provost and vice
20 president for academic affairs joined us in
21 the summer of 2009. Our executive vice

1 president assumed the role a little over a
2 year ago. Our vice president of finance and
3 administration has been in the role for a
4 year now. And our vice president for
5 institutional advancement just joined us a
6 month and a half ago.

7 In terms of our institutional profile,
8 we were founded in 1971. We're regionally
9 accredited by NEASC, the New England
10 Association of Schools and Colleges. We
11 award Bachelor's, Master's and Doctorate
12 degrees. We are a four-year institution. We
13 are a private, not for profit. We have no
14 campus housing. We're essentially a commuter
15 campus. We're based on the trimester
16 calendar with fall, spring and summer terms.
17 Our main campus is right here in Cambridge,
18 Massachusetts, but we have seven other
19 locations. Two in Massachusetts; one in
20 Springfield and one in Lawrence. And then
21 we're in Chesapeake, Virginia and Memphis,

1 Tennessee; Atlanta, Georgia; San Juan, Puerto
2 Rico and Ontario, California.

3 We've been recognized with a number of
4 different forums. For example, we are one of
5 the top 100 four-year colleges conferring
6 Master's degrees on members of ethnic in the
7 community in the United States. That's
8 fairly unusual. Ordinarily a university
9 that's able to make that claim either is
10 doing that largely with African-American
11 students or largely with Hispanics. In our
12 case we can claim outstanding performance in
13 both areas. We've also been recognized as
14 being among the top 15 percent among colleges
15 that are friendly and responsive to the needs
16 of our veterans, and we provide an affordable
17 higher education. Our undergraduate
18 full-time tuition and fees are about 56
19 percent lower than the average published
20 tuition and fees, private, non-profit
21 four-year colleges and university for this

1 past year.

2 In terms of our student profile, we
3 serve about 8,000 students college wide. The
4 gender distribution, 76 percent of our
5 students are female, 24 percent male. Our
6 average age is 38 overall. The undergraduate
7 level, it's 36 years of age. And at the
8 graduate level it's 39. Approximately 43
9 percent of our enrollment is comprised of
10 representatives of ethnic minority
11 communities. And we almost qualify as a
12 Hispanic serving institution. Ordinarily you
13 require 25 percent of your undergraduate
14 enrollment in order to qualify. We're at 23
15 percent. Our student full-time equivalent is
16 5,097. In terms of the support that we
17 provide to our students 68 percent of our
18 degree and certificate seeking students
19 receive student aid, and our revenue derives
20 largely from tuition. We're 92 percent
21 dependent on the tuition that's provided by

1 our students. In terms of our size, we have
2 42 percent full-time students, 58 percent are
3 part time. The overall average class size is
4 nine. The undergraduate is 11 and graduate
5 is eight.

6 The profile in terms of where our
7 students are and where they're located is an
8 interesting one. In terms of those who are
9 graduate degree seeking, 67 percent represent
10 that component. Undergraduates who are
11 seeking a degree or certificates are at 20
12 percent, and then non-degree 13 percent. The
13 pie on the right indicates where we're
14 located. And about 51 percent of our total
15 enrollment is right here at our main campus,
16 and the rest is distributed throughout the
17 seven regional centers that are part of our
18 system.

19 Now, to respond to the questions that
20 are of interest to the Planning Board. In
21 terms of our staff, full time and part time,

1 we have a total of head count of 142. 78
2 percent of our college-wide staff work right
3 here in Cambridge. Our full-time equivalent
4 is 137. In terms of our faculty, full time
5 and adjunct, we have a head count of 346. 49
6 percent of all college-wide faculty teach in
7 Cambridge, and our full time equivalent of
8 faculty members is 131. 7.7 percent or 38 of
9 our Cambridge-based staff and faculty are
10 City of Cambridge residents.

11 In terms of characteristics of our
12 student body, we need to note that Cambridge
13 College students enrolled in day classes,
14 they're far more likely to begin their school
15 days after three p.m. But the definition for
16 day is before six p.m. So we think in some
17 ways when you look at the characteristics of
18 our students, it doesn't quite communicate
19 the characteristics. At the undergraduate
20 level we have a head count 1,231. And we
21 characterize our students as 42 percent

1 attending day classes and 58 percent evening.
2 But if you look at the graduate students
3 where we have 2,836, you'll see a figure of
4 64 percent attending day classes and 36
5 percent evening. It's really -- it doesn't
6 really quite capture, because the problem is
7 many of our students are in intensive classes
8 that are offered on weekends, during the day
9 before six p.m., and it gives the impression
10 that we have a more traditional profile than
11 we really do. Most of our students are
12 really coming to class in the evening and on
13 weekends. In terms of our non-degree
14 students we have a head count of 66; 34
15 percent attending day and 66 percent in the
16 evening.

17 We are essentially a non-residential
18 campus. The majority of our students are
19 working adults. We don't offer any housing
20 to students. And five percent or 212 of our
21 Cambridge-based students are Cambridge

1 residents.

2 In terms of what we own and what we
3 lease, the building that we own is located at
4 1000 Massachusetts Avenue. That's our main
5 administrative and academic campus. It's
6 college owned. Its total gross floor area is
7 110,361. In terms of what's utilized for our
8 institution or academic purposes, 59,186.
9 Commercial space is leased out to the tune of
10 51,175. And it's a four-story building. We
11 also lease two other buildings in Cambridge.
12 One is located at 17 Monsignor O'Brien. Our
13 school of management is located there. We
14 have a lease that expires in August of 2017.
15 We have 20,234 square feet. It's five
16 stories high, and we use it for academic and
17 institutional purposes. And then we also are
18 at 80 Prospect Street. We have our school of
19 education and school of psychology and
20 counseling there. The lease for that
21 building expires in 2013. We have 20,250

1 square feet. It's a three-story building and
2 it's used for academic and institutional
3 purposes. The college did not renew the
4 lease at the corner of Broadway and Prospect.
5 That expired at the end of December. Those
6 functions were consolidated at the existing
7 work spaces at the three locations I just
8 mentioned.

9 In terms of transportation, the SOV,
10 the single occupancy vehicle concern, the
11 city would like a figure no higher than 56
12 percent. Our college total is 60 percent and
13 we'll talk about that in a little bit. In
14 terms of our staff and our faculty, the
15 figures look fairly good. 53 percent for
16 them. But our students reflect 63 percent.
17 In terms of what's on the left, our school
18 type makes non-SOV transit a challenge to
19 some. Only 17 percent of our students who
20 drive to school from work are driving from
21 Boston or Cambridge. Said another way, 83

1 percent of our students are coming from
2 outside the Boston or Cambridge area. The
3 majority of our students arrive at school
4 after five p.m. and they leave after nine
5 p.m. At 60 percent of the students who drive
6 say regardless of whatever incentive, they
7 would continue to drive to campus. And there
8 are a variety of different reasons that are
9 associated with that. Some having to do with
10 convenience. Some having to do with the
11 perception of safety. Our goal is to have
12 the non-SOV transit to be the No. 1 choice
13 for many of our students as possible. We
14 only have 98 total parking spaces on campus.
15 In terms of our marketing, we offer
16 discounted T passes, free to staff and
17 full-time faculty, and we post transit
18 information throughout the campus and on the
19 web. In terms of the Charles River TMA
20 membership, it gives access to shuttle, ride
21 matching and van pool services. We have

1 preferential parking for carpooling and van
2 pooling, and zero single car student parking
3 spaces. So we try to discourage that to the
4 extent that we can. We have secure bicycle
5 parking at all locations. And we inform
6 local candidates of Cambridge College
7 employment opportunities through the city's
8 Workforce Development Office hoping that
9 we'll be able to draw more student -- more
10 individuals from this area.

11 This graph provides you with a picture
12 of where our students are coming from. The
13 darker shade, the red shade is where we have
14 51 to 62 commuters. The lighter shade is
15 where we have 1 to 5 commuters. And you can
16 see, in fact you are all familiar with the
17 area since I'm still new to the area. The
18 thing that struck me about this, that made a
19 big impression on me, is how far students are
20 coming in order to attend to their
21 educational needs. Let me see, I think we

1 can go to the next one.

2 In terms of our transportation
3 snapshot, the bulk of the arrival times for
4 students are reflected between five p.m. and
5 6:30 p.m. If you look over at the left,
6 those darker colors represent faculty and
7 staff and the lighter columns represent
8 students.

9 In terms of our plans and projects of
10 Cambridge, we plan to stay the course with
11 respect to responding to the needs of working
12 adults. In terms of our infrastructures, as
13 I've indicated, we have an abandoned 315
14 Broadway lease that we had. We anticipate
15 gradual growth in Cambridge for the
16 foreseeable future. We have no housing
17 plans, and we have no real estate plans to
18 change.

19 In terms of our strategic planning, our
20 current strategic plan ends this year. The
21 bulk of our near future growth will occur

1 outside of Cambridge. Currently we're going
2 through a five-year reaccreditation process
3 with NEASC and when we're done with that,
4 we'll be able to look at possibly expanding.
5 We don't plan to have any residence halls.
6 We don't plan to start any sports. I like
7 being able to say that our athletic teams
8 have been undefeated for decades. And I'll
9 be glad, I guess, at some point to respond to
10 any questions or concerns that you might
11 have.

12 Thank you.

13 HUGH RUSSELL: Thank you very much.
14 Next on the list is Harvard University.

15 BETH RUBENSTEIN: Hugh, while we
16 have a moment I forgot to mention if the
17 presenters can make contact with Greg Casazza
18 who is over there with the city's cable TV
19 department, he'd like to be in touch with you
20 to get the PowerPoint presentation so we can
21 run them on city cable. Thanks.

1 ALEXANDRA OFFI ONG: Good eveni ng,
2 everyone. Sorry about the del ay. My name i s
3 Al exandra Offi ong, you know, I' m here from
4 the Harvard Uni versi ty' s pl anni ng offi ce.
5 We' re goi ng to touch on fi ve mai n areas. The
6 devel opment over the past fi ve years. We' ll
7 revi ew the current projects and pl anni ng,
8 many whi ch you' ll be fami liar wi th from past
9 meetings. We also wanted to provi de an
10 update on our transportati on demand
11 management programs, our affi li ated housi ng
12 and our sustai nabi lity i ni ti atives.

13 So l et me begi n by provi di ng a bri ef
14 update of the fi ve-year campus devel opment on
15 the Cambri dge campus. Thi s has been a peri od
16 of si gni fi cant i nvestment and growth on the
17 campus. And we' ve both attended to the
18 renewal of existi ng faci liti es and the
19 devel opment of new bui ldi ngs, but they' ve al l
20 been focussed on a number of key areas of
21 physi cal pl anni ng.

1 One area has been supporting the core
2 academic programs. There's been substantial
3 investment in the development of new and
4 renovated facilities that support the
5 involving needs for teaching and research,
6 such as the Center for Government
7 International Studies along Cambridge Street
8 as well as the renovation of Byerly Hall,
9 which is the home for the Radcliffe fellows.
10 Harvard has made major investments in the
11 sciences to strengthen teaching and research
12 in areas like stem cell research,
13 nanotechnology and systems biology, and also
14 to support a more collaborative research
15 approach across scientific disciplines. And
16 this has been reflected in new facilities
17 such as the Northwest Science Building shown
18 here, as well as the LISE Building, the
19 Laboratory for Integrated Sciences and
20 Engineering.

21 Harvard has added over 500 new beds of

1 housing over the past five years for graduate
2 students, faculty and staff with the
3 Riverside project being the largest of those
4 projects that you can see here which was in a
5 number of different buildings.

6 Harvard's also undertaken many projects
7 that have contributed to an enhanced campus
8 environment. Projects that support the
9 overall campus life such as bridge designing
10 and a fitness facility. Support of the arts
11 and culture at Harvard. For example, the
12 renovation of the new college theatre. And
13 also improvements to the campus landscape
14 such as the new green space that was created
15 at the Northwest Science Building.

16 And finally, the university has
17 continued to upgrade its centralized utility
18 infrastructure and its parking facilities to
19 support the overall campus, and that's
20 included the renovation of the complex of
21 buildings at 46 Flagstone Street which is a

1 -- which was a LEED platinum project, and it
2 serves as the home of the consolidated
3 university operation services.

4 So, while the campus has seen a lot of
5 growth in the past five years, all of the new
6 development has occurred on sites that are
7 Harvard owned sites which you can see in the
8 red dots. And we've sought to work in close
9 collaboration with the city and with the
10 neighborhoods to ensure that this development
11 is compatible with our neighbors. And the
12 projects have met the institution's needs,
13 but also have provided broader community
14 benefits. You can see here through the
15 Riverside development agreement, for example,
16 Harvard redeveloped the historic switch house
17 into 33 affordable homeownership units of
18 housing for the community. And also the
19 Harvard Law School new building that's
20 currently under construction will result in a
21 greatly improved streetscape and a more

1 wel coming approach to the Harvard campus and
2 the previ ous parki ng garage. Let' s hope.

3 Now, I et' s turn to current projects on
4 the campus. We' re going to touch on all of
5 these. So, I ooki ng at projects that have
6 been recentl y compl eted. The sunken garden
7 at the Radcl i ffe Yard was a Landscape
8 reconstructi on project that was compl eted
9 that i mproved the garden' s accessi bi l i ty and
10 restored thi s l ovel y garden' s nature of a
11 l ovel y and secl uded park. The Jenki ns
12 Laboratory is a i n-fi ll project. It' s i n
13 between the Mall i nckrodt and Conant
14 Sci enti fi c bui l di ngs. And thi s was a project
15 that upgraded the chemi stry research space to
16 meet the current l ab standards and research
17 practi ces. And thi s is a project that' s
18 targeti ng LEED gol d.

19 Movi ng to projects that are currentl y
20 i n constructi on, the Harvard Law School
21 Wasserstei n Hall , Caspersson (phoneti c)

1 Student Center and clinical wing which is
2 what you'll remember as the Northwest Corner
3 Building when this was reviewed by the
4 Planning Board in the Article 19 process.
5 This is a project that was designed by Robert
6 Amenstern (phonetic) to provide the law
7 school with student activities, with teaching
8 spaces and law clinic space. And as you've
9 probably seen as you've driven by on Mass.
10 Ave, the construction is well underway. The
11 framing is complete. The exterior cladding
12 and window installations are underway, and
13 the exterior envelope is expected to be fully
14 enclosed by this summer, the project's
15 overall completion is planned for the end of
16 2011.

17 32 Quincy Street which is home of the
18 Harvard Art Museum, the construction on this
19 renovation and expansion project is just
20 beginning. The project was last reviewed by
21 the Planning Board last June and was

1 subsequently approved by the Board of Zoning
2 Appeals in July. And the through architect
3 Lorenzo Piano's Design project will
4 sensitively restore the original 1927 Fogg
5 Museum building you can see here in brick,
6 while adding a new gallery addition along
7 Prescott Street which is back here, and the
8 two will be linked via a glass rooftop
9 structure which you can see here. And the
10 project will result in an upgrading of the
11 building's infrastructure which is the
12 original at this point, and it will
13 centralize the three the museums; The Fogg
14 Museum, the Sackler and the Busch-Reisinger
15 into one state-of-the-art facility. And when
16 it's completed, they'll do in-house
17 galleries, classrooms, study centers and our
18 conservation center and it will continue to
19 serve as a cultural asset for the City of
20 Cambridge.

21 Harvard is renovating two existing

1 child care centers in the North Campus. You
2 can see its an up here along Francis Avenue.
3 And this project is a result of a
4 comprehensive study of options to support the
5 university's commitment to child care on the
6 campus. And during construction the
7 classroom space for these centers is being
8 provided in a temporary, three modular
9 building which will be very near to the
10 existing centers, and it will be there until
11 the renovation projects are completed early
12 next year.

13 Now, moving to projects that are in
14 planning. The faculty of arts and sciences
15 is planning an interior renovation of the
16 Sherman Fairchild Biochemistry Lab to house
17 the Department of Stem Cell and Regenerative
18 Biology. And this project will replace the
19 building's infrastructure and reconfigure lab
20 layouts to provide a more open and flexible
21 research space. And there will be also

1 several smaller renovation and lab fit outfit
2 projects in other science buildings to enable
3 the overall move.

4 Looking at planning studies, Harvard is
5 continuing its comprehensive study for the
6 long range renewal of its undergraduate
7 houses, and currently the university is
8 examining specific renovation projects as
9 part of its larger planning effort.

10 The Harvard Steering Committee on
11 Common Spaces is continuing its work on the
12 development of a vision to ensure that the
13 campus physical environment supports the
14 intellectual and social vitality. And if you
15 visited the campus this fall, you probably
16 noticed there were new chairs and tables that
17 were installed in Harvard Yard and Radcliffe
18 Quad as part of a two-month pilot project
19 that was connected to the City's work. And
20 this effort included outdoor performances by
21 Harvard students, faculty and staff.

1 In terms of Allston planning, the
2 altered financial landscape of the university
3 has necessitated shift away from rapid
4 development in Allston. In addition to the
5 pause of the Allston Science Complex, the
6 approach to future planning in Allston will
7 occur in three phases. The initial focus
8 will be property stewardship and community
9 engagement. It will be followed by campus
10 planning and greening and finally campus
11 development.

12 Harvard's transportation demand
13 management programs continue to support a
14 very low single occupancy vehicle rate on the
15 Cambridge campus. Now at 13 percent which
16 has been declining since the PTDM plan was
17 adopted in 2003, you can see it's gone down a
18 lot since it was initially adopted. And so
19 this means that 87 percent of Cambridge-based
20 employees and graduate students walk, bike,
21 take transit, carpool or take any other means

1 other than driving alone to get to campus.
2 And this places Harvard's TDM program among
3 the leading university's programs in the
4 nation and it also contributes to reducing
5 the greenhouse gas emissions.

6 The commuter choice program is what
7 provides the incentives to encourage our
8 commuters to leave their cars at home. And
9 we offer a wide array of programs. Some of
10 the highlights from this year are that the
11 university sold 6300 transit passes every
12 month. Zip car membership continues to grow
13 with over 6400 participants in eight campus
14 locations. And new this year Harvard
15 provides preferred parking for low emission
16 vehicles in our facilities. And finally,
17 there's been increased participation in the
18 departmental bike program.

19 Harvard's housing portfolio includes
20 over 2900 rental housing units for graduate
21 students, faculty and staff and this is

1 separate from the many dormitories that we
2 have. We also have 142 condominium ownership
3 units that are available. And you can see
4 that there -- you may be able to see they're
5 distributed across the campus. And again,
6 we've -- in the last five years we've added
7 500 beds here at the two Riverside sites.

8 Within the portfolio there is a wide
9 range of housing types to meet the diverse
10 needs of our affiliate population. There's a
11 variety of building types. Unit sizes,
12 everything from studios to three and four
13 bedroom units. We have units for persons
14 with disabilities. And there are a variety
15 of on-site amenities at different facilities
16 such as fitness facilities, playgrounds, pet
17 friendly buildings, all different. So we try
18 hard to meet the needs of our affiliates.

19 We also offer several housing programs
20 for our affiliates. The housing office
21 serves as a clearing house for information on

1 uni versi ty and pri vate housi ng. The facul ty
2 real estate servi ces i ncl udes resour ces for
3 both home own ershi p and rental oppor tuni ti es
4 for our facul ty. And the REAP Program whi ch
5 is the real estate advantage program is
6 avai lable to all emp loyees and provi des
7 i ncenti ves wi th buyi ng or sel li ng a house.

8 I'm going to hand it over now to
9 Heather Henri ksen who's the di rector of
10 Harvard's Offi ce for Sustai nabi li ty.

11 HEATHER HENRI KSEN: Good eveni ng.
12 I'm pleased to provi de thi s sustai nabi li ty
13 update.

14 So, Harvard's Longstandi ng commi tment
15 to devel opment i n camp us sustai nabi li ty. The
16 uni versi ty has had i ts formal program si nce
17 2001. The offi ce for sustai nabi li ty partners
18 wi th all of Harvard school s and uni ts to
19 basi cal ly reduce waste, cost and
20 envi ronmental footpri nt. Our offi ce si ts i n
21 the center as the hub of the wheel worki ng

1 with all the schools and units, and we also
2 aggregate all the sustainability data for
3 Harvard where we seek to create tools and
4 resources and information for our students,
5 faculty and staff for the community to use.
6 Harvard also aims to be a living laboratory
7 for sustainability programs, and we strive to
8 learn each of our programs and projects and
9 then share that information with our
10 community and also put on our website for
11 transparency and hopefully help the broader
12 community. At the end I'll show you our
13 link.

14 So Harvard's efforts are driven by
15 three sustainability commitments that are
16 administered throughout our office.

17 First is the Harvard or campus-wide
18 sustainability principles that really provide
19 a vision in a broader guide for Harvard's
20 university efforts. Those are passed in
21 2004. Our green building standards which

1 were adopted in 2007, an office that supports
2 and implements. As well as the greenhouse
3 gas reduction which was adopted in 2008.

4 And the key goals for this year focus
5 basically actually in four areas: One is
6 implementing energy conservation measures on
7 campus as well as creating protocols and best
8 practices so people know how to reduce
9 energy. Also continuing to support, as I
10 said, the green building standards. And then
11 also we really operate to share best
12 practices across the university and amongst
13 the schools so they can all learn from each
14 other. And in particular we focus on the
15 operations and administrative areas within
16 our schools and units. We are this year
17 going to be creating training opportunities
18 for our staff, and in particular focussed on
19 how they reduce energy usage but also in
20 other areas where we can reduce our
21 environmental footprint such as increasing

1 composi ng and recycl i ng.

2 The other -- last year we really
3 focussed on i s changi ng the cul ture how we
4 work and live and we have a number of
5 outreach and engagement programs that our
6 offi ce LEEDS. And these i nvolve, you know,
7 students, facul ty and staff and we al so work
8 to cl early communi cate to the communi ty what
9 they can do to actual ly reduce thei r
10 envi ronmental footprint. And we'll talk a
11 l i t t l e b i t m o r e a b o u t t h a t .

12 This i s real ly j u s t a s n a p s h o t . O u r
13 sustai nabi l i t y e f f o r t s r e a l l y c r o s s
14 f u n c t i o n a l a d m i n i s t r a t i v e a r e a s , a s I s a i d ,
15 n o t j u s t o u r s t a f f b u t a l s o o u r f a c u l t y a n d
16 o u r s t u d e n t s . T h i s i s a s n a p s h o t o f a
17 v a r i e t y o f t h e a r e a s t h a t w e l o o k t o r e d u c e
18 o u r i m p a c t s . I ' l l j u s t c a l l o u t a c o u p l e .

19 O u r r e c y c l i n g r a t e i s a c t u a l l y t h e
20 h i g h e s t a n d i t ' s c e r t a i n l y u p t h e r e f o r t h e
21 n a t i o n . O u r r e v o l v i n g g r e e n c a m p u s l o a n f u n d

1 that provides funds to enable projects that
2 wouldn't normally be able to happen but have
3 very good pay backs, five-year pay back or
4 better. Last year \$4 million was saved by
5 the loan funded energy conservation measures.
6 And the approximately 200 projects have been
7 completed since its inception in the early
8 part of this decade, and those projects have
9 an average RLI of 30 percent.

10 And the last thing I would just point
11 out again is our dining services group works
12 hard and has about 40 percent of the produce
13 is from local farms during the growing
14 season.

15 So, our greenhouse gas reduction goal I
16 think as you know, that in 2008 President
17 Faust announced that Harvard had a greenhouse
18 gas reduction goal of 30 percent reduction
19 from a 2006 base that comprised scope 1 and
20 scope 2 emissions which are direct and
21 indirect. So the energy we create on campus

1 or that we procure. And this was based on
2 recommendations from a university-wide
3 greenhouse gas task force. It was comprised
4 of faculty, students and senior
5 administrators.

6 So the implementation efforts, you
7 know, last year our office oversaw five
8 working groups that came together. Again,
9 staff, faculty, as well as students. And an
10 executive committee that would review and
11 approve emissions from these five working
12 groups. They focussed on our greenhouse gas
13 inventory and measurements, finance, building
14 efficiency and demand management, energy
15 supply and also community, you know,
16 marketing and communications and outreach.

17 And those have come to a close, and the
18 schools have all done draft greenhouse gas
19 reduction plans that our office is working to
20 integrate into a one plan.

21 Intro milestones, again, are just

1 listed up there but I think, you know, these
2 are basically all practical measures that
3 we've identified and they align us for a very
4 common sense cost savings and energy
5 reduction that will also reduce our
6 environmental impacts. And we will in the
7 coming months actually publish what our
8 greenhouse gas reduction has been from fiscal
9 year 2006 through 2009. The numbers have
10 gone down to make it a positive note.

11 So, the build environment is very
12 important obviously at Harvard. We have 70
13 projects at Harvard ongoing that are touching
14 on the U.S. Green Building Council on the
15 Energies Environmental Design. Of course you
16 know about the City Hall Annex and other
17 buildings.

18 There are 51 projects in Cambridge out
19 of 70. 15 of them have actually been
20 certified and the remainder are pursuing
21 certification but that can't happen until the

1 projects are completed. The other thing that
2 we did get sent to us, Rick Fedrizzi who is
3 the president and CEO of the U.S. Green
4 Building Council and a founder of it sent us
5 a quote, and he said: With the LEED
6 certification of the 20th building, the most
7 of any higher education institution in the
8 world, Harvard demonstrates phenomenal green
9 building leadership. Green buildings provide
10 the healthiest environment for the learning
11 and growth all while saving money while
12 mitigating climate change and improving the
13 environment, end quote.

14 So, we just spoke broadly about
15 Harvard's commitment to sustainability in the
16 built environment. And this is one of our
17 key challenges in this environment as a
18 research institution, and that is working to
19 reduce the energy usage in particular in our
20 labs where, you know, safety measures
21 necessitate, you know, lots of energy to be

1 used. Basically in order to keep a safe
2 space there have to be a number of air
3 changes per hour.

4 So this is a project that was in our
5 Naito Building, the? Zhuang Lab which
6 received a LEED gold certification. There
7 were a number of innovative things that were
8 deployed to gain that certification level.
9 Basically they surrounded the design of the
10 space, and then also the lab equipment
11 itself. So a couple of the high performance
12 fume hoods which perform variable speed
13 drives so they're not constantly at high,
14 they can vary. And those obviously reduce
15 significantly the exhaust rates when they're
16 closed or not in use. And then also the fume
17 hood face velocity. So setting basically at
18 lower levels so that not as much the design
19 basically enables not as much air goes up or
20 out. We answered questions about that. The
21 hood exhaust rates are also displayed under

1 very cool , very large red digital displays.
2 So as a reminder to the occupants in that lab
3 when the fume hoods are all up, the number is
4 very high. When the fume hoods are down,
5 that number is very low. So if they might be
6 leaving to go get a cup of coffee or, you
7 know, what not, it really is a reminder
8 before they leave the lab to put their fume
9 hoods as low as they possibly can be and to
10 use energy wisely.

11 There's also lighting controls in this
12 lab so that if there's daylight or there's no
13 occupants, the lights go off. As well as the
14 write up space in the offices have been
15 separated from the actual lab space. So
16 decreasing the area that you have to have the
17 very high energy intensity air exchange rate.
18 And in the office buildings themselves
19 there's also temperature setbacks based on
20 occupancy sensors. And there's also domestic
21 water fixture in here that reduces the water

1 30 percent. And there were all low BRT
2 emitting paints and sealants used in the lab
3 as well.

4 So, another area of focus obviously are
5 our office buildings. And this is an example
6 of a renovation project that yielded energy
7 and water savings as well as, you know,
8 improving air quality. So this isn't
9 particularly, you know, as sexy as the lab,
10 but these are where the rubber meets the road
11 and there are a lot of opportunities. So
12 with this project it's at Griswold Hall at
13 Harvard Law School, this was actually the
14 first LEED for commercial interiors platinum
15 project in New England. It was a first
16 actually in any university, it was only the
17 19th done in the world. It was completed in
18 March of last year. And some of this
19 sustainability features in here are one, the
20 lights automatically dim when there's
21 daylight or on occupancy sensors. The

1 building ventilation system actually adjusts
2 to carbon monoxide sensors. So if it doesn't
3 sense that there are people in the room, you
4 know, deploying CO2, it shuts off the HVAC
5 system which saves a lot of energy.

6 There are also suite occupancy sensors
7 to setback also the temperature. When
8 there's people not in there, there's no
9 reason to heat or cool the space.

10 And then again this project with some
11 sinks and water closets is going to save
12 about 40,000 gallons of water a year, just
13 this small project. And also two-thirds of
14 the furniture was actually not new. It was
15 salvaged from around the campus. And the
16 total construction waste diversion for this
17 was 99.3 percent.

18 So moving on to the other area that we
19 really try to work on which is changing the
20 culture. And here a couple of areas that we
21 work on this or how we deploy programs can be

1 summed up in one, our green office
2 certification program which was new last
3 year, our office developed it. It's
4 basically an internal certification process
5 that we created so that we could create tools
6 and resources for people across the campus to
7 do this in their own departments or floors or
8 schools. It identifies a step by step
9 checklist and process that involves building
10 managers and collaboration throughout the
11 building. Right now we've had, again, it's
12 just started last year, we've got several
13 hundred people who have worked to complete
14 these in about over 20 actual projects.

15 There are also green teams that we have
16 in each school and unit. So these are people
17 who come together, mostly staff and students,
18 sometimes faculty as well. They usually
19 perform an advising role definitely. And
20 again, they seek to define what areas they
21 can improve in their own to reduce

1 environmental impacts.

2 And then lastly we have green living
3 programs, where at the college as well as a
4 few of our graduate schools, business school
5 and the law school. We actually have peer to
6 peer education programs where the students
7 teach each other. They also run
8 competitions. We do social networking,
9 e-mails, web postings, film screenings and
10 things of the like to foster, you know,
11 reductions in energy, water and waste. These
12 actually have real stats based on them and
13 have really worked.

14 So in sum, I just want to say that
15 Harvard, and especially the Office For
16 Sustainability really looks forward to
17 continuing to partner with the City of
18 Cambridge. We acknowledge your great
19 leadership as one of the leading great cities
20 and we look forward to the future.

21 HUGH RUSSELL: Okay. Thank you very

1 much.

2 The next on the list is MIT.

3 TERRY STONE: Good evening. Can you
4 hear me? Okay, terrific.

5 So good evening to everybody who's
6 here; the Planning Board, City Staff, and
7 residents of Cambridge. My name is Terry
8 Stone and I'm the Executive Vice President
9 and treasurer of MIT. I'm joined tonight's
10 Town Gown presentation by Steve Marsh who is
11 the managing director of real estate with our
12 MIT investment company. And by Dick Amster,
13 director of campus planning engineering and
14 construction for the Department of
15 Facilities. We also have several other of
16 our team members with us who are available
17 and willing and delighted to help answer
18 questions. I'm going to give a little bit of
19 an update of the state of MIT as a whole and
20 highlight the two important research
21 initiatives on MIT which supports MIT change

1 of growth on campus.

2 Steve Marsh and Dick Amster will
3 briefly give you campus planning and
4 development and investment in the academic
5 realm respectively.

6 Because the Planning Board asked for a
7 look back of recent history, both of these
8 gentlemen will not only talk about current
9 and future work but also provide a context of
10 how campus and Cambridge real estate have
11 evolved over the last decade.

12 We had that slide -- we had an
13 interesting picture on it. But we'll explain
14 the interesting picture in a moment. So
15 despite difficult economic times, MIT has
16 held steady with all of its capital projects
17 that were underway at the time of the
18 financial crisis in the fall of 2008. These
19 projects have provided a total of 1800
20 construction jobs. We completed one in four
21 capital projects, medical lab complex, and are

1 scheduled to complete the chiller and cooling
2 tower project, the new Sloan School building
3 and parking garage and the Koch Institute
4 over the next year. After a brief pause in
5 the start of the 305 Memorial Drive or the
6 W-1 project as we call it, we were able to
7 move forward with the help of a major donor
8 to restore the facade and replace the
9 windows. This phase of the project is just
10 now coming to a close. We're still seeking
11 additional funding needed to complete the
12 undergraduate housing project.

13 When we appeared before you a year ago,
14 MIT was just putting into place an overall
15 strategy to respond to of our loss of
16 operating incomes from the endowment and the
17 increased need for student financial aid.

18 This strategy included cutting \$150
19 million from the general institute budget of
20 12 percent of our budget over three years.
21 MIT balanced its budget last year and cut \$50

1 million as planned from the current fiscal
2 year of 2010 budget. Economic improvements,
3 especially in the financial markets, have
4 reduced the amounts of spending cuts needed.
5 In order to recover on a case with the rest
6 of the economy, MIT decided to finish making
7 the necessary cuts in just one more year
8 instead of two. In doing so we will be
9 guided by the work of an institute wide
10 planning task force which will engage with
11 the entire MIT communities and look at cost
12 reductions that do not sacrifice MIT core
13 mission.

14 The core mission of MIT in research and
15 education is demonstrated by MIT's continuing
16 emphasis on a few central priorities:
17 Energy, the convergence of engineering and
18 life sciences, and interdisciplinary
19 research. As in the past, MIT has also
20 answering the nation's call for scientific
21 and technological breakthroughs.

1 I would like to share a couple of
2 examples of how MIT is responding to that
3 call in energy and cancer research. These
4 examples illustrate why we build and change
5 our campus. The MIT energy initiative or
6 MITE as we call it, established in December
7 2006 is an institute-wide global energy
8 system to meet the needs of the future and to
9 help build a bridge to that future by
10 improving today's energy systems. Mayor
11 Simmons and several city councilors joined
12 us in October 2009 when President Obama
13 visited MIT energy labs and spoke to the
14 community. In his address, the President
15 praised MIT's commitment to energy research,
16 building out the energy initiative and making
17 a strong call for the nation to lead the
18 world in the development of new efficient and
19 clean energy technologies. And what I was
20 pausing on in the beginning, and maybe we can
21 flip back to the slide. On our first slide,

1 we showed you a picture here of one of the
2 labs that the President visited. And after
3 sort of listening intently to the description
4 by the researchers, both faculty and students
5 who were working on various projects, he
6 turned to the piece of equipment and said to
7 a researcher and said, "Gosh, where do you
8 get stuff like that?" And the faculty member
9 said, "Oh, we build that in our labs." So
10 you can see that great work Barack Obama, he
11 signed a piece of equipment. So that's one
12 of those lovely little vignettes from the
13 visit.

14 So the MIT program now includes
15 research education, campus energy management
16 and outreach activities to cover all areas of
17 energy supply and demand, security and
18 environmental impact.

19 So the energy initiative is a broad-
20 based program, and I'm going to talk first
21 about some of the research aspects of it and

1 it includes interdisciplinary research
2 focusing on the following areas: Innovative
3 technology and underlying policy analysis
4 that will improve how we produce, distribute
5 and consume conventional energy.

6 Transformational technology to
7 development alternative energy sources that
8 can supplement and constrain fossil fuels,
9 including the economic management social
10 science and policy dimensions needed for this
11 transformation.

12 Global systems to meet energy and
13 environmental challenges. The
14 multidisciplinary systems approach that
15 integrate policy and technology development.

16 Tools to enable innovation,
17 transformation and simulation of global
18 energy systems through strategic basic
19 research.

20 We're going then talk about the
21 education and campus energy initiatives

1 dimensions of the MITE energy initiative at
2 MIT. So the MIT education program catalyzes
3 student learning and enthusiasm to help solve
4 the many scientific, technical, social and
5 political challenges associated with meeting
6 today's energy challenges. It would do so by
7 developing cross-disciplinary learning
8 opportunities and assisting students with
9 energy opportunities beyond the classroom.

10 Just to give you a few examples of the
11 things that are going on in this programs, we
12 have MIT energy fellows. There are 47 MIT
13 energy fellows supported by the MITE number
14 companies in 2009/2010. Their research
15 interest include quantum time light diodes,
16 understand resource, consumption and urban
17 communities and creating a computer model for
18 lithium batteries.

19 Wind turbine research. Working with a
20 student-led energy team affiliated with the
21 MIT energy club and supported by a generous

1 donor, we hope to be able before you soon
2 with what we are told to be the first wind
3 turbine Special Permit proposal to be
4 submitted since you approved new wind turbine
5 zoning regulations last year. You may have
6 seen the meteorological tower in Riggs Field
7 gathering data about the wind resources in
8 that location. And that's the thing you can
9 see circled in the middle.

10 Energy studies minor from MIT
11 undergraduates. Starting last fall under any
12 major at MIT can also pursue an integrative
13 minor in energy studies. The MIT campus
14 energy program is a major reduction in
15 campus-wide energy use utilizing campus as a
16 Learning Lab. An example of this work can be
17 found in MIT's building 68, the biology
18 building. For a detailed monitoring and
19 analysis of building operations called
20 continuous or database commission led to
21 adjustments in the building's automation

1 system yielding significant energy savings
2 shown on the chart on the right. You can't
3 see much of the detail, but you can see lines
4 up high on the left and then down a little on
5 the bottom. That's after we discovered
6 things sort of continued commissioning
7 program that allowed us to make adjustments
8 and significant savings in that very energy
9 intensive biology building.

10 So that's the energy initiative
11 highlights. I'm going to talk a little about
12 the David H. Koch Institute Integrative
13 Cancer Research. It's a major research
14 initiative comparable in some ways to MIT
15 spearheading the development of radar
16 technology in World War II. This institute
17 will be housed in the new state-of-the-art
18 cancer research facility approved by this
19 Board in 2008. The institute will build on
20 the pioneering research of MIT Center For
21 Cancer Research founded by Nobel prize winner

1 Sato Eisaku in 1974. And will bring to the
2 next level MIT's long-standing commitment to
3 unravel the molecular core of the disease.
4 Unique to this institute is pooling MIT's
5 molecular geneticists and cell biologist with
6 engineers. The research plan with the Koch
7 Institute revolves around five target areas.
8 And these are areas that are shown on the
9 screen here. First, developing
10 nanotechnology based cancer therapeutics.
11 Second, creating novel devices for
12 cancer detection and monitoring.
13 Third, exploring the molecular and
14 showing the basis of metastasis.
15 Fourth, conducting systematic analysis of
16 cancer pathways and drugging systems.
17 And five, engineer the immune system to
18 fight cancer.
19 So it's a very exciting program. This
20 program is already extremely active. It's
21 been active for decades at MIT, but the new

1 building will just enable so much more in
2 kind of embody and make very visible the work
3 that's going on. And we think it accelerate
4 not just for the people who will be the
5 inhabitants of the buildings, but the folks
6 who are working on cancer research work with
7 members of departments and labs from all over
8 campus as well as people from all over the
9 medical community here in the
10 Boston/Cambridge area. So it's a really
11 amazing program that's going on.

12 And Dick will tell you a little bit
13 about the details of the building when he
14 takes the microphone. But before that, I'm
15 going to have Steve Marsh talk about the MIT
16 investment of the Cambridge access.

17 STEVE MARSH: Thanks Terry. First
18 as a background, MIT has a long history of
19 investing commercial real estate in Cambridge
20 using endowment funds of the institute. So
21 through these investments we've provided much

1 needed support for MIT's mission of research
2 and education. Helped improve the urban
3 environment particularly between the academic
4 campus and our neighbors. Helped support a
5 local innovation economy by tracking growing
6 businesses to Cambridge. And finally we've
7 generated substantial real estate taxes for
8 our community. In fiscal 2009 alone, \$31
9 million was paid to the city from MIT
10 investments which represented approximately
11 12 percent of the property tax base.

12 This year the Planning Board has asked
13 us to report not only on our current activity
14 but development initiatives over the last
15 decade. I'm going to focus on five in
16 particular, and this is really work that is
17 beyond the work that is complete by Forrest
18 City on our land at University Park. So
19 these are five projects that MIT investment
20 management companies are involved with.

21 First I'll start with 700 Main Street

1 which is located here basically in the
2 Osbourne Triangle. This is 180,000 square
3 foot project completed in 2001. It involved
4 the renovation of the existing historic
5 structures here on the site as well as a new
6 addition translated into a first class
7 laboratory building. And this building is
8 leased to Shire Pharmaceuticals.

9 The second major project that we're
10 involved in was Technology Square. Purchased
11 the site from Beacon Capital in 2001. And
12 MIT completed the redevelopment of this 1.2
13 million square foot portfolio converting many
14 of the buildings into laboratory use which
15 attracted major life science tenants, and we
16 also developed additional street front retail
17 space fronting along the main corridor here.
18 MIT ultimately sold these buildings to
19 Alexandria Real Estate Equities in 2006.

20 Seven Cambridge Center. This project
21 completed in 2006. It involved us citing the

1 Brogue Institute in completing the interior
2 construction of this 192,000 square foot
3 building at Cambridge Center. Our work was
4 performed concurrently with the base building
5 work being completed by Boston Properties.

6 450 Mass. Ave. which is cited up here.
7 This mixed use project was completed in 2008.
8 The Central Square theatre has moved into
9 this project and is up and running. And we
10 continue at this point to seek tenants for
11 office and retail space in the building and
12 have some promising prospects in the works.

13 One Broadway located on the corner of
14 Third Street. This project was completed in
15 2009. It involved the replacement of the
16 exterior facade of the first four floors of
17 the 16-story tower, and it was created with
18 new glass curtain wall and it involved a
19 complete reconstruction of the adjacent plaza
20 and city sidewalks on Broadway and Third
21 Street.

1 Today like most other commercial real
2 estate property owners in the city, MIT has
3 been negatively impacted by the general
4 economic conditions over the past two years.
5 So notable impacts include reduction in space
6 demand, falling rents, increased vacancy both
7 nationally and in Cambridge. Many businesses
8 as a result have put expansion plans on hold
9 and/or are struggling to secure capital to
10 fund their existing operations and certainly
11 to fund their future growth. So we've seen
12 that as a broad phenomenon both nationally
13 and locally. This is particularly true of
14 some of the smaller businesses.

15 As a result, a number of new
16 transactions has dropped and major
17 renovations and new construction activities
18 have slowed down. For MIT real estate
19 investment activity, this means that many of
20 our existing development projects could be
21 delayed. Few new projects will be coming out

1 of the ground in the short run, and more time
2 and energy will be spent in maintaining and
3 improving our existing operating properties
4 and planning for when the market does
5 rebound. I will note on a some optimism here
6 that we have every confidence that the
7 economy will recover both nationally and
8 certainly locally because we think this is a
9 competitive environment here that businesses
10 want to locate in, but we remain a little
11 uncertain with the timing of the recovery.

12 As to the future, although we do not
13 have any entirely new projects to report this
14 year, we'll provide some brief updates and
15 projects that are in our pipeline or matters
16 that were shared with this Board previously.

17 So we'll start with 640 Memorial Drive
18 located down by the BU Bridge. This is a
19 240,000 square foot lab building. This
20 building was previously leased to Millennium
21 Pharmaceuticals. That's actually where they

1 started their business in Cambridge, and
2 today it's currently vacant. We are -- we
3 completed construction documents for the
4 renovation of this into a first class
5 laboratory space, and we are marketing the
6 building to potential tenants.

7 130 Brookline Street, approximately a
8 40,000 square foot laboratory. Here, again,
9 we've completed design plans for the
10 conversion of the structure into a laboratory
11 building and are marketing the building as
12 well.

13 On 650 Main Street we were before you
14 last year on this project. This is a 410,000
15 square foot office laboratory project. We
16 are currently completing our final design
17 documents for this project. The building is
18 being designed to meet the LEED silver
19 criteria and we are commencing our marketing
20 program for this site. For all three of
21 these projects our, you know, construction

1 start is entirely based upon when we secure
2 the tenants. So that's one of the biggest
3 lead time hurdles that we're facing today.

4 In addition to these pipeline projects
5 I want to point out, you know, we are
6 continuing to think about ways to improve our
7 nearby major streets, particularly Mass. Ave.
8 and Main Street. On the corner of Mass. Ave.
9 and Albany MIT has leased this existing
10 parking lot here, that's partly being used by
11 Analog Devices for Novartis. This is shown
12 in the dotted -- lower dotted box down here.
13 As part of any future development of this
14 site, we've discussed with Novartis that it
15 will include active ground floor uses helping
16 to improve this important corridor here.

17 Right above it Analog Devices leases
18 this building at 21 Osbourne. And is --
19 they're relocating their activities to the
20 suburbs. So we will be reevaluating the
21 existing building for re-tenanting once this

1 lease expires in 2011.

2 Down in Kendall Square, we have been
3 actively involved with the new Kendall Square
4 Association whose purpose is to improve,
5 protect and promote general economic welfare
6 of the square. I think in this phase we're
7 listening and learning from our colleagues
8 and the occupants of Kendall Square about
9 some of the needs and concerns. And here we
10 continue to explore the feasibility of
11 developing more retail, lifestyle services
12 either in existing or newly created spaces.
13 So this is an ongoing process. And hopefully
14 we'll have additional plans to share with the
15 Board in the near future as the economy shows
16 signs of recovery.

17 I'm going to hand it over to Dick
18 Amster.

19 DICK AMSTER: Thanks, Steve.

20 First to the Planning Board, we
21 appreciate the opportunity to visit with you

1 this evening, and thanks to those of you in
2 the audience who came out to see us.

3 The role of the Department of
4 Facilities is to support MIT's mission around
5 teaching and learning and research and
6 student life. Terry mentioned the word
7 interdisciplinary. Our research model is
8 based on interdisciplinary cooperation and
9 innovation. It's hard to believe I'm going
10 to say this, but this is my third visit here.
11 I don't know if it's been fast or slow, but I
12 appreciate the opportunity to revisit what
13 we've done over the past ten years because
14 while I could have talked about each of these
15 buildings, it really made me focus on what
16 we've done. And what we show here are nine
17 projects, four of which are academic and four
18 of which are residential.

19 And I'll start with what we call the Z
20 Center, the Zesiger Center which is an
21 athletic, physical education and athletic

1 facility. You can see it's embedded right
2 here in sort of the heart of our campus.
3 There's quite a bit of housing here and it's
4 right across the street from the main group.
5 And I've heard one faculty member say it is
6 one of the most transformational buildings
7 that we've had which I wouldn't have expected
8 from an engineer.

9 Moving down the street is Simmons Hall.
10 It represents 344 undergraduate beds. So
11 it's across Vassar and then down the way.
12 And then across the tracks are three
13 residences: Sidney and Pacific, the
14 warehouse, and the newest building Ashdown
15 House and they represent approximately almost
16 1350 graduate beds. So this is really a
17 vibrant and active graduate community.

18 The academic buildings. Well, I'll
19 start right here with Stata. And when we
20 talk about interdisciplinary, we have
21 co-located in that building the computer

1 science artificial intelligence lab,
2 electrical engineering, linguistics and
3 philosophy departments. It's a fabulous
4 building. There is a street, what we call a
5 student street on the ground floor, that is
6 incredibly vibrant and active during the day.

7 Across the street is Brain and Cog.
8 It's a collection of two institutes. The
9 McGovern and Picower Institutes as well as
10 the departments for brain and cognitive
11 sciences.

12 We've all talked about PDSI. I believe
13 when I was first here I spoke about it. It's
14 an in-fill building. We put it in a
15 courtyard. It includes the department of
16 physics, department of material science,
17 spectroscopy. And then on three sides it
18 touched pieces of the main group and we
19 extended our infrastructure and our
20 renovations into those pieces that touched
21 PDSI.

1 And the building that has opened most
2 recently and I believe there will be an
3 opening celebration in early March, probably
4 one of the longest running projects that
5 we've all been involved with, or at least
6 that you have, and that's the extension to
7 the media lab complex. It's an absolutely
8 gorgeous building, and I think you'll be
9 impressed when you visit us.

10 Two of these buildings have LEED
11 certification. So Brain and Cog has silver
12 and NW-35 recently received LEED gold. We're
13 very pleased with that. I will remind you
14 that we have a policy of LEED silver or
15 better, meaning gold or platinum, in all of
16 our new buildings.

17 In addition to the new buildings we
18 view that we've made quite a contribution to
19 public infrastructure as depicted on this
20 map. The street projects represent about two
21 miles of streets. And so as everybody knows,

1 Vassar was what we called a beautification
2 project or it says reconstruction right here,
3 and East campus roads were what I would call
4 repairs, but two miles of streets means
5 generally four miles of sidewalks. Quite a
6 bit of restoration and renewal of under
7 ground utilities. All the overhead utility
8 poles have been removed and the services are
9 below ground. We have three sets of
10 signalization along Memorial Drive. We
11 reconstructed the intersection here unto Main
12 Street. And we have raised platforms here,
13 here, and I know there's a third one. I'll
14 probably find it in a minute. In addition to
15 all that, there is an off-street cycling
16 track along Vassar. And we've planted
17 approximately 500 trees, not all municipal
18 trees. There are many on our campus as well,
19 but I think the number is about 200 trees are
20 planted on some of the public ways. So we
21 are very happy about this work that has

1 proceeded in collaboration with you.

2 The total cost of what's depicted here
3 is about \$50 million of investment and
4 infrastructure.

5 So, we're into a conversation about
6 planning now. And one of the first pieces
7 that we are talking about is an extension of
8 Pacific Street across the tracks. It's an
9 informal crossing that we would like to make
10 safe and formal. We've been in conversation
11 -- we were in conversation with CSX. As
12 probably we all know, the state is now
13 involved with that way. It will be safe for
14 pedestrians and bicyclists and we look
15 forward to working with the city to
16 accomplish this project.

17 So, there are a number of initiatives
18 that we've taken around bicycle
19 infrastructure. The first is as I mentioned,
20 the off-street cycle track that goes from
21 Main all the way down to almost Audrey

1 Street. That work is complete. It's hard to
2 discipline myself to look in both directions
3 as I try to cross the sidewalk, but it is a
4 very active bicycling track and we're very
5 pleased with that. We've installed
6 approximately 350 new bicycle parking spaces
7 across campus. We've replaced 100 of the
8 existing facilities that we had. We have a
9 bike brochure that talks about full
10 transportation through and off of the campus.
11 We've renovated shower facilities in two of
12 our buildings in addition to those in the
13 athletic buildings for bicyclists. Our
14 philosophy is to try to have covered parking
15 if not inside buildings. And we've installed
16 two of these fix-it stations where bicyclists
17 can do minor repairs to their bikes. One's
18 at the Student Center and the other is at
19 Stata.

20 So Terry did a nice job of talking
21 about the current building program. I'll

1 touch on it briefly. I'll start with the
2 cooling towers.

3 It's correct there will be cooling
4 towers. There will also be chillers,
5 electrical service equipment, lots of pumps,
6 and all the things that go into a utility
7 plant. And this project is to service the
8 current program, here, here and the medical
9 end piece that we just completed. So we are
10 now basically increasing our capacity so that
11 when the time comes and we hit the start
12 button, we'll have air conditioning in our
13 two new facilities here. We expect that will
14 happen in the spring. It will start being
15 able to pump chilled water.

16 Terry talked about what's gonna happen
17 inside this building. It's about a 367,000
18 square foot building. There will be a number
19 of very intense engineering and science labs,
20 biology labs. The current target is LEED
21 silver and our goal will be to complete this

1 project in December.

2 The Sloan School of Management building
3 will be completed earlier than that. I think
4 I told the Dean it will be 1159 on the -- in
5 the second week of June on a certain day in
6 June. We are driving hard to complete the
7 project. We are on schedule. Both of these
8 buildings will be the most energy efficient
9 buildings of their type on campus. So this
10 will be the most energy efficient laboratory
11 that we have, and probably one of the most
12 energy efficient laboratories around. And
13 this will be one of the most energy efficient
14 office and classroom buildings that we have.
15 Like I said, LEED silver is our goal if not
16 better.

17 I think just to go back to the nine
18 projects, you don't have to move the slide
19 back, those nine projects represented about
20 2.1 million square feet. When I -- when we
21 add these three, and I'll tell you why I'm

1 not adding that in a moment, that's another
2 600 or so, we're coming close to in a ten
3 year period completing about three million
4 square feet of new facilities. And the
5 reason I don't add W-1 in there as Terry
6 described it, we're doing a facade project,
7 some interior demolition, some building
8 services as we pursue more support to do the
9 project. We worked closely with the
10 Historical Commission. We think we've got a
11 good looking building now. The facade work
12 is almost done. There's a waterproofing
13 phasing issue so we're heating individual
14 window openings as we complete the
15 waterproofing around the windows around and
16 then install the windows. So at the end of
17 the year this will be complete. In the
18 middle of the year this will be complete, and
19 the facade work should be complete in about a
20 month.

21 So that's -- and just stay here for one

1 second, Sharon. In addition this will be a
2 green space, a courtyard, that will be
3 developed and should be available when this
4 building opens. It will be available in the
5 spring. So it will be planted in the fall
6 getting ready for the spring. It's quite
7 big. If you know Killian Court, it's about
8 half to two-thirds the size of Killian Court.

9 So that leads to this last slide.
10 We're focusing our efforts on our existing
11 buildings. And we're trying to find a way to
12 take programs that need new space and find an
13 existing space that would accommodate that
14 purpose. We're focusing on deferred
15 maintenance and we're focusing on renovation.
16 What we've circled here are some of what I
17 would call the most obvious opportunities for
18 new construction; parking lots, parking
19 garages, a few what we call soft buildings.
20 We have no site that has been selected for a
21 specific use now. But the research model in

1 our history tells us that there will come a
2 time when we are not able to find an existing
3 home, and we expect that these will be the
4 opportunities where we focus on new
5 buildings. So with that, we thank you.

6 HUGH RUSSELL: Okay. Thank you very
7 much.

8 Next will be Lesley University and
9 while they're setting up we'll take a short
10 break.

11 (A short recess was taken.)

12 MARY LOU BATT: Thank you very much,
13 good evening. I'm Mary Lou Batt. I'm vice
14 president of administration at Lesley
15 University and we seem to have a challenged
16 evening. First, the president was supposed
17 to be here to do the presentation but we
18 thought we might be a little later given the
19 three schools ahead of us. So, he is
20 actually at a Centennial Alumni event and
21 will be along shortly but I will substitute

1 as best I can for him. In addition, we seem
2 to be having a few technological problems
3 here so hopefully we'll be able to follow
4 along even -- oh, I like this. This is
5 definitely -- this is making my night.

6 So, first I want to thank you all for
7 having us here. I'd like to introduce both
8 Bill Goncaster (phonetic) who is here whose
9 the director of public outreach. George
10 Smith sitting back there. He's gone to the
11 back of the room so he doesn't have to deal
12 with any problems that I might create. He is
13 the director of operations and planning. And
14 Will Suter who is the campus planner for the
15 university. So we're very pleased to be here
16 this evening and to -- this is really
17 Leslie's 100th Centennial year. We have
18 spent the year celebrating and actually
19 renewing ourselves and looking forward to the
20 next century. We hope you like these images
21 because we're actually going to be installing

1 them in the university hall or the old Sears
2 building as most of you still call it. So,
3 with that let me just walk through this
4 quickly.

5 We obviously have about 1700
6 undergraduates and nearly 3,000 graduate
7 students here in Cambridge. This year we
8 have counted the arts students in Boston as
9 well because obviously they're taking their
10 liberal arts courses as well and they're
11 living here in Cambridge as well. So, when
12 they move over hopefully in a couple of
13 years, the numbers won't actually increase
14 because we've already baked them into these
15 numbers because they are taking courses on
16 our main campus. Obviously last year we
17 spent a lot of time walking you through the
18 new strategic plan for the university for the
19 second century. Just as a reminder, as was
20 the same with the other universities, Lesley
21 University is committed to teaching and

1 learning but particularly around artistic and
2 cultural inquiry and also really building
3 practitioners whether they're school
4 teachers, counselors or other public health
5 and human service folks. So, we've obviously
6 built in the four core values of the
7 university: Democracy, sometimes a little
8 tough, inquiry, equity and community and we
9 take each of those very seriously.

10 After we approved the strategic plan
11 last year as you recall, we also then
12 approved a campus master plan for the
13 centennial master plan and really looked at
14 having supporting principles around community
15 and sustainability to be permeated through
16 everything we did and then really looked at
17 the five areas that we were focussed on, the
18 academics, technology, student residential
19 life, campus support and making sure we had
20 the support. Because I think as everyone
21 knows, we have a huge number of students who

1 are matriculating at Lesley except that
2 they're in 24 other states. But the faculty,
3 the training, all of the work that goes into
4 making sure that we support those students is
5 done in Cambridge, and obviously looking at
6 building renewal and sustainability.

7 When we developed the plan, I don't --
8 things sort of fade away a little bit. But
9 we really -- we were very fortunate in that
10 we had just reached an agreement with the
11 Episcopal Divinity School and had this
12 wonderful partnership on their what is now
13 our campus which we call the Brattle Campus.
14 And it really -- go to the next slide,
15 please. We've really looked at having three
16 distinct campuses with Mass. Ave. as being
17 the connector between the three of them. So
18 we have the Porter Campus where we have the
19 school of education now and where we hope to
20 locate in three years. The art school, the
21 quad campus which next year will be called

1 the Doble Campus but we're in the process of
2 making that name change now in the honor of
3 Frank Doble who was the major contributor to
4 Lesley, over a hundred million dollars, so it
5 was quite a wonderful gift.

6 The quad campus is mostly the
7 residential campus as well as Lesley College
8 and also where student life is. And then the
9 Brattle Campus where we have this past year
10 moved the graduate school of arts and social
11 sciences and we also have dormitories over
12 there and we have some additional plans as we
13 move forward.

14 In order to connect the three campuses,
15 we do have a new, and you asked the question
16 about the shuttle service. So we're taking
17 it on rather than waiting for somebody to ask
18 us a question about it. But we do have three
19 vehicles that provide service between the
20 three campuses. But I have to say that
21 mostly they provide the service between the

1 Quad, Brattle and over the AIB in Kenmore
2 Square, so that when we envision in three
3 years that we'll only have probably one
4 vehicle running as a shuttle when we're just
5 in Cambridge and sort of going up and down,
6 going up and down. But in order to be able
7 to get people from the -- particularly from
8 Porter to Brattle, it's easier if you're on
9 the quad, you can get to either of the other
10 two, Joe does it in five minutes and the rest
11 of us do it in ten minutes. But getting from
12 Porter -- to Brattle or to Porter is an
13 investment of time.

14 So the shuttle will really help us
15 provide that kind of link and also helps us
16 to keep down the number of vehicles. And
17 also you'll see later in the presentation as
18 well, we have a new program where we have
19 bikes that we make available to students and
20 faculty, we call them Luglies. You'll see
21 why we call them Luglies when we get to that

1 picture of them, but that is also another
2 piece of our plan.

3 As we look at what we have accomplished
4 and done in the past year, and it's sort of
5 an interesting place that we find ourselves,
6 because while obviously there's been a huge
7 economic melt down in the local and national
8 economy, Lesley has been quite fortunate to
9 be able to keep moving. And we, as I think
10 people know, we built the first dormitory in
11 over 30 years that we opened last August for
12 an additional 100 students at the corner of
13 Massachusetts and Wendell. We have just
14 completed two weeks ago a new fitness center
15 that we moved in the library space, that's in
16 the center of the quad across from the space
17 from McKenna Student Center. The library has
18 moved and you'll see that when we get to the
19 Brattle Campus, we have a joint library with
20 EDS there. We have created some additional
21 space on Mellen in two of the Victorian

1 houses, one a center for adult learners so
2 that they really have a place where they can
3 go if they choose not to spend all of their
4 time 18 to 21 year olds, and also seek
5 additional counseling and other assistance.
6 And then we have graduate admissions as well
7 on Brattle Street.

8 We're in the process now of completing
9 renovations to the rest of the Double Building
10 which is where the library was located,
11 creating an information technology center
12 where students can study and work in groups
13 and really have a quiet area as opposed to
14 the student center. And also to look at more
15 of the student life services being right on
16 the quad to really sort of create that sense
17 of continuity.

18 We're also looking in the future to
19 creating a threshold mini campus, which if
20 you look at the two properties on the right
21 of Oxford Street, we're looking -- well,

1 actually the two parcels which are in fact
2 four buildings. We're looking at creating
3 that and having that be the threshold mini
4 campus. And I think most people know that
5 Lesley runs this threshold program for
6 learning disabled children, helping them --
7 I'm sorry, young adults actually. Helping
8 them become self-sufficient with the goal
9 that they will be able to live on their own
10 for the rest of their lives.

11 In terms of the quad what we talked
12 about, the residential hall, we're very proud
13 of this building with Bruner/Cott's
14 assistance. We have built two buildings that
15 were gold certifiable. We do not go through
16 the LEED's certification process, however, we
17 use all of the sheets and work with that and
18 so we're very proud of these two buildings
19 being at the gold standard. We also work
20 very closely with the community. And I think
21 as people know and we talked about last year,

1 the whole -- this whole site was enhanced by
2 the cooperation with people in the
3 neighborhood sort of working through their
4 concerns and our concerns and we really have
5 two wonderful buildings which I think
6 everyone is very pleased with. And so, we
7 think it really complements their residential
8 character of the neighborhood and is really
9 something that we're very proud of.

10 Obviously as we talked about, it's an
11 energy efficient design. We minimized more
12 than 85 percent of the waste from the
13 construction was recycled, and obviously all
14 of the systems in the building are energy
15 efficient whether it's the lighting, whether
16 it's the HVAC or ventilation is 100 percent
17 outdoor air. So we're very pleased with this
18 building.

19 This is the fitness center and I've
20 talked about this other one so we can keep
21 moving through that. And we can keep moving

1 through that. I don't have the sheet so I'm
2 not following carefully with the slide show.
3 But we'll get it here.

4 In terms of Brattle, we have this
5 partnership with the Episcopal Divinity
6 School. We have closed two of the three
7 closings. We -- this summer we'll increase
8 that with three additional buildings that
9 we've taken over. And I think as people know
10 we've also acquired from the Boston College
11 Weston Jesuit School of Theology, Three and
12 Five Phillips Place which we have turned into
13 graduate school for social sciences.

14 This past summer we spent a lot of time
15 and effort doing a major renovation to the
16 Cheryl Library to make room for Lesley to
17 move in. We co-mingled all of the library
18 collections obviously. The training that
19 they do for ministers and others and what we
20 do with counselors and our students, there's
21 a lot of exchange that makes a lot of sense.

1 We're actually now allowing students to take
2 courses in both -- in each of the different
3 schools. We obviously are sharing classrooms
4 there. We have a single library catalog and
5 we spent about million dollars putting in
6 additional technology into the library. So
7 we're very pleased with that.

8 We're very pleased obviously with the
9 graduate school. Arts and social sciences
10 was located in seven different buildings.
11 We've now located into two adjacent to each
12 other. So it's very helpful. Obviously --
13 is there a picture of the campus? Here's the
14 library.

15 So Lawrence Hall and Winthrop Hall we
16 currently are using now as dormitories.
17 We're looking -- Hodges which is the building
18 closest to the Longfellow property there,
19 we're looking to turn into office space for
20 alumni and our development or institutional
21 advancement office. And we're looking at

1 Rossman, Yane, Kitter which we will purchase
2 this summer as becoming a student apartments
3 for our undergraduates. And then we will
4 also purchase Washburn. But in advance of
5 purchasing Washburn we have installed a
6 dining service there which services both EDS
7 and Lesley.

8 So, we have spent a lot of time trying
9 to make sure that the -- there's adequate
10 space, that it serves both the Lesley
11 community and the EDS community in terms of
12 digital production and online courses that
13 both schools need and we're very pleased with
14 the outcome of the library.

15 Then in terms of Porter, last but not
16 least, for most people remember we spent a
17 lot of time focussed on Porter last year in
18 terms of the arts school and getting the
19 appropriate approvals for zoning change which
20 we did receive in this June. And the zoning
21 changes will allow us to build the arts

1 school on the church property using the
2 church and building a new building as well as
3 putting some of the space into University
4 Hall. So we're very pleased with that.
5 We're now moving on to the next phase. We
6 did spend a little time trying to figure out
7 exactly what we needed going back because I
8 think as people know, we sort of showed the
9 outside of the building, that we hadn't done
10 any programming inside so we didn't have
11 adjacencies. We didn't know -- we knew how
12 much square footage each department needed
13 and it would accommodate it, but we didn't
14 really have the internal mechanisms. And so
15 we've been doing some work on that, trying to
16 figure that out and which pieces would be
17 best in university hall and some other things
18 like that. And we look forward in the next
19 month to reopening discussions with the
20 neighbors and getting prepared to come back
21 here as well as to the Cambridge Historic

1 Commission for various reviews and approvals
2 that will be required.

3 As the other schools have discussed as
4 well, Lesley is a member of the American
5 College and University President's Climate
6 Commitment. We have a policy to build, to
7 silver -- LEED silver standards. We have an
8 energy efficiency purchasing policy. As you
9 might imagine, one of the biggest problems we
10 have is this diversity in terms of being in
11 24 states puts us in airplanes. And so that
12 causes a series of issues around our carbon
13 footprint which we are sort of trying to work
14 on now in terms of how can we more
15 efficiently -- and we're looking at frankly
16 having more -- where before what we've always
17 done is done all of our teaching
18 face-to-face. In these 24 states we're now
19 looking to a hybrid model which some of it of
20 course will be online and some of the courses
21 will continue to be face-to-face. And by

1 doing that we can reduce transportation
2 efficiency. We can increase transportation
3 efficiencies and not have so many people
4 flying across the country.

5 Obviously we've had very good success
6 in terms of our solid waste removal and
7 getting things more accurately done. The
8 food service, we do about 40 to 50 percent of
9 our food from local producers.

10 And here are the Luglies which are
11 basically bikes that were abandoned. I don't
12 know if this happens on every campus, but at
13 the end of the school year, anything somebody
14 doesn't want, they just leave behind for us
15 to deal with. So, a lot of people actually
16 leave bikes. So we have taken the bikes, we
17 have sprayed them all this horrid green,
18 but we now call it Lesley Green and call
19 these bikes Luglies for Lesley University
20 Ugly Bikes basically. But anyhow, we make
21 these available. At the end of this year,

1 we'll obviously add more to the fleet as
2 well. We have new bike racks. Obviously we
3 have a large number of students who have
4 their own bikes on campus and we're providing
5 additional bike racks and things like that.
6 And we're very -- you know, we think we've
7 made a lot of progress. We have a long way
8 to go obviously in terms of our sustainable
9 efforts as does everyone.

10 So, with that, I want to thank you all
11 very much and hanging in there with me as I
12 substituted. And I'm making sure he's not
13 here and I'm sure you'll all tell John I did
14 a great job. Thank you very much and
15 obviously we'll answer questions.

16 HUGH RUSSELL: Okay. Why don't we
17 reassemble at the table.

18 So we've got three orders of things to
19 do. And I'm curious on which way to do them.
20 We have questions that the Board ordinarily
21 asks. We have some members of the City

1 Council that are present and we want to have
2 the meeting being open for other people to
3 make comments. Shall we start with our own
4 questions or do you want to wait until you
5 hear what the public has to say?

6 STEVEN WINTER: I would like to hear
7 what the public has to say if you don't mind.

8 HUGH RUSSELL: Okay. I understand
9 that Sam Seidel, Leeland Cheung and Craig
10 Kelley are here.

11 FEMALE AUDIENCE MEMBER: I think
12 Mr. Cheung left. He was seated in front of
13 me. He has not come back.

14 MALE AUDIENCE MEMBER: I think
15 Council or Seidel left.

16 HUGH RUSSELL: Any of those names or
17 persons here like to speak?

18 MALE AUDIENCE MEMBER: I appreciate
19 the offer, but I'll pass thank you very much.

20 HUGH RUSSELL: Okay. So now we've
21 gone through the comments by the general

1 public. Can I just have a show of hands of
2 how many people would like to speak?

3 Carolyn, why don't you lead off? Could
4 you come forward and use the microphone.

5 CAROLYN MIETH: I think they can
6 hear me but it's all right.

7 HUGH RUSSELL: The secretary that
8 keeps the record it helps her.

9 CAROLYN MIETH: As a former member
10 of the Board, it's nice to be back but I
11 hardly know anybody anymore. They're all
12 new. I'm currently co-chair of the
13 Association of Cambridge Neighborhoods. So I
14 have an abiding interest in how you folks are
15 dealing with the neighborhoods in which you
16 reside. How would you rate yourself say on a
17 scale of 1 to 5? What problems have you? Or
18 what successes have you? I'd be interested
19 in hearing briefly.

20 HUGH RUSSELL: Thank you.

21 Would anyone else like to speak?

1 (No response.)

2 HUGH RUSSELL: I see no hands. So I
3 think now questions by members of the
4 Planning Board. Tom?

5 THOMAS ANNINGER: I hate to kick it
6 off with what I'm about to say, but
7 somebody's got to start. There is an issue
8 that has come up that actually cuts across
9 three of the four institutions that we heard
10 from tonight that I'd like to raise and
11 possibly if I could find a way put it in a
12 form of a question, although it really is
13 somewhat of an opinion. We review all of the
14 cases that go before the Zoning Board for our
15 view on them if we have one. And in
16 increasing numbers over the last few years we
17 have had to deal with cellular antennas and
18 equipment, and it is probably the thing we
19 like to do least because this equipment,
20 these antennas are without exception
21 disimprovements to every building on which

1 they land. And recently we've seen these
2 antennas from Harvard, from Lesley and then I
3 do remember also MIT if I'm not mistaken.
4 And in each case they were antennas on
5 buildings of merit, buildings to be proud of.
6 And in the case of Harvard it was Hilles
7 Library. By my likes one of the most
8 beautiful buildings in Cambridge,
9 particularly at night. And we held Harvard
10 to a higher standard than we do others
11 because we thought Harvard was the -- Harvard
12 needed to be held to that standard and
13 because the building needed to be held to
14 that standard and Harvard responded
15 marvelously and changed their whole plan to a
16 different building and it came out really
17 just the way we would have liked it to come
18 out. They're now almost invisible and
19 apparently will work as well or almost as
20 well.

21 Lesley came up with a plan for the

1 Sears Building, another very significant
2 building in Porter Square. And thereto we
3 asked to meet with -- to hear from Lesley on
4 what their policy would be because the plans
5 seemed to be somewhat disorganized and
6 certainly did not add to the tower which is
7 so visible when you're driving down Mass.
8 Ave.

9 And if I remember correctly, MIT
10 proposed some antenna, antennas or equipment
11 on that very sleek, I think it's the Z
12 Building that you showed us just a little
13 while ago, and that you're so proud of
14 rightfully so. It's a very clean design.
15 And these antennas hardly added to that
16 cleanliness. So I guess I'd like to say that
17 -- I mean, you can tell where I'm going with
18 this. We'd like you to do better. But I
19 wouldn't welcome comments from any of you
20 that on the policy that you might have on an
21 issue like this.

1 HUGH RUSSELL: Anybody want to take
2 up that challenge?

3 THOMAS ANNINGER: The idea was not
4 to embarrass.

5 HUGH RUSSELL: We'll put that on the
6 list for next year's Town Gown reports then.

7 Step up the microphone and state your
8 name, please.

9 GEORGE SMITH: The name is George
10 Smith. I'm director of operations and campus
11 planning with Lesley.

12 As it turns out, I think from our
13 perspective what the latest issue that has
14 just recently arisen which we have been
15 dealing with over the last several months is
16 the replacement and upgrade of the AT&T
17 antennas that have been on the buildings for
18 a better part of 25 years, and the placement
19 of those antennas. And AT&T has been going
20 through the process necessary in terms of
21 dealing with the city to upgrade those

1 antennas. And I've been asking them if they
2 need my support on anything in terms of
3 dealing with the city process which I've --
4 which they have been going through. And in
5 the discussions that I've had with them about
6 upgrading the antennas, I've really been
7 trying to make certain that the antenna
8 placement on the towers are at least in the
9 -- are on the tower are not anymore obtrusive
10 than they have over the last 25 years. A lot
11 of those antennas that are up there are
12 painted to match the building, painted to
13 match the reveals that are on the tower.
14 There's very few antennas on the front of the
15 tower which I would just absolutely add on
16 about there wasn't going to be any more on
17 the front. So a majority of them are on the
18 rear of the tower and the back side of the --
19 the rear of the two sides of the tower. So,
20 I think there's, you know, obviously we need
21 to make certain that those antennas going

1 forward are as unobtrusive as possible, and I
2 think, you know, from our perspective from
3 Lesley we want to make certain it happens.
4 As a matter of fact, we're meeting with the
5 Planning Board tomorrow to talk about the
6 AT&T antennas.

7 HUGH RUSSELL: Thank you.

8 ALEXANDRA OFFI ONG: Alexandra
9 Offi ong from Harvard University.

10 I would say that we've learned a lot
11 through the process with Hill es and then the
12 subsequent proposal, and we recognize the
13 need to be -- to think about sensitive
14 placements of this equipment. And I think
15 we're learning and we're trying to get ahead
16 of the issue, and I think part of the problem
17 is that different carriers come to the
18 university and we're responding to a lot of
19 their needs. So we are trying to make a
20 concerted effort to get in front of it so our
21 proposals in the future are acceptable on the

1 first try.

2 HUGH RUSSELL: Thank you.

3 Are there any other comments by members
4 of the Planning Board. Pam?

5 PAMELA WINTERS: I just have a quick
6 question. I think that last year some
7 resident asked Harvard again about the
8 shuttle services for the students. And I was
9 wondering whether or not you had come up with
10 a plan? Their concern was that several of
11 the shuttles were empty. And Mary Lou, you
12 did answer that for Lesley. But I was
13 wondering if Harvard had any answers for
14 shuttle services.

15 TOM LUCY: Sure. For the record,
16 Tom Lucy for Harvard University Community
17 Relations, as you'll see in the report
18 tonight, we have been and continue to take a
19 hard look at our shuttle system. I think
20 some of the anecdotal information that you
21 received last year doesn't match the

1 empirical data that we have when we review
2 all that. Specifically when people up in the
3 quad area, they look at -- there will be
4 empty shuttles but what happens is it's the
5 flow of traffic. You know, between nine and
6 eleven in the morning, the students are all
7 heading one way. So when the shuttle's
8 coming back through the neighborhood to pick
9 them up, you're going to see an empty
10 shuttle, one or two students. But on the way
11 back you're going to see them full. There's
12 information in your report that answers that
13 specifically. I think we're averaging about
14 1500 kids riding from the quad to the main
15 part of our campus. It's about 76 percent
16 full. So that means you will see some empty
17 seats but on the most part it's highly
18 utilized.

19 That being said, in response to
20 comments that we've heard, we've done a lot
21 of work with that. We continue to talk to

1 neighbors about that. A couple of changes
2 that we did make in response, there was some
3 comments about some of the shuttles being a
4 little extra noisy. We've done a lot of
5 preventive maintenance on that. In terms of
6 ridership, having looked at that, we did
7 notice that the first couple shuttles in the
8 morning aren't very full, so we actually
9 switched out the smaller 15 passenger vans to
10 go through that neighborhood to reduce the
11 amount and the size of the shuttles there.
12 We've retrained all the drivers to, you know,
13 part of the problem is even though we use the
14 bio diesel, some of those engines if you
15 accelerate inappropriately, they can sound
16 little louder than maybe they have to. We've
17 done a whole program of retraining drivers.
18 We've installed GPS systems in there so we
19 can monitor their speed as well. So we did
20 take very seriously the comments that we
21 heard last year and have been trying to

1 implement solutions to lessen the impact on
2 the neighbors.

3 PAMELA WINTERS: Thank you.

4 HUGH RUSSELL: Thank you.

5 Steve?

6 STEVEN WINTER: Yes, thank you.

7 I really have a comments more than
8 questions and I want to start by asking -- I
9 wonder, Alexandra, if you could share at some
10 point with the -- with Beth and the staff
11 about the university-wide temperature policy
12 and maybe let them share that information
13 with us. I find the idea very intriguing.
14 I'm not sure exactly what's involved with it,
15 but I think it's a best practice and I think
16 those things are really important that we
17 know more about those. Thank you for sharing
18 that.

19 I also wanted to make particular
20 welcome to the new Cambridge College, new to
21 us Cambridge College President Guerrero, and

1 this is the first time that you've been in
2 front of the Planning Board and I'm sure that
3 my colleagues join me in giving you the
4 warmest of welcomes. Cambridge College is a
5 big part of this community and we're glad to
6 see you here and the college staff here.

7 I also was very intrigued by Heather
8 Henriksen by the idea of culture and behavior
9 changes as part of a green energy strategy.
10 And I wonder if at some point and, again, not
11 now, I think now's not the time to do this,
12 but I would really like to know more about
13 how we measure that change. How do you
14 measure those changes in your students or in
15 your faculty or in your staff. Because I
16 think that's the only way we're going to
17 change our consumptions of energy, especially
18 in our behaviors. So I think that's a really
19 important point, and I think that all of us
20 in the city can learn from that if you share
21 that with us.

1 I wanted to mention Terry Stone about
2 the work that you're doing with the Kendall
3 Square Association. I think it's really
4 important to make that link. The Kendall
5 Square Association is really the heart right
6 now of the business entrepreneur start up
7 tech organism, ECHO system that's there right
8 now. And I really think they have a handle
9 on exactly what's going on. I encourage
10 that. I think that's a great move to be
11 linked to them.

12 And I also wanted to say that the
13 Lesley College -- Lesley University campus
14 development is really of significant part of
15 Cambridge and I am appreciative of the -- I
16 feel that I'm informed. I feel like I know
17 what's happening, I know what's going on.
18 And I just want to encourage the university
19 to keep doing that and to also keep telling
20 us what we need to do to if we're not doing
21 enough to be a partner to you, to understand

1 what you're doing, because again, the work
2 that you're doing is really exciting. I
3 would love to see it in another 100 years to
4 see what happened to it, but maybe we'll talk
5 about that when it happens. But, I also want
6 to say that it's a significant part of what's
7 happening in Cambridge, so it's really
8 important for us to stay together on that and
9 work on that.

10 And again, with the -- I wanted to also
11 reinforce what my colleague Mr. Anninger said
12 about the technology being on the buildings.
13 You know, in Cambridge we're really careful
14 about details like that. And sometimes it's
15 highly irritating to everyone, but the
16 devil's in the detail. And ultimately when
17 we take care of as many of those details as
18 we can, that's what makes, that's what makes
19 our quality of life so much better and so
20 much more impressive than many, many other
21 communities across the country because we pay

1 attention to those kinds of details.

2 And those are some of my comments,
3 thank you.

4 HUGH RUSSELL: Thank you. Other
5 members at this end of the table?

6 Charles.

7 CHARLES STUDEN: I guess what I'm
8 struck by this evening more than anything is
9 how different this particular Town Gown
10 presentation feels from those of maybe seven
11 or eight years ago. A time when I was
12 actually sitting not at this table but out as
13 part of the audience and was actually working
14 at Harvard at the time, and I like to think
15 that the reason that this evening is so
16 different is really a tribute to the
17 institutions themselves and the quality of
18 the planning work that they've been doing,
19 and the effort that they've been making to be
20 much more transparent and inclusive in
21 what they're doing. And this is often times

1 not an easy thing to do for the institutions,
2 but I think that we're seeing a lot more of
3 that. I think some people might say that
4 partly tonight it's quiet because of the
5 economy, but I'm not sure that's entirely the
6 explanation. I think it really does have to
7 do with the work the institutions have done
8 and I'm grateful for that. I know my
9 colleagues on the Board are as well. And I
10 think it's also a tribute to the staff, the
11 city staff, and I suppose in some way to the
12 Planning Board ourselves as we've been
13 working with the institutions over the last
14 ten years or so. So I thought that the
15 presentations were very good. I really did
16 like the look back over the last ten years.
17 I think it provided a very helpful kind of
18 perspective and context and I look forward to
19 working with everybody in the coming year on
20 various projects.

21 HUGH RUSSELL: Thank you.

1 Ted.

2 H. THEODORE COHEN: Just a quick
3 question for Harvard. What is the status of
4 the acquisition of the Philip Johnson house
5 on Ash Street? And is someone who's always
6 wanted to be inside, assuming you do acquire
7 it, will it be open to the public?

8 ALEXANDRA OFFIONG: Alexandra
9 Offiong for the record.

10 As you may have heard, Harvard has
11 signed a purchase and sale agreement for Nine
12 Ash Street contingent upon securing the
13 necessary public approvals. Last year we
14 began a Zoning Variance process that -- to
15 allow institutional use of this property.
16 Right now we are -- the present owner is
17 currently requesting a Zoning Variance to
18 allow the subdivision of the merged property.
19 So we're waiting until that process concludes
20 and we will be going back to the Board of
21 Zoning Appeals. And assuming that both of

1 those variances are granted, Harvard's
2 purchase will be executed upon the end of
3 that process.

4 And just to speak briefly, the Harvard
5 and the Graduate School of Design were
6 interested in the property because of its
7 significance as an architect's as the first
8 international residential building by Philip
9 Johnson and also because of the connections
10 it has to the Graduate School of Design.
11 Where the -- he was a student who built the
12 house. So Harvard's proposal that it will be
13 an academic center associated with the
14 Graduate School of Design, and that it would
15 be very infrequently used for receptions, for
16 seminars, for small symposia. And we
17 recognize that it's in a residential context
18 and it has to have a light footprint. And
19 that we've worked with the neighbors to
20 develop some proposed conditions and
21 commitments that would make it compatible.

1 And one of those does relate to inviting the
2 community in once in a while.

3 HUGH RUSSELL: Okay.

4 I wanted to speak to another part of
5 the process of Town Gown relations which is
6 the -- right now we're looking at the overall
7 impacts of the institutions, but when the
8 institutions start having building projects
9 again and the informal reviews before this
10 Board of projects as they start out is very
11 helpful to us. Sometimes we find it kind of
12 frustrating if we're the last stop on the
13 train because, you know, everybody's already
14 made a deal and we have to basically be
15 sensible, which usually means going along
16 with what the deal is. We're interested in
17 kind of getting in a little earlier to talk
18 about some of the city's planning goals as we
19 see them. This has been very successful with
20 Harvard on some of their larger projects over
21 the last decade. So I would encourage Lesley

1 to think that the art institute project
2 should be one of those projects where we
3 might be at the front end of the process
4 rather than at the back end if indeed we have
5 any back end at all.

6 So does anyone else have anything else
7 they wish to say?

8 (No response.)

9 HUGH RUSSELL: We have one more item
10 of business on our agenda which relates to
11 review of a project by the Cambridge Housing
12 Authority for Jackson Gardens. So we would
13 appreciate it if people who are here would
14 relatively quickly move out of this room and
15 take their conversations outside in the
16 corridor.

17 Thank you very much for coming. This
18 was a wonderful presentation.

19 Okay, Liza.

20 LIZA PADEN: For the Zoning Board of
21 Appeal cases the Cambridge Housing Authority

1 is here. I would like to put your minds at
2 ease, you reviewed the case for 1430 Mass.
3 Avenue, case No. 9889 involving
4 telecommunications. And this evening we have
5 the Cambridge Housing Authority who will be
6 on the agenda for a comprehensive permit on
7 February 11th at the Board of Zoning Appeal.
8 We have Steve Baker who is the architect and
9 Kyle Sullivan from the Housing Authority.

10 I included the materials or an overview
11 of the materials in your package and they are
12 very happy to answer any questions that you
13 have about this particular process or
14 comprehensive permits in general.

15 HUGH RUSSELL: Okay. I would ask my
16 colleagues, is everyone here familiar with
17 the comprehensive permit policy or would you
18 like a two minute primer?

19 STEVEN WINTER: For the benefit of
20 the Board, we should get the primer.

21 HUGH RUSSELL: Okay. I feel very

1 proprietary about this because when I was on
2 the Zoning Board of Appeal 25 years ago, I
3 convinced the Housing Authority that the
4 appropriate relief they should be seeking
5 when they were doing projects was a
6 comprehensive permit. Which 25 or 30 years
7 ago was seen as an adversarial process. So,
8 part of the state law that puts a substitute
9 approval process in low income or moderate
10 housing projects so instead of seeking
11 variances you seek a comprehensive permit
12 from the Zoning Board. The standards for
13 granting that permit are different and
14 therefore it's quite easy to grant
15 comprehensive permits for sensible proposals,
16 and there's been a string of such proposals
17 from the housing authority and how many --
18 there's one or two a year for a long time
19 now. So it's our role -- what happens is a
20 permit gets filed with the Zoning Board and
21 it gets sent to all the other city

1 departments and agencies and they're asked to
2 comment. So that's why we review those
3 cases. And our role is to simply provide any
4 guidance we think the Zoning Board might need
5 and review the project. So, would you like
6 to present what you're proposing?

7 STEVE BAKER: Good evening. My name
8 is Steve Baker. I'm principal of Baker/Wohl
9 Architects in Boston. I'm delighted to be
10 here tonight. And I'll just take fewer than
11 five minutes of your time giving you the
12 background because I'm sure you have
13 questions and I'd rather hear your questions
14 than my talking.

15 First a little bit of background about
16 Jackson Gardens. Jackson Gardens is located
17 at the corner of Prospect Street and Harvard
18 Street near Central Square. Central Square
19 is just down here, two blocks. So it's a
20 relatively prominent intersection. Jackson
21 Gardens were built as post-war veterans

1 housing. It was constructed in 1950 and '51
2 and first occupied in 1951. It is state
3 public housing. And those of you who are
4 familiar with the challenges that the state
5 has faced, it has not been able over the
6 years to adequately fund the upkeep and
7 maintenance of its state public housing. So
8 this is a 45-apartment family development in
9 two buildings. There's a U-shaped building
10 on the corner and a sort of longer building
11 here currently on Harvard Street. There are
12 some context photos here which may be
13 difficult to see. Perhaps the best shot is
14 sort of taken from across the intersection
15 and you can see a little bit of it. The
16 features to note, this is a relatively
17 handsome neo-Georgian or Georgian revival
18 structure. It's perhaps a bit better
19 detailed than your typical post-war housing
20 which are often pill boxes. So clearly there
21 are some nice features. There's some brick

1 coins at the corners. There's a limestone
2 water table. So features perhaps a little
3 better than you see in your typical public
4 housing.

5 The challenge is that after 60 years of
6 very intense occupancy and frankly under
7 resourced lack of maintenance or deferred
8 maintenance, these buildings are shot. And so
9 they do need very significant internal
10 interior renovation, all new systems, all new
11 finishes. And in addition, you should be
12 aware that housing standards have changed
13 significantly since these were built in 1950.
14 Family housing, these are all two and three
15 bedroom apartments. The three bedroom
16 apartments here average just under 800 square
17 feet. And the two bedroom apartments are
18 under 700 square feet. For those of you who
19 are familiar with housing, that is
20 significantly smaller than what is expected
21 today. So our brief from the authority was

1 to comprehensively modernize this
2 development, and in particular to increase
3 the living areas to the units. Now, while
4 although at the same time maintaining the
5 sort of distinctive character that these
6 structures have.

7 So, we've sort of identified three ways
8 to basically do this. One is make the units
9 smaller so that you can make them larger.

10 Second would be to go up. Make them,
11 make the -- add floors to the building so you
12 can increase the floor area and thereby make
13 the units larger.

14 And the third was to go out. Now, the
15 site plan here demonstrates that we are
16 relatively constrained site. And I hope you
17 can see it. So we did choose to go out some.
18 And the orange or yellow areas that you see
19 are proposed additions to the floor plate.
20 So the white is existing and the orange is
21 new. And so as you can see, we by in large

1 confined the additions to the back side
2 facing the parking courtyard here. And
3 similarly to the back side here facing
4 courtyard here. So as to minimize the impact
5 on the neighbors and the change to the
6 exterior, we did make two changes, very minor
7 elevational changes to the Harvard Street
8 elevation which is proposing projecting bays
9 on the front here to increase the living
10 space in those units and we think provide a
11 little bit of relief and massing on what is
12 otherwise a relatively uniform street walk.

13 So in terms of the massing change, we
14 think it's relatively minimal and it has
15 minimal impact on the neighborhood.

16 Actually before I move on to elevation,
17 to mention as part of this, the interiors are
18 being entirely reconfigured. We're keeping
19 45 apartments, same number. They're being
20 moved around. All the stairs are being moved
21 to different locations so the interior is

1 essentially a gut model. All taken out. At
2 the same time the exterior, although it is
3 not changing significantly, it is also going
4 to be comprehensively modernized with all new
5 utilities and site improvements. The one
6 major site design feature that is not
7 changing is the existing trees in the
8 courtyard which are quite mature. We are
9 retaining all of the trees on site and
10 especially these nice five really gorgeous
11 trees in the courtyard. New brick paving
12 proposed in the courtyard, as you can see,
13 and other features. There will also be
14 accessible entrances provided. And currently
15 there are no, there's no accessibility to the
16 development because there's several steps.
17 So we are providing a slight grade change in
18 the courtyard to provide for accessible
19 entrances here and here so that we can
20 provide a total of two accessible apartments.
21 Excuse me, I'm sorry, three. One, two,

1 three.

2 So accessibility is provided. The
3 parking will stay more or less as it's
4 currently configured but we are providing
5 accessible parking. Have 24 units existing
6 and 24 units proposed. 24 parking spaces.
7 45 apartments, 24 parking spaces. Excuse me.

8 So computer rendering showing what
9 we're proposing for the exterior changes.

10 And as you can see, I hope you can see, it is
11 relatively minimal. We are not proposing any
12 change to the fenestration of the buildings.

13 It's the same openings, same existing
14 openings and pattern in size. You can see on
15 the Harvard Street elevation here the two
16 small projecting bays that I was mentioning.

17 Again, to provide some enlargement of the
18 living space in those units and some
19 essentially additional elevation of detail,
20 massing detail and what is an otherwise
21 rather straight blend elevation. New

1 entrances are proposed with projecting
2 canopies. Trying to keep in the style of the
3 Georgian architecture but doing something
4 that's more modern and using all metals. The
5 proposal here is a composite metal panelling
6 for that metal system.

7 And I finally just mentioned the
8 project is being designed with green
9 communities criteria in mind. So it's --
10 perhaps you're more familiar with LEED.
11 LEED, the LEED program. The green
12 communities is essentially a version of LEED.
13 It's strict, intended much more for
14 residential units, but same general concept,
15 same principles, energy efficiency and
16 sustainable design features. If this were
17 LEED we would score it high silver or low
18 gold. So these are relatively efficient and
19 it's a high energy efficiency at low resource
20 intensive development.

21 So with that, I would -- I guess I'll

1 ask Terry and Kyle if they want to add
2 anything.

3 TERRY DUMAS: Just one thing I would
4 add is that this is a stimulus funded
5 project. We were part of a competition last
6 summer, and we're fortunate to actually win
7 two grants. This is one \$10 million grant
8 for this development and Lincoln Way in West
9 Cambridge. So we're on a really tight
10 schedule to get this through permitting and
11 actually into construction and we certainly
12 appreciate the help from the staff and
13 getting us on the schedule to be able to make
14 this possible. Normally it takes us about a
15 year to get to this point and we've done it
16 in about five months.

17 HUGH RUSSELL: Okay.

18 Discussion or comments from members of
19 the Board? Ted.

20 H. THEODORE COHEN: I have a
21 question about the size of the units. We've

1 heard various reports of different times
2 about the need to have larger units available
3 for larger families that want to stay in
4 Cambridge that aren't able to. So I
5 understand now why you said you -- the three
6 unit, the three bedrooms at 800 square feet
7 are obviously very small. But was there any
8 consideration of perhaps having fewer than 45
9 units but having a mix that would have some
10 larger units so we could keep these families
11 in Cambridge?

12 TERRY DUMAS: Yeah. Actually right
13 now at the Cambridge Housing Authority the
14 largest need we have is for one bedroom
15 apartments for elders. We have a waiting
16 list of about 4500 folks waiting, and the
17 largest category by, you know, about a third
18 of that is all the one bedroom category. And
19 in fact, right now for a three bedroom and
20 four bedroom apartments, we're going beyond
21 your Cambridge preference for families that

1 live and work in Cambridge, and roughly half
2 of those vacancies are going to people
3 outside of Cambridge. So the population and
4 the need has shifted over the past three or
5 four years at least for the folks that we
6 see.

7 And one of the things here at Jackson
8 Gardens because it was all two and three
9 bedroom apartments, we had a lot of long term
10 families that -- people that were there,
11 raised their families and now there's one or
12 two people left in an apartment, but they
13 want to stay in their community. And we have
14 not been able to accommodate them. We've had
15 to try to take a lot of measures to move them
16 within the public housing system to give
17 appropriate size units. So we do feel like
18 some one bedroom apartments both here and at
19 the Lincoln development on Lincoln Way would
20 help with some of that stabilization and be
21 able to allow some of those folks to be able

1 to stay there in their community long term.

2 HUGH RUSSELL: What is the proposed
3 unit mix?

4 STEVE BAKER: Just a moment and I
5 have it. I'm sorry about that. It's a total
6 of nine, one bedroom apartments. 22 --
7 excuse me, 24, two bedroom apartments and 12,
8 three bedroom apartments. So nine ones, 24
9 twos and 12 threes.

10 HUGH RUSSELL: Thank you.

11 Patricia.

12 PATRICIA SINGER: When you change
13 the mix of the apartments, I'm curious how
14 the population will change. Approximately
15 how many people are in the building now and
16 could the building, and approximately how
17 many will be in the buildings after
18 renovations?

19 TERRY DUMAS: What we're gonna end
20 up having in the end is basically a net loss
21 of about 12 to 14 bedrooms. So if the

1 average, if the average bedroom is housing
2 one and a half people, so that's probably a
3 net loss of about somewhere 28 to 30 folks
4 from the development.

5 PATRICIA SINGER: That's what I
6 calculated on the back of the envelope.

7 STEVE BAKER: May I just add to
8 that? At the same time we're also, as Terry
9 mentioned, pursuing a comp mod or actually a
10 new construction at Lincoln Way and that will
11 have an increase in beds to help offset the
12 loss here. So there's no net loss of
13 affordable housing. It's just being moved a
14 little bit to a site that we think can
15 accommodate it better.

16 HUGH RUSSELL: Comments?

17 AHMED NUR: Normally when we approve
18 for a construction at a residential area, we
19 have the tenants, the neighbors, the abutting
20 neighbors come in and voicing their concerns.
21 You mentioned that these buildings would be

1 completely evacuated. You're kicking
2 everyone out. What are their voices? What
3 are they saying? How does it affect them?

4 TERRY DUMAS: Well, interestingly
5 enough which is not usually the case, we have
6 had assumed that there would be some certain
7 number of families that wanted to stay
8 on-site during construction. So normally on
9 something like this, we would plan it as two
10 different phases. So we can have some people
11 move off site and do some construction and
12 move it around. In this case the residents
13 are anxious for this to happen. They've been
14 there a long time, they want the work done.
15 And they all voted and they want to go off
16 site and do it as one phase. We're hoping to
17 accommodate that. We started the relocation
18 process and we're in the process of moving
19 people around to other vacant units around
20 the city. We've had a pretty intense
21 resident process at Jackson Gardens over the

1 course -- well, we started last February? So
2 almost a year. They were involved in the
3 process of actually hiring the architects for
4 this work, and through that effort they now
5 have organized a resident council, have
6 resident leadership and they're very
7 enthusiastic about the work that's gonna be
8 done here.

9 In terms of -- you mentioned the
10 neighbors as well. We did announce and have
11 had two neighborhood meetings that were not
12 very well attended. We had a couple of
13 people that came to the meeting from the
14 condo building next-door. But in terms of
15 neighborhood-wide, there wasn't -- it didn't
16 seem to be a lot of interest. And earlier, I
17 can't even remember what day it was, Steve,
18 there's been so many evening meetings.

19 STEVE BAKER: Last week. Tuesday or
20 Thursday.

21 TERRY DUMAS: Thursday I think we

1 were at the Mid Cambridge Conservation
2 Commission District meeting at the library
3 and got some comments from them as well. So,
4 we're trying to make the rounds and get
5 comments. But the residents from Jackson
6 Gardens are very, very excited about this and
7 they want us to get in construction and get
8 it done so they can get back.

9 AHMED NUR: And those residents are
10 the nine, one bedrooms and 24, two bedrooms
11 and 13, three bedrooms, they're all basically
12 benefitting from this?

13 TERRY DUMAS: Everyone is guaranteed
14 the right to come back. However, we have
15 right now some people who are over housed and
16 some that are under housed, and we're short
17 approximately three, three bedroom apartments
18 at Jackson Gardens. And we believe based on
19 our statistics and people move out, that that
20 number is legit over the construction period.
21 And some folks will decide not to come back.

1 We worked that out with the residents
2 if in fact every single three-bedroom family
3 decides they want to come back once
4 construction's complete, we'll do a lottery,
5 and if there's others, they'll be next on the
6 waiting list for the next available three
7 bedroom.

8 AHMED NUR: Thank you.

9 HUGH RUSSELL: I have several
10 comments. Over the years I've frequently
11 taken people to the corner of Harvard and
12 Prospect and asked them to guess which of the
13 two apartment buildings they can see is
14 public housing and which is market rate
15 housing. And they generally get it wrong
16 because it's right across the street is the
17 market rate building. And the housing
18 authority building is the landscaping has
19 been a little better maintained, it just
20 looks better. So that's an interesting thing
21 about this building. Despite of the fact

1 that it's worn out, and you know, it's still
2 a pretty good job.

3 Secondly, these plans are very clever.
4 And where they've added space is very good.
5 I'm an architect. I did a lot of work on the
6 building of the Columbia Point Housing
7 project and so, it's not easy to do this.
8 And this has been done extraordinarily well.

9 The third quick question I have is it
10 appears that each apartment has a single
11 means of egress and is that something new in
12 the seventh edition?

13 STEVE BAKER: That is correct. In
14 the seventh edition of the code structures
15 are up to three stories and that are fully
16 sprinklered with fewer than four apartments
17 per floor per occupancy are permitted to have
18 a single means of egress. So it's a new -- a
19 change in the code.

20 HUGH RUSSELL: And did the old
21 building have corridors or was it still an

1 entry system?

2 STEVE BAKER: Well, it had a common
3 stair hall but it was just basically a
4 through stair, a through hallway so you had a
5 front door and a back door with a straight
6 stair next to a straight hallway.

7 HUGH RUSSELL: Okay. Because one
8 last thing about this plan is that the stairs
9 are shared by very few units, and I think
10 that is -- adds to the quality of life
11 probably and adds to the responsibility of
12 people that are sharing that stair. That's a
13 nice feature listed.

14 Are there other comments that people
15 wants to make? James, sure go ahead.

16 JAMES WILLIAMSON: I understand it's
17 not a public hearing, but because --

18 HUGH RUSSELL: Give your name.

19 JAMES WILLIAMSON: Oh, sure. My
20 name is James Williamson and I live at 1000
21 Jackson Place.

1 Well I just because I happen to be --
2 there was someone here earlier, happened to
3 be somebody who is an elected representative
4 of people living in public housing but not
5 Jackson Gardens. There's been a lot of
6 interest in this project on the part of
7 members of the organization that I'm on the
8 Board of, the Alliance of Cambridge Tenants
9 who were involved as Terry described in
10 helping to set-up the resident council at
11 Jackson Gardens. And I just want to say I
12 really appreciate Mr. Nur's questions because
13 I mean, it was nice to hear somebody, you
14 know, asking about that.

15 My -- we haven't -- there's no formal
16 position that I've taken or felt that I
17 needed to take about this I think, so, and I
18 don't speak for act, I would just say that I
19 think Terry has done an exemplary job in
20 terms of working with the residents of
21 Jackson Gardens, and I agree just from my

1 point of view, I like certain aspects of
2 this, the bay detail that was mentioned. So,
3 I don't -- I don't know if I could say that
4 there's tremendous enthusiasm in terms of
5 just having to undergo displacement. But I
6 think the fact that the housing authority
7 negotiated a memorandum of understanding with
8 the resident council with half of the
9 residents, and that included a commitment, a
10 guarantee to ensure that anyone who wanted to
11 return to the finished building, would be
12 guaranteed the opportunity to do that. I
13 think that really probably addressed, I mean,
14 given that you have to go through a
15 dislocation, I think that really helped
16 reassure people that this was not gonna be
17 the end of everything for them and their
18 opportunity to continue to live where they
19 have gotten used to living and wanted to
20 continue living. So, I just, you know, and
21 thanks again for asking those questions.

1 HUGH RUSSELL: So, I would like us
2 to send a favorable recommendation to the
3 Zoning Board. Is there a motion to that
4 effect?

5 THOMAS ANNINGER: You want to spell
6 out a little bit more what favorable means
7 why and what it is you want the Zoning Board
8 to do?

9 HUGH RUSSELL: I think --

10 THOMAS ANNINGER: Other than to
11 approve it?

12 HUGH RUSSELL: I think the
13 rehabilitation of housing maintaining its
14 architectural character, maintaining the
15 landscape but updating, you know, apartments
16 that are no longer as suitable for people who
17 live there. It's nice to see what people are
18 doing. It's a tremendous opportunity to do
19 it at this spot.

20 STEVEN WINTER: I'd like to add if I
21 could, I'd like to add the phrase that stays

1 with me, is minimal impact on the
2 neighborhood. I think that's what this
3 design shows, and the public process is
4 exemplary. That's beyond the approach here.
5 But I feel like everything's in order that
6 ought to be in order.

7 HUGH RUSSELL: Okay. So is there a
8 -- someone wish to make a motion?

9 H. THEODORE COHEN: Sure.

10 I would move that we make a
11 recommendation to the ZBA that they approve
12 the requested relief in the comprehensive
13 permit. That the Planning Board heard
14 testimony from the architect and from the
15 Cambridge Housing Authority and the need for
16 the rehabilitation of this project, and that
17 we think it is being sensitively done with
18 minimal dislocation to the current
19 inhabitants and minimal impact upon the
20 abutters, that we would recommend that they
21 act favorably upon it.

1 HUGH RUSSELL: Okay.

2 All those in favor of that motion.

3 (Show of hands.)

4 HUGH RUSSELL: Unanimous. All
5 members voting in favor.

6 (Russell, Anninger, Singer, Nur,
7 Winter, Cohen, Winters, Studen.)

8 STEVEN WINTER: We need a second? I
9 seconded it.

10 HUGH RUSSELL: Okay.

11 So is there any other business before
12 us tonight?

13 We are adjourned.

14 (Whereupon, at 10:20 p.m.
15 the meeting adjourned.)

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C E R T I F I C A T E

COMMONWEALTH OF MASSACHUSETTS
BRI STOL, SS.

I, Catherine Lawson Zelinski, a
Certified Shorthand Reporter, the undersigned
Notary Public, certify that:

I am not related to any of the parties
in this matter by blood or marriage and that
I am in no way interested in the outcome of
this matter.

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

IN WITNESS WHEREOF, I have hereunto set
my hand this 25th day of February 2010.

Catherine L. Zelinski
Notary Public
Certified Shorthand Reporter
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