

PLANNING BOARD  
FOR THE CITY OF CAMBRIDGE

GENERAL HEARING

Tuesday, February 2, 2016

7:10 p.m.

in

Citywide Senior Center  
806 Massachusetts Avenue  
Cambridge, Massachusetts

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## PROCEEDINGS

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H. THEODORE COHEN: All right, good evening, everyone, and welcome to the February 2nd meeting of the Planning Board. Tonight's meeting is primarily Town Gown report which is an annual event, and I recollect that last year when we did this we had about 20 feet of snow on the ground. So we're all in better shape tonight.

We'll start out with the update from the Community Development Department.

IRAM FAROOQ: Thank you, Mr. Chair.

So just a side from today's agenda, the next couple of meetings, on February 16th is our next meeting. We don't have any public hearings scheduled for that evening. The Comprehensive Permit for Auburn Court, which is additional affordable housing development is going to be on

the agenda. And then there are some more administrative items.

And then on February 23rd is a public hearing for 399 Binney Street, which is development of office and lab in the Kendall -- around the One Kendall Square area.

Outside of the Planning Board, in February there's the Ordinance Committee or I should say City Council hearing on the Cohen petition which is on February 24th at 5:30. So I will stop there and thank you very much.

Oh, that's right. Thank you, John.

February 11th, which is next week, is the first public panel discussion of the Envision Cambridge process. The consultants for the project will be present and they will be talking about what they think of the Envision Cambridge process. So we look forward to seeing many of

you there.

Thank you.

H. THEODORE COHEN: Thank you.

So we will start with the three presentations tonight from MIT, Lesley, and Harvard in that order. The two other colleges and universities that report to the City are Cambridge College and International Institute. They're on an every other year presentation to the Board, however, they have filed their Town Gown report with the City and that is available on-line on the Community Development Department's website. So if you're interested, please take a look at them.

We will start this evening with MIT. And the procedure we follow is that we'll have all three of the presentations made and then we will open up the floor to public comment and to then

comments and discussion by the Planning Board, and it may be that the Planning Board will have some issues that will need to be discussed at a later date, and we will -- if that's the case, I don't know that we'll be able to schedule that this evening, but it will then be duly advertised for a future date.

So if we could start with MIT. And we've asked all the presenters if they could limit their comments to 20 minutes and we'll see if that happens.

ISRAEL RUIZ: Okay, thank you very much. I'm Israel Ruiz, Executive Vice President and Treasurer of MIT. Good evening. And it's a pleasure to be back here before you to tell you a little bit about our university. And I'm accompanied by many of my colleagues which I'm not going to mention because it will take me the

rest of the 19 minutes. And they know that they're really good friends and colleagues who put this together and make MIT happen.

And so we're in front of you talking about Kendall Square. So I'm also going to gloss over that project in particular. But we really didn't want to start tonight without really marking something that's very important to MIT and we believe it's really important to the City of Cambridge. We're celebrating this year a century in the city. As you may know, MIT was founded in 1916 in Boston. Boston Tech its original name. And for those of us who love our institution, this is a remarkable year.

We moved to Boston -- from Boston to Cambridge at the invitation of the then City of Cambridge Mayor William Brooks, and this is the map of the original MIT. If you superimpose

today, you can see the main group by William Bosworth.

You can see Walker Memorial right over there. You can see that one of the priorities at MIT at the time was to have a President's house which is important, and it continues to be important. And that's a landmark where the President continues to live, but we have moved the athletic fields and we're really well known for our sports, our sports are as competitive as our calculus.

So this is today, and if you recenter MIT in Cambridge, we certainly are very proud of what MIT has accomplished and what the City has allowed MIT to accomplish. And together in this partnership and collective, I will say mission, in the pursuit of research and education that our institution has done for the last hundred years



in Cambridge, and last 150 or so.

What you see here is just the aerial map of MIT. Lots of things sprawling around the main group, and as I refer to this, continues to be the President's house. The athletic fields are now reoriented on the west side.

It's more striking to me when you actually take a picture from above, and what you see the completion of what it was at the time, a million square feet development, which in today's terms it doesn't look like too much, but it's actually a pretty amazing thing that we did in 1916. It's also striking to see the power plant at the time. And I want to mention that, because today -- tonight we will talk a little bit about how our efforts versus sustainability and the planning, but that was one of the key features of MIT at the time the generation of power. Today's

aerial view allows you to show the not only the campus of MIT, but really the entire city and the neighborhood all the way to the Kendall Square with a few landmarks like our Green building, one of the tallest structures today and the Stata building right here.

As we move forward, and as I always do in this annual event, is not only before we get into the building and plans for the future, we also tell you a little bit about where is MIT going and how is MIT thinking about its innovation, research, and education. We chose to highlight a few of those initiatives.

At the top you see innovation as being one in which we're paying a lot of attention and putting a lot of resources. You see words here like launching, the launching of the MIT innovation initiative about a year ago. The

concept that our President wrote an Op-Ed about called "Innovation Orchards," which is really what I could describe as the fabric and the texture necessary to support the acceleration of ideas through impact. And MIT's all about impact and magnifying that impact. And there are certain challenges for what I will describe complex technology companies to really bring those ideas from the MIT labs all the way to the impact that societal needs required.

You see a range of activities that support that all the way from supporting our students. There are some striking statistics in the evolution in just the last ten years where our students want to go when they graduate, so they are reaching nearly a third of them wanting to go through some entrepreneurial activity. Those numbers were in the single digits before

2007.

Digital learning is another key initiative. We've talked -- I've talked to you about the recommendations of the task force I personally participated in in today's future of MIT's education. And just today the President announced to the community, also, a series of initiatives to move forward some of his recommendations, including an institute and any laboratory for learning styles and to think about for the first time nearly in human history we can learn at massive scale how we as humans learn and the process of learning. And so that's very exciting to our community. It has wide implications for how we think about the campus and a physical campus to support this new activity.

Among those, there's this concept

launched a micro-master degree which in a past  
Town Gown I referred to the power of on-line.  
And one of the things we were able to do was to  
uncover talent globally at a scale that was  
unprecedented in the past. Our admissions office  
does a great job, but this allows us to reach  
very deeper and very broad. And this allows us  
to do that and bring the best and the most  
talented individuals who make the commitment to  
do that to really on campus, on semester for a  
professional degree.

Of course libraries in this context  
become very important. A scholarly research  
becomes really the key, but the physical  
dimension of the library may actually change.  
The physical space of the library may change, and  
we're also very much engrossed in this future.

Another big part of MIT, which took more

than last year, is to really think about the climate and the climate change. The President tasked two groups, the faculty group and a staff group as well as a -- I would say a senior officer, Maria Zuber our Vice President for research to shape it along how can MIT convene its efforts in really trying to resolve what is a humanities, one of humanities biggest problems from the climate. This is just a quote that the senior officers at MIT, a group of five of us, joined me with the President issues. The climate action plan at the time in October, and what that did was to position MIT, and I would say boldly into how we think about not only sustainability for our campus, but really way beyond to how we solve the problem. And I want to spend a couple of minutes explaining to you that -- because it also has further implications on how we think

about our campus as a laboratory for that test.

So the first thing is we transform the community -- aim to transform the entire community, our individuals, us into laboratories inside MIT as the entire campus as a way to think about how the world could respond to the charge of climate and the challenge of pursuing new frontiers of knowledge and education without jeopardizing the future for our next generations on our planet. So when we think about these scales, it really presents a scale from the nano and the micro all the way through these macro global planetary scale.

And this has the kind of complex problem of MIT and the type of problem that MIT likes to tackle. What we have done is really respond with this climate action plan, which you can download, and it's a long thoughtful thing, very well

written report. It really positions MIT along, I would say five actions. Those five actions are one is a major research focus to understand climate change and to support the science around climate change. There are clearly a lot of facts that we think are pretty indisputable that we want to make sure that MIT acts as a beacon and a spotlight to those facts.

The second one is the acceleration of low carbon energy technologies to help us in the transition to a carbon neutral future. It's also clear to us that we today don't have those technologies ready to accelerate that transition and we must work to accelerate them and to have our brains on power and devoted to that effort.

The third one is to take all of our student community and to enhance the educational programs on climate and climate change so that



they become ambassadors once they graduate from MIT. To create tools for sharing all of that climate challenge globally at a global scale, and then to take very significant measures, which I'll take in quite amount of detail on our campus to really use it and act in an example of transparency and data and information to analyzing big data in our building, utilization of our buildings, and proving technologies and forward-looking technologies in our new construction.

So this report was I would say high level commitment from MIT from our President and the entire senior administration. Including in this is the launching of eight, \$300 million to get to this future technology. And you may say well, that's on the academic research side. We also charged with -- led with -- and one of the

highlights with this is we committed with what we know today our technologies, ambitious to get us to that 32 percent goal. What we don't know is beyond that we aspire to the carbon neutral as soon as possible. That's the kind of line that we want to make sure that we are able to put forward and we're going to dedicate our resources to get those technologies to increase the speed and the slope to achieving that goal.

We also looked at in very much detail what happens on these campus sustainability and we had a lot of people working so that a month later from this report we were able to issue the campus sustainability working group recommendations. And those I would say attack and take this high level thinking all the way to campus activities from procurement all the way through renovations of laboratories and green

laboratories, to materials, materials management, storm water, etcetera, etcetera. So together these two reports I think create the blueprint for moving forward MIT the next three to five years and really make a big dent in how we attack this problem. I'll refer to some of these in the future as I talk about renovations.

So as we move and transition from what MIT is thinking on the mission side to the physical attributes of our campus that we'll support is, we wanted to feature and highlight certain pictures and emblematic renovations. This is under the dome of MIT, clearly one of the most, if not the most, iconic buildings of MIT today. This was the Baker Library, the Baker Engineering Library. It used to be full of books just a few years ago. Now the books have somewhat disappeared. It has become a space for

MIT. This is a library centric space. They have become study rooms. But the restoration of these, together with the opening of the skylight that was closed after World War II, it created a magnificent space. It is now today a 24/7 space for MIT students and the community members to study. It's one of the most populated and popular activities.

The renovation and the restoration of this, again, is a 100-year-old building. So you may imagine the challenge of doing that and how we positioned it. But because of this and I've been now consistently sharing with you the work of our teams in creating this 2030 framework for the planning of the vision of what the campus should be, along these actions of supporting innovation and collaboration, supporting the engagement of living and learning in the

parameter of the digital world and the renovation renewal and sustainability access. As you may look at that, there's a physical element all the way from the Baker Library that I referred to to maintaining historic structures and really having an amazing care for how those structures perform in the next 100 year to all the way to like the cycle of MIT to the library to the materials management.

So a few of those project in the renewal and stewardship of the campus, we've activated, and I think this is the right time in the presentation, to tell you that last year one of my proudest moments was to really achieve in the last few decades the moment in which MIT invested as much money as was necessary to maintain the level of the maintenance stable. And this is an amazing achievement when you have 100-year-old

buildings. I can tell you that there's lots of zeros attached to that.

What you see here are examples of where that money is going to. Up above you may not be as familiar as we are, but this is Kresge Auditorium, another one of the amazing architectural structures at MIT from the 1960s. Lots of challenging angles here. It was referenced before I started.

And a new kind of space here for our department of facilities. And another amazing iconic building NW-23, that building's been there for now 100 years or so.

This is the top of E-52 on the eastern side of the campus. It's the conference center. It used to be referred to as the Faculty Club at MIT on top of the Sloan School where I graduated from a few years ago. And that one is the

classroom in the newly renovated building to the first iconic structure in the Wadsworth main campus that houses the math department of MIT.

So all of these are touching not new space but rather actualizing and putting together for the next decades hopefully the uses of MIT.

If we go into that, I also refer to some of our thinking in dollars and how our capital plan really gets to this. And what to me is one of the priorities of the administration which is to put an emphasis on not so much on new construction, which to us is what's happening the turn of the 21st century from 2000 to 2010 or so, now we're focussed more and more on renovating and comprehensively operating our facilities. What you see is the total expense 25 percent, a quarter of that and will go allocated for new construction. Most of the other is going to

renewal of the campus which is badly needed. As I said, when you reference the age of the campus.

Our thinking, and this is now approved by our corporation, we have a program that spans all the way through a '18. We have a working scenario of what next projects will come, some of which will make it into this presentation in the years to come. And then we have a planning, mostly like in terms of dollars devoted to the kinds of streams of transactions of renewal for MIT to make sure that we get it by 2030, we get to the levels that we want to get in terms of campus and the quality of our spaces.

So when we do that, I'm not going to ask you to read all these letters. I'm not even going to read them to you, but this is just to indicate, these are managerial tools for us to think about systemically of the portfolio



buildings. We have more than 138 buildings. The age of these buildings vary anywhere from months to hundred plus years. How we think about designing and upgrading these buildings for the future becomes a very, very relevant thing for supporting the mission for MIT. And all of us who are here tonight are enabling and supporting that mission under very complex circumstances. I've referred many times in our community that upgrading a building like Building 2 right here, with the reference before, 100-year-old building for today's chemistry labs looks quite, quite different than the chemistry department 100 years ago. And when we're trying to do this, we're trying to upgrade infrastructure for the entire campus, and also the uses for our community.

When we move beyond those laboratories, we look at the storm water, land management,

etcetera, and we're aiming to hit the highest levels of sustainability in every intervention that we make. That's really the posture of MIT. And as I said, I think as referred to in the past, one key example to me is MIT Nano which if you travel and go across MIT, I really urge you to take in one of the windows. The label we put is the future is being constructed here. I think that's something to say. And that's the most advanced nano-technology facility that we know so far will be constructed. It's the first one that will be LEED Gold or it's on track to be a LEED Gold, and this is a huge energy consumption for MIT to advance the science and nano-technology.

I also refer in years passed this matrix, and I know it's challenging to many of you, so I decided not to bring that to you again. Think of that matrix that ranges our buildings along two

axes; the physical condition, to the right would be the worst buildings, to the left would be the newest buildings, and the concept of what we call mission enabling was this concept of if we intervene in a building, are we gonna allow researchers, faculty, and others to do much more through that investment? So then we can privatize and think of this quarter as the top. So when we run buildings, and those buildings fall in this quarter, what we really want to make sure that they go as quickly as possible into the capital plan. While we have added over the past year or so working with Julie's and Julie's team, as well as many faculty at MIT, would be effectively a third axis, which the third axis would be sustainability. If you take all these buildings and you actually focus on the ones that would be, the ones you're putting investment and

changing all of what we have and we know about the uses of that building, can we achieve this 32 percent or beyond in carbon emissions of MIT?

So we're very actively pursuing this, and re-privatizing the working plan along those years along those axes.

To give you a sense of how that works, and I know some of you on the Board have the right degree to achieve what this is. So this is an example of Building 2. Building 2 was one of those buildings that was ranked at the top quarter of our priorities. It was prioritized for certain classes and certain spaces, and while the administration, what we decided to do is take the bullet, if you will, and go for the entire building, renovate the entire building top to bottom and upgrade it as a result of what we could do. What that allowed us to do is really

redesign an envelope that really makes sure that we have the right containment, the building structure itself, ME/P infrastructure and the foundation here. And so now we have the first 100-year-old building that looks like a 100-year-old building that maintains the historic contents of the building that's really set for the next 30, 50 years of the math department.

Similarly when that building is not in the top quarter but it's in kind of what we call the L around that quarter, what we focus on is not so much on the building itself, but on systematically upgrading its systems which are the most, really the ones that consume the most energy. So this is an actually on the mirror side of Building 2 on the western side of the main group, Building 1, and what this project was focussed on was on actually the roof and

repairing and upgrading the roof and the ME/P of that building. What that allows us to do is selectively privatize investment across all a big diverse portfolio of buildings in very different state of affairs and to maximize A, the quality of the space, so that researchers at MIT keep pushing those frontiers. And B, the sustainability footprint of MIT.

With that, there's another area that's near and dear to my heart because nobody really advocates for it but myself, which is the steam distribution, which is a sexy research topic at MIT. But it's one that's actually reflective of a lot of what happened with sustainability. And it's one that requires massive amount of investment to really tackle it not one at a time and trying to resolve a few steam leaks that we have, but really massively think about the whole

system distribution.

So right now we're on the east side we're kind of thinking around the East Campus Kendall Square project. On the west side and all the residences. You can see the estate, the red being poor condition, and we're also trying to think about this systemically. We believe this is one of the key projects going forward that will help us achieve some of those goals that we've outlined.

Efficiency forward program. That's a great partnership that we started with NSTAR, now Eversource. It's allowed MIT to create the right incentives for users, for buildings, for everybody to achieve. I would say are quite amazing reductions in energy consumption together with new technologies and laboratories. This got kick started by a few donors at MIT as well as

Eversource.

Moving on to planning, I think you're familiar with this, but I want to make sure that we report some of our priorities. On the eastern side we're quite focussed. Kendall Square and the creation of the East Campus Gateway for MIT is the key for that project and for that sector of the campus.

The Main Campus, as you may imagine from my comments, the main focus of the Main Campus is to restore the functionality of today's research of the 100-year-old buildings for the most part.

The north part is focussed on having and really interconnecting some of the innovation ecosystem that we have talked to you in the past with the campus of MIT and how we make room for some of those as well as reposition some of key functions. As you know, the MIT Museum right now



located here, we're planning to move it right to the Kendall initiative. So how to think about that in support of MIT's position.

And then the west becomes this good landscape opportunity for us to really think about the academic mission, the student life mission of MIT, and how we rethink the growth and the renovation and cascade all of these buildings for our undergraduates and graduate students.

A few examples of those renewal projects: These are pictures that you saw before and these are the full building pictorial representations of Kresge, the main auditorium, the largest auditorium size at MIT.

Building 2 just opened. E-52 with the conference center on the top. And NW-23 which is the restoration of this building for the facility.

And new construction, it's worth noting the diversity of this new construction from MIT Nano, which I referred to, this is going to be the most advanced research facility on our campus, 300 Mass. Ave. Our joint venture, 610 Main Street North. The second set of buildings and 181 Mass. Ave., Novartis.

Planning and design. You are quite familiar with the top corner on the left Kendall Square and East Campus. So I'm going to skip that one.

The central utility plant upgrade which we also come to the City with, and that's in support of all of what you're seeing here, but also with an amazing outcome which is the reduction of the footprint of emissions on that particular plant.

345 Vassar Street, which is going to be

the home of the theatre division of MIT at 12 Emily Street, NW-98.

So this is the way we look at MIT, our shared community, and it's not only about our admission and about the restoration and renewal and functionality of our spaces, but also how we partner with individuals that form this magnificent City of Cambridge. So we collaborate across the board. MIT is very much engaged in every sector, every department, and every community. And we've chosen to really outline a few. Some of them relate to the museum, some of them relate to our students getting organized and creating outreach programs in STEM. The MIT Edgerton Center is running amazing programs on the last few decades getting the schools, K through 12 students, in, extending and letting the MIT mission of hands-on education really

percolate through the curriculum. And then the summer youth employment program which now I'm very happy to report right here, this is our new Vice President for Human Resources Lorraine Goffe-Rush, who is a huge advocate, and she really wants to make sure that our community and MIT is the most open and inclusive that there needs to be.

So before I finish, I want to also alert you that we're going to mark this 100th anniversary of being in Cambridge in a very big way. I suspect you know that MIT knows how to party, too. And we're going to kickoff, starting in March with a completely different way, with symposiums to think about how MIT and research and anchor, but then we're going to move through that with a series of activities leading from April, and I think you all have a card inviting

you to our open house on April 23rd which is, for those of you around in 2011 when we celebrated 150, we believe that will be a great activity.

And then in May the early -- I think it's the first weekend in May, move-in day which we will re-create what happened 100 years ago, but with today's technology. So there's an open call for the MIT community to think about how that was happening. There was a barge crossing the Charles River 100 years ago. That barge may look quite differently this time, but that's the activity that we're planning.

Thank you very much and you're all invited to that. Welcome questions. Thank you.

H. THEODORE COHEN: Thank you very much.

Just a question, is this information on a website somewhere with dates that people can look at?

ISRAEL RUIZ: Some of them are. Some of them we're still kind of putting dates on that. We'll make sure that we follow up with the website on the MIT 2016 Cambridge. We have the website active.

H. THEODORE COHEN: Okay, thank you.

Now, we will hear from Lesley. Do you need any time to set up?

UNIDENTIFIED AUDIENCE MEMBER: A couple minutes.

H. THEODORE COHEN: A couple minutes? Okay. People want to stretch their legs, that would be great.

(A short recess was taken.)

H. THEODORE COHEN: We're back in session. So we now will be happy to hear from Lesley University.

MARYLOU BATT: I'm Marylou Batt. I'm the

Vice President of Administration at Lesley. With me is George Smith who is the Director of Operations and Planning, and John Sullivan who is the Communications and also Community Affairs. So we're very pleased to be here. I think that our presentation will be a little bit shorter than normal and perhaps shorter than our both the bookends that are both MIT and Harvard. So we'll just go through this fairly quickly I think.

As you know, Lesley has three campuses, each within ten minutes of each other. We run shuttles between the three campuses Monday through Friday and from seven-thirty to eleven-thirty and on weekends from ten to ten-thirty at night.

The Porter Square Campus is primarily our education campus where we have both the School of Education and now the arts school, and then the

Brattle Campus is where our library is, where we share the facility with the Episcopal Divinity School, and where we have some dorms. And then the Doble Campus is the original campus of Lesley which has all of the -- that's not true. It has most of the undergraduate housing, and also then has some classroom space as well.

Lesley University at this point, these are Cambridge only numbers. As you know, we do have a fairly extensive off-campus program and on-line program, but we are only reporting here the Cambridge numbers.

We have 58 buildings, 25 sites outside of Cambridge, 12 of them in Massachusetts now and 13 outside of Massachusetts.

Unlike past years, I think most people know that the President of Lesley has announced that he's stepping down and we expect a new



President to be appointed shortly actually. And so we're in a transition period. And our campus -- I'm sorry, our strategic plan and our campus plan were both ending in 2016, and so this is basically the transition period for us. We haven't started very much long-term planning. We were waiting for the new President to come in to put their touch on it because otherwise we'll just, you know, we'll do a lot of work now and we'll do a lot of work again. So we prefer to do it once.

And as you know, Lesley has always had its strategic plans on three-year cycles. So what you'll see here is sort of the completion of a number of things, a few things that are underway at this point, but in general this is not a big here's what we're gonna do and where we're going because we're not quite sure where

we're going.

And so when we figure it out, we'll share it with you and see what you all think about it and see if we're going in that direction.

So here again are the projects by campus, projects we'll go through them in a second, but just so that you can see, we do have a number of projects, a lot of infrastructure projects that are in fact in planning stage and hopefully will start later this year.

At the Porter Campus we -- obviously the Lunder Center has been completed. We have a cafe renovation going on in University Hall because obviously with all of the additional students there from Lunder as well as from the School of Ed, we have many more students needing food and not wanting to go back to the Doble Campus or to the Brattle Campus which is where the two dining

halls are. And I think as most -- if anybody has wandered up and down Mass. Ave., you know that we have a fair amount of available retail space and we're looking at how to upgrade the space and also to get tenants that fit in with us.

So obviously there is the new Lunder Center which you saw some of last year. It was all under snow when we showed it to you last time. We're very pleased to say that we don't have any snow now.

Obviously the art school has really been a nexus for us in terms of working very closely with Cambridge, with the Arts Council, with the Cambridge Community Foundation, and obviously with the public schools. At least a third of all Lesley students are engaged in arts of some sort, some directly in the arts school and some in school of education, some in the traditional

undergraduate school, and some in expressive therapies which is a part of graduate school of arts and social sciences.

We obviously have lots of exhibits now and speakers in which are always open to the community. This is obviously the main art gallery now that faces on Mass. Ave., and we have continuing rotating exhibits in here and we're -- obviously everyone from Cambridge is welcome and many of you have been there at this point.

Again, these are some additional pictures of the Lunder Art Center.

This is the Porter Cafe renovation. The space on the right was done over 20 years ago. That's the picture that goes back 20 years, but it -- now we're putting in, as you can see, more cooking facilities and we expect actually the space to open up next week, believe it or not.

And so we'll be able to actually cook food up there which has been a problem because we've just been up to this point bringing food up from one of the other two campuses, and as you might expect, the students who get their breakfast, lunch, and dinner there, don't really think that they're getting equal share of the breakfast, lunch, and dinner. So we're going to try to improve that. And this is just the layout of the space.

And in terms of planning on this campus, we're looking at doing two things: Obviously we discussed the University Hall retail space upgrades. The whole lower level, we have identified another health club that in all likelihood will be announced shortly. We're in the process of finalizing that lease. And once we do that, that will be -- you can expect by the

fall that they will be open.

As you know, Citibank moved out. They sold all of their banks to Webster. So Webster Bank has moved in seamlessly into that space. And we do obviously have big city bank -- I'm sorry, City Sports space currently. We're in the process of looking for a tenant for that space.

So that's what's happening in University Hall, and it's also happening in our bottom line.

And then in terms of Lunder, we had, as we frequently do, we value engineer things out of initial construction plans and then we discover that that was a bad idea and we need to put them back in. So the illustration studio that is in the church, we are planning to put a skylight in that space so that we get more light up there for the students, and this was initially approved by the Historic Commission when we originally did

the plans and then we took it out and now we're putting it back in again. And so we're gonna do those plans -- we're gonna do that work this summer.

On the Doble Campus we finished the last part of the threshold complex. As you know, we had done two previous buildings in this location, and then a year ago had done this building, and now we did the final building so that the four threshold buildings are now completely -- have been completely -- got renovations from stem to stern. And, again, on the -- let me look through this a little bit. This is the building that we just completed the renovation on. This is the office space for the Threshold program. You can see behind it the building that was there before and as was renovated before and then down the street is the Phase II project, and then the

Threshold Project you'll recall are adults with cognitive and learning disabilities. And these renovations really not only were for the students that we have there but also we've seen more and more graduates of the program who either live in Boston or Cambridge and work -- and are working, but need continual support. And so that we have a very active graduate program for them so that they can come back. And as you might imagine, if you have these kinds of disabilities and you lose a job, getting assistance to figure out what to do next is something that's really important to making a smooth transitions.

And again, in Doble Hall we renovated the fourth floor of the building to really improve the accessibility to these classrooms that were up there and to make sure that they were accessible now.



From the elevator here, this classroom had originally been accessible from here, and if you needed to get -- if you needed to get from here, you would have to go through this classroom to get in there which was really not ideal obviously. So, we upgraded these classrooms and also provided additional accessibility for them.

For 100 years we've had a pretty -- we haven't really had an entrance to Lesley. That's the entrance, which as you might imagine, isn't exactly what you would think of. It's not the gates of Harvard or the, you know, pick your choice of what it might be. You're sort of looking at a circle with, you know, a loading dock and we've really decided that it's really time to make some improvements on this area. We'll obviously do it in phases. At some point, you know, when we're really rich, we'll build a

building probably on this site but, you know, not any time soon.

And this area here leads up to the Doble Quad. As you can see, it is not accessible from Mellen Street. It is accessible from Everett Street and there is a little alleyway between this building and Stedman's that people can get through, but we really want to make it accessible from Mellen Street, so that really sort of links to the rest of the campus. And so we have a plan which will create an accessible route up to the, up to the quad from Mellen Street.

So we're looking at a redesign. And as you know, this portion of Mellen Street was closed years ago and Lesley owns it. It is -- it remains open for fire trucks and emergency vehicles. And what we plan to do with it from working with the fire department to make sure

that we're meeting all of the needs both in terms of width and weight of their equipment, but we're looking at making this a much -- so that from curb to curb that it's flat as opposed to going down into the street and then back up. And we're still looking at what kind of permeable material we would use here to really deal with some of the issues around resiliency obviously, but also to improve the whole appearance. Because over in here is -- well, there are some dorms here, but then over here there are a number of other dorms, and so this really helped to link the two sides of the street together in a way that hasn't happened in the past. And while this remains an active loading dock, which it will, we're looking at trees and landscaping to shade it and to have a sign that at least welcomes you to Lesley and gives you a hint that this might be the front

door as opposed to the back door.

So those are plans that we plan to do this summer and we're hoping it will look something like this.

And then on the Brattle Campus we have a lot more infrastructure projects, both that we've completed. We've now put in an energy efficient HVAC system and to share with the largest building on that campus which is where the library is and the classrooms are. And we renovated Lawrence Hall and in terms of both bathrooms and also heating system. And we're looking at expanding -- we're looking at expanding the community garden space that we have there already. But one of the biggest projects that's there that we have to do in concert with the Divinity School is the entire electrical grid needs to be replaced. The -- you know, if it

goes down, if something breaks, they don't make the parts anymore, so we're definitely on borrowed time. We're going to do it over several years. We're gonna do -- this summer we're going to do Lawrence and these buildings that we own over here. This building was done when we renovated it. This is 101 Brattle. But we're going to do these and EDS is going to do its buildings here, and then next we are -- we'll take on the other two big buildings over on the other side, but it's too big a project for us to handle financially in one year.

We have made an enormous effort in terms of sustainability, and we're very pleased with where we are with it at this point, and as you can see while, we have increased the footprint of the campus fairly dramatically a few years ago, we've really been able to cut the emissions

dramatically over the last couple of years.

And we've obviously expanded the number of bikes. We now have a Hubway located at Lunder. We have increased the number of spaces dramatically for bikes.

On waste diversion, again, we have a goal of 50 percent. We've achieved 46 percent of what we -- of what we have. But as you can see, we also had a 28 percent decrease of all waste and then of that de minimus amount we then had a 46 percent recycling. So we're very pleased with that. We've been able to do that through with composting and obviously successfully diverting waste, food waste altogether. So, as you know, both MIT and Lesley received these EPA awards.

And then, again, in terms of additional work, this obviously with the street that we're talking about looking at making more pervious

we're going to be able to increase the resiliency there and we're also in the process of mapping all the existing permeable conditions and looking at the Brattle Campus and what we can achieve there.

And obviously when Lunder was built, we had this huge storm water retention system that is all along basically underneath part of the sidewalk that goes from Roseland over -- all the way over to here. So these tanks are huge, and if you get the 100 year storm, these tanks will obviously hold all the water and they won't have runoffs.

And again, the Lunder building while it's still pending, we anticipate that it will achieve Gold, which for an art school with all of the various issues around making sure that the air is circulating because of paints and other

chemicals, is really a fairly impressive achievement.

And then we just want to talk for a few minutes about all of the various partnerships that we have with Cambridge and sort of around innovations. I mean Lesley has had -- thanks to the Merks there was, I think, as people know, a \$2 million contribution from Merk that went into the Kennedy Longfellow School and Lesley and they worked together to look at how do we really change how we, how we engage in learning and inquiry-based exploration and to really help children with -- develop new ideas and new ways to do things. And so of course it's really been a lot of work that's been done around the type of programs and the computers and technology and developing a lot of ideas there. And that program, although the dedicated funding is not



there, we continue to work very closely both with the Kennedy Longfellow as well as the rest of the Cambridge public schools on this.

We will also have a creativity commons which we work, again, very closely with the Cambridge public schools as well as Cambridge Arts Council and the Cambridge Community Foundation looking at innovative ways to teach and to look at different pedagogues in the classroom to make it much more interesting and stimulating for the students in which obviously increases what they actually learn.

One of the programs is a sidewalk math course that was developed and teaches them about numbers and how to do all the way through geometry using this hopping and skipping. Not exactly how we learned about geometry but nevertheless.

And obviously then we have other programs looking at how to support initiatives in terms of family engagement and getting families involved in reading and working with the students. And so we have -- and this is just what we have in school of education. We have other programs in our graduate school that are also focussed on Cambridge. So a lot of our efforts have gone into various partnerships with Cambridge and we're very proud of that work.

So -- but that's what we have to show you tonight. So thank you very much, and I'll be happy to answer questions at some point.

Thanks.

H. THEODORE COHEN: Thank you.

And now we will hear from Harvard.

(A short recess was taken.)

ALEXANDRA OFFIONG: Thank you for having

us. I'm from Harvard Project Management. I'm joined from a number of colleagues from Harvard University and we're pleased to give you an update of our campus at Harvard University. We have a lot to cover tonight. We'll be talking about our campus projects, our programs, and our sustainability. We're going to go quick, but we're happy to answer any questions.

So we like to start off with just touching on kind of the main drivers of what, what drives planning and development on the campus. So of course as an educational institution, everything comes down to providing facilities that support the teaching and research. So a lot of what we've been doing on our campus has been updating our classrooms. This is an example of a classroom in the northwest building that we have repurposed to be

a flexible space, to have movable furniture, to have technology enabled, and it's been a dynamic addition to our classrooms.

We also, as from our very founding, we've been a residential campus and we'll talk a little bit tonight about how we're continuing to invest in our undergraduate residences, but we also house a large percentage of our graduate students and this is an example of the Cronkhite Graduate Center that was just recently updated. It's on Brattle Street. And this is one of the student shared kitchens that we want to promote a good student life in graduate students as well.

So we see our campus as actually part of the educational experience. This is actually on Brattle Street as well as across from the Loeb Drama Center. It's part of the Radcliffe Quad and it's, it's a very interesting program that

the Radcliffe Institute, every two years, they actually do a design competition for a public art space that's open to all Harvard students. And so this is actually the design. The installation that's in right now which was a winning design from a student at the Graduate School of Design. And it's -- we see this just as a great opportunity for students to be able to design and build and prominently display their creative ideas.

We'll talk a lot about sustainability. Of course that's how we plan and build and operate our campus. This is a new solar PV installation that's on Wasserstein Hall, which you can see this is Mass. Ave. This is -- we're not usually seeing the building from this angle, but this is at the law school. So Heather Henriksen will touch on a lot of our

sustainability initiatives after I speak.

And finally, we are always continuing to maintain and improve all of our campus infrastructure and keeping our campus and what's fundamental to our campus running. So one of our notable improvements after a multi-year implementation is we've converted the Blackstone Station into a co-generation plant so that was just completed this year.

So, we're going to talk about a number of projects in Cambridge that are all over the campus, and I'd like to start tonight with the house renewal project. So, we've been talking about them for a few years because we are about four or five years into this program, which as you will remember, we're in the midst of a comprehensive updating of our undergraduate residences. So we know that many of our river

houses are about 80 to 100-years-old. They were built and they have never been comprehensively updated. So that is an initiative that the university is undertaking, and the focus has been on the neo-Georgian buildings along the Charles River.

So last summer we just completed the renewal of Dunster House which was actually our first full house in the program. So on the exterior we took a real restoration, historic preservation approach, and this was no small affair because these are very scheduled-driven projects. They have to be done basically in one academic year. So sort of two summers and one academic year. In 15 months this is, you know, 200,000 square foot facility, there are 900 windows, there are 57 chimneys that need to be rebuilt. It's -- we went from soup to nuts

throughout the whole building to really make them last for another century or so.

So on the interior we have new layouts. This is one of the student bedrooms, for example, but we made -- we took buildings that were integrated -- that were oriented around vertical entryways with no interior circulation, no elevators. We drove corridors through them all, we made them fully accessible, fully code compliant, all new building systems and really made them ready for 21st century student living.

The buildings also, we are fortunate that they have these beautiful historic traditional spaces that make these buildings so special. So with these traditional spaces, for example, this is the dining room in Dunster House, we took great care to restore them. We took them apart, we upgraded their infrastructure, their lighting,



and temperature control, and then we very carefully put them back together. So that with the new space, all of the traditional spaces still remain.

This is another one. This is the house library which is also a lovely study space.

So Dunster House when it was built, it was originally equipped with eight squash courts in the lower level. So these were double height spaces that were -- that had been underutilized for some years. It gave us a great opportunity to take those spaces and really focus the student life program within those below grade spaces. So this is where -- you can see this is where we put our fitness, it's where we have our art and music practice rooms, our teaching spaces, social spaces, hangout spaces. So this building didn't require any additions, it was all mining the

space from the below grade.

So currently we are in the tail end of the design and planning for a project just down the river at Winthrop House which you can see is actually a collection of four buildings. It's two historic masonry buildings and two small historic wood frame buildings. And this is a project that Planning Board just saw a month ago and the Zoning Board actually approved in December, so it's a very similar approach to Dunster House in terms of its comprehensive renewal and historic preservation approach. One difference with this building is that we actually have, in the current site plan you can see, there is a garage building that was next to Gore Hall, that provided us with a development opportunity for this house which actually was undersized and needed additional space. So in the future plan

we have an addition, you can see, we have an addition here on Mill Street, it's on the corner of Mill and Plympton Street. And then there's a low rise portion that is facing Memorial Drive. So you can see this is the Mill Street portion. This is a view from Mill Street, and this is the new wing what has recently been named Barrett Hall. It's mostly student bedrooms, and there are a few common spaces as well on the top. You can see there's a nice common says as well as on the ground floor. But mostly it was really intended to create student bedrooms.

And then this is the view of that corner of Plympton Street and Memorial Drive from the river. You can see in the background this is the -- what we just saw, the Barrett Hall. And then this is the small connector building. This is -- this grey building is there today. It's a white

building today. It will remain as part of the house and so we are just connecting it to Gore Hall so that it's more usable and accessible.

Finally, we are looking ahead to the much earlier phase of Lowell House, which you can see sits right here in the middle of the river district. It's one of the largest houses. We are right now in a much earlier phase of design and planning, but it's -- it will have a very similar approach to the renewal.

So moving to Harvard Square. We have two projects that are at the Smith Campus Center, the former Holyoke Center, and both of these were recently approved. One of them is a full building on the Loeb repair and that was approved last year by the Cambridge Historical Commission.

The second project is the creation of the campus center which the intent is to transform

the first, second, and third floors of the building and really engage Harvard Square while we create this campus center. This was -- we spent a lot of last year going through a very rich and engaging public process with this Board, with the Harvard Square Advisory Committee, the Historical Commission, and the Zoning Board. We think it was actually a great process and the outcome was very, it was very positive. So just from the facade project, the intent really is a cleaning and maintenance of the glass and the concrete on this building. This is a project that actually started last summer and is ongoing right now. But one other thing that we'll be doing is there's a lot of the original elevation details that have been diminished or have been obscured over time, and the intent is to bring those out again. One of those is, for example,

you can see this is an older photo. This is about 20 or 30 years old. Can you see that the original design had these color scale bars which through the film on the window had virtually, you can't see them today. As we remove the film, the building, we believe, that the cleaning will really look a lot better.

And with the campus center project, I'll just show you a few before and after views of this transformation. So this is looking at the Mass. Ave. side of the building as it is today. And looking ahead to post-renovation, they'll still be a very vibrant, lots of seating, but both seating indoors and outdoors. There will be still a nice grove of trees. There will be a welcoming area to the university, kind of an arrival point for the university.

So looking, again, also to Forbes Plaza

but from Dunster Street on the sides, this is as it looks today. And there's this wall that kind of blocks your ability to enter the space. And you can see the Au Bon Pain shed roof. So in the future design we will remove that wall, we will open up the space. You can see that there's a little cantilevered addition here that will provide public seating that kind of overlooks in a gallery experience that you can overlook for Forbes Plaza, that will also, there will be other public seating as well indoor and out. There will be chess tables, trees.

So within the building we are creating a very large open plan, multilevel, flexible space that we kind of call the living room and it will be a great place to hang out and for events and activities.

And on the Mount Auburn side of the

building, this is as it looks today, the idea is that we will redesign the space so that the accessibility is more integrated within the design. We will have new plantings. And this is sort of the quieter south facing side of the building. And so we see this as more of the contemplative plaza.

So, moving to the Harvard Kennedy School. So today this -- as the Planning Board will remember from the process about a year ago, the university is now in the construction phase for a new addition at the Harvard Kennedy School with the intent to provide new academic space and support space.

The view today will be replaced with this view which we're excited about because it really provides a much better and viable point to the campus. One of the notable features of this



redesign is that we are actually raising the grade of the courtyard so that it will be on the same grade as Eliot Street so that when somebody enters, they can actually just seamlessly transition in.

You can see this is a view when you're in the courtyard looking back out to Eliot Street. So that project is underway.

Over at Radcliffe Yard the Harvard Graduate School of Education recently completed an addition to the fourth floor. So there's a new, a new penthouse on the top of the building that was done in a way that was sensitive to the historic building, and there was also some reprogramming and systems upgrades within the building.

At Nine Ash Street, this is the Philip Johnson house. So the Harvard Graduate School of

Design is now underway with a comprehensive update to the building which this is just -- this is an 1100 square foot modern house. We know it's a very important house, and the intent is to return the building to its original appearance and architectural integrity but also improving its durability. We went through a long process doing historic process structures report and really taking the time to make sure the treatment of this building was extremely careful. And through our work we've had to do a lot of stabilization. We've found that there's been quite a bit of water infiltration over the years because of the original construction techniques. So we are taking the time to restore it, but also make sure that we don't have those problems in the future. So this is a project that's underway and we expect it will be completed this winter.

So looking across the river we know that in 2013 Harvard's Institutional Master Plan for Allston was approved and since that time we've been undertaking different projects. The business school campus, which is over here as well as on the athletics facilities, but we will focus today on the various corner projects. So a major science and engineering complex. This is a building that will include lab and teaching spaces for the Harvard John A. Paulson School of Engineering and Applied Sciences. This is a project that is still in the design phase but it's something that it's been a lot of focus from the community.

And then Harvard's real estate development partner Samuels and Associates recently completed this project which is called Continuum. It's a residential and retail

development which is actually on Harvard land and it's in Barry's Corner at the corner of Western Avenue and North Harvard Street.

So I wanted to touch on just Harvard's collaborations with the Cambridge Public Schools. Harvard plays -- we're very proud to play a big development of Cambridge youth through a large range of programs and collaborations. We actually have programs in every single Cambridge Public School in the city, and there are dozens of programs available to all -- to every Cambridge student. So even though the programs themselves vary, they range from mentoring programs and different enrichment programs and lots of opportunities to experience our different museums and collections. There are also classes that students can take with Harvard faculty, but in the end they're all to advance the academic

excellence for Cambridge Public School students.

So one of the -- a cornerstone of the partnership is the curriculum-based initiatives, because these really allow us to engage every student in a whole grade level throughout the Cambridge Public School system, and we have multiple touch points with these students as they progress year to year. So, for example, we know in grade four the science curriculum incorporates programming at the Harvard Museum of Natural History, and that's every student in grade four takes that program. And then as they move along, for example, the eighth graders, they participate in the annual engineering and science showcase. And that's actually a semester-long project and it ends with a showcase which is similar to a science fair and a day of science lectures on the Harvard campus, and it's really an exciting event

for the students.

So Harvard also works very closely with Cambridge Rindge and Latin on a range of programs that are targeting high school students.

The Cambridge Harvard Summer Academy, it's a program that's hosted by Harvard and it offers students both remedial classes and enrichment classes and it actually serves as the Cambridge Public Schools summer school program. And every year we serve about 300 students in that program.

Another program is the Crimson Summer Academy. So this is a multi-year program for academically gifted but economically challenged students. It helps them to get ready for college and to excel at college and it equips them with a laptop and even scholarship monies at the end. It's a great program.

Harvard also awards scholarships for CRLS students to take advanced classes at Harvard Extension School on topics that are not offered at CRLS. And over the past five years 97 Cambridge residents, 62 of them are who are CRLS graduates were admitted to Harvard College. So we have a good representation of Cambridge students.

So overall Harvard's very proud of the commitment that we have through these educational programs with Cambridge youth.

And now I am going to pass it on to Heather Henriksen for the Office of Sustainability and give you an update.

HEATHER HENRIKSEN: Thank you. So I'll try to be quick.

First, I think you all know we've long been focussed on tackling climate in these three

core areas and really trying to leverage the interdisciplinary, law, policy, public health, design, as well as sort of science policy and technology together and translating what we're doing in the labs and in the classrooms into action on the campus. So that's sort of our goal, and to then make those solutions hopefully helpful for others.

And just quick, some research in the last year of what's happened on the multidisciplinary research front pushing to a low carbon future. The Harvard Global Institute gave out its first grant to China 2030 project which is working to actually hasten this transition to a zero emissions economy. Also President Faust I think you know launched a year and a half ago a \$20 million climate change solutions fund, and the initial funding seven plus projects has actually



started. And I'd be happy to talk more about those, but there are some really interesting global impact projects that are happening as well as some very local impact projects.

The Planetary Health Alliance led by the T.H. Chan School of Public Health faculty has also just launched and they're supported by grants as well as the Harvard project and climate agreements team who is up here on the left. Can you see them? At Paris at Comp 21 has been very instrumental in those negotiations but also in the years preparing for them. So just a quick highlight on research.

And then turning to, you know, some of the things involving students. So last year the T.H. Chan School of Public Health and the Harvard Medical School also signed on to a White House pledge to actually teach at the nexus of climate

and health. And so right, and these are core courses, not electives as well. And so they are actively actually working on that coursework and implementing it.

We now also not only have undergraduate environmental science and public policy degrees, we have a secondary field and energy environment was launched last year, and there are over a dozen climate and energy focussed initiatives, Center for Law and Environment, the Food Law Policy Clinic, and Harvard Law School of Environment and many others for Harvard.

Turning to our sustainability on campus. And so in late 2014 we launched a university-wide holistic sustainability plan for the campus. The vision was driven by the latest in science and research, and it focuses on five key areas. There are within that then trying to make it --

taking it from the researchers and the students and then working with campus folks another year to turn it into something practical. It turns out to be four goals, eight standards, and 33 commitments that we are endeavoring to do by 2020. The goals are traditional but are set after we've done a lot of hard work on these areas, so our initial goal on climate, which I'll talk more about, there's also a 50 percent cut in waste and water reductions, further water reductions, further to 30 percent, and also goal by 2020 to have 75 percent of our landscape be organic.

I'll come back and talk about the standards later. So on climate, and that is as I said, our focus of our four goals. We have had a science-based goal since 2008 and what that means is that we set our targets and focussed on

climate neutrality and then our short-term very aggressive targets of the cut in gross which is more like 45 percent cut, based on not what we thought we could achieve, but by what the science was telling us we must achieve on that accelerated timeline. Our goal is absolute, meaning it is all of North America for Harvard. It's pegged to the climate registries operational control models which is the most industry standard on the most aggressive all inclusive boundary. So it really is everything for us. And as I said, not only is it this longer term commitment towards climate neutrality, but this real aggressive push to try to do as much as we can today. And where we are in that goal currently is we'd actually be -- we would have met it without growth but to show you how difficult growth is our local challenge, you

know, we're at 20 percent reduction with the growth. Our President said as we have -- we'll meet the goal, and we actually have just given her report from faculty and students and staff on our recommendation of how to do so and then we'll be studying this year what our next shorter term commitments are.

So, one of the key ways that we did -- we've been able to make some progress are obviously our cleaner energy supply. We've cut 32,000 metric tons of carbon dioxide equivalent just from that. And that alone is about 4400 homes of energy no longer needing to happen. And that was field switching. We started with a back pressure of turbine at the steam plant, and we've just completed as Alexandra told you a full co-generation of a steam plant. That is on-line. It would be an entire year for our fiscal year

but it is on-line now in the beginning months of this year.

And then also I think you know we've also been doing renewable energy investing. We were one of the first large scale power purchasing agreements with a 12 megawatt wind power installation in Maine, and we have over a megawatt of a solar installed capacity to date. We've just actually completed a university-wide renewable energy study that has also identified additional renewable energy that could occur on campus and we have experience and have done so with solar as well as co-gen I mentioned.

So back to those eight standards, here they are of, you know, our efforts. And our green building standards I will talk about in a second just got upgraded in 2014. And we are currently -- you can see they run the gamut of

trying to enhance well-being and human health and get at the operational levels. Right now we're working actually with researchers at the medical school and the public health on creating the healthy sustainable food standards.

So back to the green building standards, we did also this year late in 2015 reached our 100th LEED Certified project, which according to the U.S.G.V.C. is the most projects of anyone in higher ed. And our new green building standards were passed in 2014 even being built on the old ones from 2009 require LEED Gold Version IV for all major new construction and renovations. They also require those projects to tell us why they can't be net zero and to try to be as well as to look at could they achieve healthy materials and on living building status. And sort of a standard well beyond LEED. Could they do that?

And they have to tell us why they couldn't and hope they can.

And then lastly, we also are requiring on all of our projects, not just major renovations and new construction, but transparency in building materials. So we're understanding what chemicals of concern are going into building products so that we can help move the market to have healthier more productive spaces.

This is Tom Trivel (phonetic) who is very well known in Harvard's campus. He actually created this in the machine shop to try to get one of our major lab buildings to reduce energy. So rather than replace the entire HVAC system, he created this to go in the HVAC system to try to reduce airflow when it was safe to do so. So I think the point of this slide is not only are we really focussed on the major renovations of the



new constructions, we're very, very, very focussed on optimizing the existing building stock. And, you know, that doesn't mean doing one energy audit and leaving it. That means continuously looking and continuously working at these things. He's done a number of things in the lab. His project alone has saved over 400,000 kilowatt hours of electricity a year which is 465 homes.

And then the law school, you know, in addition to their PV that he they put up that you saw has done a number of things to the WCC building with scheduling to reduce energy by 30 percent and to optimize the utilities as well and that's a further 15 percent cut in electricity.

So we're constantly, these are new -- that WCC build's pretty new. We are constantly tweaking and upgrading these buildings and we

also require people after a major renovation to do measurement verification and implement, you know, what they find.

So while enhancing well-being, so I talked about our vision and definition is focussed on a sustainability development definition, so at the heart of that is well-being and here are some tangible examples. So we're working with the Harvard Teen Chance Center for Health and Global Environment as well as Sallis Springs (phonetic) which is local known non-profit to actually study two things: One in the houses, pre- and post-renovation and the indoor air quality, and what are these buildings, you know, making people healthier and more productive. We also launched with them a healthy green campus website that is really trying to get people to not only look at their carbon footprint

but their chemical footprint. And Harvard was the first university center to have flame retardant-free furniture based on science that our researchers helped to regulate change. And I, we are very much worried about health and well-being and productivity of folks.

Just giving another quick example and then I'll wrap up. I also mentioned the -- our one of our eight standards is to do compiled preparedness standards as well as a climate preparedness plan. So we are actively looking at, you know, guidelines or standards for building and renovations that factor in resiliency, and then we're looking forward to partnering with the city and waging on a climate preparedness plan. Our students actually segue in our engineering school are right now looking at Harvard's campus and doing a resiliency

project and to advise us. We also are doing many other things with faculty and student grants to encourage this experiential learning and to use the campus as a living lab. We've given small seed grants that have, you know, spurred things like applications where people leave a lab and can remotely close fume hoods which actually save energy and stuff like that. Cool stuff.

And then lastly, you know, all of this gets amplified through collaboration which is key in solving these global challenges. We're very proud and happy to co-chair the Cambridge Compact for Sustainable Future in Cambridge. And the these are some of the projects that are bearing fruit of those partnerships. And that is it. I think we'll take questions now right?

H. THEODORE COHEN: Well, thank you very much.

Unless the Board has any questions right now, I thought we'd go to public comment?

CATHERINE PRESTON CONNOLLY: Yes.

H. THEODORE COHEN: I know there was a sign-up sheet. I don't know if anyone has signed up, but certainly anyone who wishes to speak will have the opportunity to speak. When your name is called or I recognize you, please come forward to the podium and state your name and address and please spell your name for the stenographer. And we ask that you speak for only three minutes at a time. And I apologize in advance if I mangle your names because I can't read them.

Robin Reed? Robin Reed?

(No Response.)

H. THEODORE COHEN: No. Thank you.

Sam Valentine?

(No Response.)

H. THEODORE COHEN: No.

Mike Turk.

MICHAEL TURK: I am here.

H. THEODORE COHEN: Please come forward.

MICHAEL TURK: My name is Michael Turk, T-U-R-K. I live at 11 Ware Street, apartment 19 in Cambridge. I'm mostly getting over a cold so I think my voice sounds scratchy or at least it feels that way. To me one of the most important aspects of any Town Gown discussion and Town Gown reports is some effort to capture housing impacts. I think that goes very much to the heart of discussions about, conversations about, and differences that have arisen over obviously many decades. And it's in that regard that I actually have two comments: One concerns MIT, the other Harvard.

With regard to MIT, MIT highlights some

of their major partnerships in the new construction that's taking place; the Forest City project on Mass. Ave., the expansion of the Novartis campus, the Pfizer building on Main Street. Those are all major research facilities.

It seems to me obvious that there will be a housing impact that there will be many individuals working in these facilities where there's this emphasis on collaboration to begin with who will be seeking housing close by.

Missing from the report is that essential piece. What is MIT's own estimate of what the housing impact will be, the change in demand for housing, and how might that be then factored into discussions into the city about how we deal with great difficulty in finding affordable housing.

With regard to Harvard, my question is and comment is a bit more focussed in that it

turns to the housing renewal program, and here I sort of turn your attention to page 3 which looks to student residences. It's clear that the housing renewal program has reduced the number of students residing in dormitories in Cambridge.

That's duly noted in the footnote in this discussion, and that these undergraduates are living in what's described as Harvard affiliate housing, that's basically five structures, five apartment buildings with about, I could estimate about 215 units on Prescott Street, Mass. Ave., Plympton Street, and Mount Auburn Street. If you then look further to see what the number of graduate students looks like and what Cambridge looks like and how that's changed, what you see is a diminution in the number of graduate students living in Harvard affiliated housing in Cambridge. It makes sense if you think about



what's happening here with regard to essentially to a set number of housing units, and in general what appears to be a not insignificant uptick in graduate students living in Cambridge

non-affiliate housing. I would describe it in shorthand format a game of musical chairs. That one of the consequences of the house sort of renewal project, and I understand why Harvard is interested in and gone forward with that, I don't think it's a question about whether they should or should not do that, but rather assessing, again, the consequences of the housing stock.

What does it mean in terms of housing pressures in the City of Cambridge? It's a topic that I in fact raised with the City Council after coming to one of these Town Gown meetings a few years ago apparently as far as I know to no great avail.

But it seems to me the question I have and it's

for Harvard, but it's also for the city at this point as well, what conversations took place or are taking place to say all right, what are the consequences? Is there something compensatory that should take place? What other ways might there be to mitigate or alleviate what is going on? And it seems to me that, again, is another one of these essential housing questions that needs to be addressed, and I really don't see being developed through the sort of housing report -- excuse me, these Town Gown reports. And I think if the Town Gown discussions are going to be fruitful, I think that's one essential piece that needs to be addressed.

Thank you.

H. THEODORE COHEN: Thank you.

I think what we'll do is take all of the questions and then we'll ask the universities to

respond.

I am sorry, it looks like Marjorie Welkins (phonetic) and some other -- at 651 Green Street.

MARYLYN WELLONS: Thank you, Mr. Chair.

My name is Marylyn Wellons, M-A-R-Y-L-Y-N W-E-L-L-O-N-S. I have arthritic hands so I apologize to the Chair and the stenographer.

I wanted to thank the universities for the accounting of their efforts of sustainability and their appreciation of climate change. I was especially happy to hear the Harvard presentation talk about the importance of enhancing public and their own student's well-being through sustainable design and so on. What I'd like to call the Board's attention to as well as the universities', is that I believe that there is an inadequate accounting for the contribution that

trees make to sustainability.

So, for example, I see the plans for the Smith Center at Harvard. I don't know if the City has agreed to destroying all the street trees on Dunster and Holyoke Streets because of the construction. I know that was a question. I notice that the Harvard presentation did not show anything about what's to happen to Holyoke Street, but I would point out that the City's own climate vulnerability assessment website links to information about trees that says that a Callery pear has the cooling equivalent of two air conditioners. That a 40-year-old tree sequesters up to a ton of carbon. I would point out that there are a lot of Callery pear trees on Dunster and Holyoke Streets, and when you're talking as the universities are about these big buildings and vast projects that cost millions of dollars,

you may think that two air conditioners per tree is sort of minimal. And so they are considered by the planners and the architects in my experience, although I think you can see in the architect's drawings consistently, both your own and others, there's always lots of fresh green and they're always mature trees that are indicated on the plans and in the illustrations. And it is not that way when these buildings go up and when the trees come down. So, I want to call your attention to that.

I would like to know what MIT's position is about the loss of public trees along Memorial Drive. That was a state project. It cut down more than 100 trees, many of them mature, got lots of carbon sequestration loss there. Got lots of roots that would absorb flood waters and drainage that would otherwise go into the river,

gone. I don't know if that state project was coordinated in any way with MIT's plans for its own dormitories or anything else, but I don't like to see those trees go away. And the cherries, for example, were cut down because they were deemed to be inappropriate even though they echoed the cherry trees on either side of the Walker Memorial Library's former protocol. So again, I just ask you and everyone in the City and in the universities to give a correct accounting for what you actually do when you cut down a tree. There are aesthetic consequences and there are also I would say significant consequences for the environment.

Thank you.

H. THEODORE COHEN: Thank you.

Is there another person in named Wellons who wishes to speak?

No?

Jim Williamson?

UNIDENTIFIED AUDIENCE MEMBER: I think he  
left.

H. THEODORE COHEN: Okay.

Is there anyone else who wishes to speak?

(No Response.)

H. THEODORE COHEN: No? Then if we could  
have -- well, I guess maybe the board members can  
raise their questions now and then the schools  
can respond to everything at once.

Anyone wish to start?

CATHERINE PRESTON CONNOLLY: I'll start.

H. THEODORE COHEN: All right.

Catherine.

CATHERINE PRESTON CONNOLLY: Okay. So I  
saw a phrase in both Harvard and Lesley's and I  
think it was -- maybe both Cambridge College

and -- or maybe just Cambridge College's report that the universities had not undertaken projections of their enrollment ten years out. And I personally find that an unsatisfying answer. You're doing very extensive planning on your facilities and capital investments that go well beyond ten years out, and to say that those questions are not applicable or that you haven't done the projections, I mean, I can -- there are assumptions that are going into your capital planning, and one assumes that if you have not done those projections, you are, you know, planning for flat enrollment maybe. But that is part of why you're here is to talk to us about what you're planning for. And the fact that there aren't projections for -- ten years is not a long planning horizon. And even if it's a range -- MIT gave a range for how much their



student population might change over that time, that's fine, that's better than nothing. You know, nobody expects you to be exact ten years out, but to say there haven't been any projections done and nobody's thought about it, suggests, I think, less good planning than you're actually engaged in. Somebody's making assumptions about this.

I am more sympathetic to not wanting to get nailed down on an employment number and those were also typically listed as not projected or N/A or don't know. But I think that, you know, not having an idea on the enrollment numbers is fairly problematic.

And I'll dig into MIT's a little bit just to illustrate both the question and why it's important for these kinds of discussions, because in MIT's projections, they noted how many

undergrads they plan to have, which is basically stable and how many undergrads they plan to have living in Cambridge, also basically stable. But at the same time the report also said that they're planning on building a new 400 bed undergraduate dorm in Cambridge which leads to the question of are we reducing the student bed density in the dorms in Cambridge or have those 400 beds not been counted for? And also makes me wonder, you know, is it in fact expected that ten years out there's not going to be any change in the Boston-based undergraduate population at MIT? Those are things that should be on the table when we're talking about how the physical plans for the universities might shift over time. And again, I understand the reluctance to be held to those numbers and the political realities of putting them out there, but at the same time not

putting anything out there when you're more than happy to tell us about all the wonderful things you're building, is not -- it just feels intellectually dishonest. And that's not to say that anyone is intentionally not sharing information they have, but there are assumptions that go into those investments that include how many students are going to be at the university in ten years.

Other than that, I would like to say that everyone is doing a wonderful job on the sustainability and it's wonderful to see that focus and to hear about more about what you're doing with the Cambridge Public Schools, because I think as a Board, I feel like we have not always gotten that much detail on that and hearing what's going on is much appreciated.

I think I'll stop there.

H. THEODORE COHEN: Who would like to go next?

AHMED NUR: I'll go.

I wanted to say thank you all for putting these institutions and the City of Cambridge, this great data. That looks somewhat more detailed than the year before.

I wanted to just make a couple of comments really quick, and one is maybe from the City I appreciate it if you can see some percentages of side by side between MIT and Harvard and Lesley in terms of residence living and versus -- for example, we have the numbers here but it looks like Harvard has 33 percent of their faculty and staff living in -- on the campus versus MIT, 25 percent. Those are good numbers. Lesley at 11 percent. And so I'd like to see what are the projections causing this. In

the end that's really what comes down to sustainability and carbon footprints is how many, what's the percentage of your employees coming from outside of Cambridge. So that's a request.

And in terms of sustainability, there are two things that I observed. My kids go to Cambridge schools, one in elementary school and the other is in high school. At the elementary school Maria Baldwin, right next to Harvard.

As you go forward, I say let's -- if we have an HVAC air conditioning and heating ceilings, for example, let's have individual plans that you can control individual classrooms as opposed to one central heat HVAC unit on top of the roof just blowing heat. Most of the teachers open windows because it's too hot, they have no control. Why is your classroom so hot? It's controlled from somewhere else. In the

middle of the winter they open both doors and it's still hot. There goes your carbon footprint. And normally the HVAC people go and put the thermostats in the very important people's offices so they can control the heat for the average students, our children.

And I'm only saying that because I'm putting a bug in your ear as the future goes in, let's not worry about your institutions but our schools are your institutions, we're all one small community.

Compost. I'm glad to say that we've been composting for ten years now. Just a small little pocket in our kitchen, and the only time we notice it's full is dinnertime because that's when we cut our vegetables. And we're like, oh, we've got to run and get rid of this thing. What's the nearest thing we dump. I live on

Crescent Street. The Whole Foods, thank you, Whole Foods. We got to go in traffic up in the road, take a right and drive all the way, the one in Central Square, not the one near my house, and then we dump and come back. And so Harvard is nearby. We're talking about sustainability? You're my neighbor, I see a big trash can right next to my house, one's in Harvard, that would be great. The City of Cambridge I think can actually start picking up compost as they do, thank you, for recycling and many other things. They give us a container, a new one. For recycling and that's just another comment that I wanted to talk about.

And then my last comment on my daughter's going to the high school, we have two high schools in Cambridge, to my knowledge, the Rindge being the biggest one, 1300 -- no, 1,830 of 60

students admitted this year. Let's say a quarter of students need help. They do need help. They need people to help them. Harvard has 24,000 students. A total of let's say 46,000 students between three institutions. A quarter of 18, I mean, we're looking at maybe there's close to 50 students that could help one student that might be needing help and parents are constantly looking for oh, we need the help. Can we get someone? And I know Harvard's doing all they can, but I encourage them to continue since they're neighbors as that. As well as equipment. Students out there are looking for fundraiser \$3,000 for basketball reduction team. You know, our varsity team doesn't have this, doesn't have that. If the institutions maybe would have -- I know MIT has and Harvard has it, and I'm sure Lesley does, but to me as we go forward, I think



that it would be great that we have one department or one person in the institution that deals with this very important farm, I would call it, this high school. Why not grow the farm next to you so these kids are the future for Harvard. You graduate and there should be a channel between Harvard and the high school. They're doing great but I'd like to see more.

Thank you.

H. THEODORE COHEN: Hugh.

HUGH RUSSELL: So, I want to thank Mike Turk and Marylyn Wellons for bringing up two of my favorite subjects.

I think the house renewal program displacing graduate students wasn't something that was talked about much. They also of course displaced the, you know, Harvard as part of it. So they -- it's a different kind of housing at

this place. The housing maybe has lower impacts on the City.

But I think the program also has opportunities. One opportunity is in the Winthrop House adding student beds. I think there might be one or two other opportunities. I had my eye on the parking lot that's on the south side of the Malkin Athletic Center as a possible site for a smallish dorm that might, for example, be associated with Kirkland House. Or it might just be a different kind of a residence that provided more independent living for undergraduates. A certain number of undergraduates that have done that, not living in houses for one reason or another, and there's an opportunity to indirectly create more graduate student housing by getting the undergraduates out of housing that would be suitable for graduate

students.

And then what's going to happen at the Inn at Harvard? Should that stay as housing after the renewal program is done? So I'd like the university to think about that and respond, you know, perhaps in the next year's report.

And then Marylyn talked about the importance of trees and the urban forest and sustainability, and I think what I'd like to see in the next year's report is a response that might suggest a methodology for addressing and documenting the tree resources on all of the campuses. I think there's an opportunity to have more trees, to have healthier trees, and to accomplish some of the sustainability goals. And I think it has to be looked at more systematically. So those are my comments.

H. THEODORE COHEN: Thacher.

THACHER TIFFANY: I'll be brief. I think Hugh put it really well, and I was just kind of struck to see how little discussion there was of trying to accommodate more students on campus. It seems like that's to be a starting reoccurring theme on this Board, and so I think we want to keep talking about it more. You know, the links are obvious, the more housing that can be provided on campus or near campus, the less pressure occurs on housing and the rest of Cambridge.

H. THEODORE COHEN: Tom.

TOM SIENIEWICZ: Okay. Quickly, I just wanted to talk about innovation and a shared community that MIT brought up sometime ago this evening. And we'll get a chance to interact in more detail with the buildings that are pending before us. But there was within that plan a

description of how the Infinite Corridor was going to end in a pedestrian-friendly environment and it led to what sounds like a philosophical question with Where does the Infinite Corridor end? And I hope it doesn't end merely in a pedestrian-friendly environment. And I made some quick -- another hearing in which MIT was saying well, you're of course the institution that drops pianos off roofs once a year and there's a way in which your culture -- which you're so proud of, and was so beautifully articulated by the provost tonight, you know, it's threaded through not only your history but actually also your future in the plan for action on climate change. So you think about that a great deal. And yet when it comes to the public's spaces, our shared community spaces, they're described as a pedestrian-friendly environment. I hope they are

that, but I hope they're much more than that. I hope that they're more specifically related to the culture of MIT and by extension the culture of this fabulous place, and that they're to -- so maybe the Infinite Corridor does end in three magnificent public spaces which are detailed with roofs over them oddly, but maybe those spaces are inspired by Archimedes and maybe those spaces are an infinite corridor that ends in earth and air and water or fire, I'm not sure, but anyway there's some way in which the public spaces that we will share in our shared community are more specifically related to the magnificent and rich culture of MIT. That's my aspiration. I know it's there. I just have not seen it in the physical kind of plans that are before us as of yet and in your defense those plans have all been very, very quick.

There's bit of a competition I sense on sustainability between the two ends of Massachusetts Avenue, and you know what? I think it's terrific. I think Harvard's winning right now. That's this Planning Board's perception. And Lesley is doing their part as well, but albeit on a much smaller scale, they're striving as well but they're not in the same league by scale. There was a reference and a photograph of administration, city, and the two university leaders sitting in a row, and that collaboration is of interest, but I think that the friendly competition is spectacular and I think it's wonderfully ironic that the school of liberal arts is beating the technological school I think in terms of its race to net zero and to far reaching sustainability.

I don't know if this community

understands how lucky we are, and I have some perspective on this from being on the NetZero Committee to have these two institutions in this city. It is very, very difficult to imagine ways in which they can do better in terms of their striving for and trying to tread lightly on this city and this planet. That notwithstanding, I think Marylyn Wellon's comments tonight are really good in terms of let's look at this shared public space again, public street trees, the urban canopy, absolutely. We can't measure or modify what we don't measure. We can't measure -- we can't modify, we can't focus, we can't learn on what we don't measure. And I think Hugh's suggestion, in fact, we map trees on the campus, would be a marvelous thing to do on all three campuses that we saw today and not the health map, the species map, the size of those



trees, so that we can bring those shared and those civic spaces tempered by trees right to the forefront of our thinking. So maybe that's a way in which we can add another event in the sustainability Olympics between the two institutions.

H. THEODORE COHEN: Lou.

LOUIS J. BACCI, JR.: I guess I have to go back to the housing. I'm just looking at the numbers, all three seem to need to improve in the numbers of students they house on their own property I guess is where I'll go with it. I guess that's where I'll stay. I'll stay with that. That's enough.

H. THEODORE COHEN: Steve.

STEVEN COHEN: I love going last.

H. THEODORE COHEN: Well, I'm doing clean-up.

STEVEN COHEN: Well, okay.

LOUIS J. BACCI, JR.: That's all I had.

STEVEN COHEN: So we heard from three great institutions this evening, and I first of all, I just want to say thank you for all that you contribute to this city. I think you contribute a great deal and for all that you contribute to the world. You hear from us issues and critiques and concerns, but we have to put it in perspective. Again, I think you're great neighbors and what would Cambridge be without you? So thank you for that.

Housing seems to be the primary issue tonight. It's been addressed by others. I would just address it with a very short simple question, in particular Harvard and MIT between the two institutions, there are 6,000 students who live in Cambridge off campus according to

your filings. That has a very substantial impact on the housing market in Cambridge. Exactly what that impact is would be an interesting subject for discussion. Simple question: What are your thoughts? What is your philosophy? What are your goals and aspirations with respect to providing on-campus housing for your graduate students? Short term and long term?

Thank you.

H. THEODORE COHEN: Okay. I think you've heard enough about housing from everybody. The only thing I would want to add to that in answering these questions, I'm particularly interested on -- in with regard to MIT and the numbers of undergraduates who don't live in MIT housing and have to live across the river or a fraternity. I'd like to know what the numbers -- well, we know what the numbers are, but whether

you plan for them to remain the way they are or whether there's going to be additional housing for them.

The -- for Harvard I have a couple of questions. I would like to know a lot more about the DAS antenna system. It sounds very interesting and I would like to know whether it's working and how it's working. And if it is indeed working, whether it's something that the other universities could be adopting or whether it's something that would work for, you know, the city as a whole. I had not heard of it before and I would really like to know more about it.

I'd also like to know about the property at the corner of Everett and Mass. Ave. I've been asking about it for probably four or five years now. And for four or five years I get the same response; it's a difficult project, it's

still undergoing, and realistically I see nothing happening there. You've built large buildings and large complexes in the time that it's been sitting there empty, and I just think there must be some way to really move whatever remediation needs to be done. It seems to me if there was a sincere effort to do something about it, it would have happened already or it could happen very quickly. It's a space, you know, if it needs to be demolished and rebuilt, then so be it. But I think it's really time to do something about it.

With regard to the Philip Johnson house at Nine Ash, you know it really, it is a famous building. It really ought to be open to the public on occasion. University of Chicago has Frank Lloyd Wright's Robie House open to the public at all times. Other universities that have famous architectural buildings do make them

available. I see no reason why that building cannot be open on occasion.

Curious about complex across the river for science and engineering. What does that mean with regard to the science and engineering facilities in Cambridge? Are they going to be emptied out of the facilities they're currently in? And if that's the case, what's going to go into those facilities?

Again, you know, Catherine was talking about projections. Obviously you have some plan for the new science and engineering building and there must be some sort of plan for what's going to become vacant. I'd like to know about that.

Those are basically my questions. I guess for Lesley, you know, I understand it's a regrouping period. That's fine. Unfortunately requests for additional antennas on University

Hall came before us last week, so that, again, brings to mind, you have a comment in your report about working with your lessees and coming up with something that is aesthetically pleasing. I really don't think you've been successful with University Hall with that, and I really would like you and all the universities to be rethinking the placement of antennas and how they can be, you know, masked if necessary or something done to them so that they are not ruining the facade of some really spectacular buildings, and at which I think University Hall is a spectacular building and I think the antennas really diminish it greatly.

Those are my comments. I'd like to give the schools an opportunity to respond to particularly what the public has said and then some of our questions if you choose to now.

Otherwise, you know, we'll ask you to come back another time to talk about some of the things. But I think some of the questions that the public raised really could be responded to right now. And I know some of them engender larger discussions, but at least if some comments could be made about them now, I think that would be good for us and for the public that's here right now.

So, maybe I could ask MIT to start?

ISRAEL RUIZ: Well, thank you. So let me -- I made four points in my notes.

So first let me talk about housing. I'll talk about three dimensions of housing undergraduates, graduates, and developmental housing.

First of all, this is an issue really close to my heart because one of the decisions I



made as Executive Vice President was to tear down Bexley Hall and that affected unit of housing.

And that was a safety concern and a renewal concern. So you alluded to 400 units of housing being built. Well, that's exactly so that we don't play musical chairs. Right? So we need the capacity in the undergraduate system to accommodate the lost beds in the Bexley Hall tear down and also be cascade renewals that will endure for about 15 years. So that's basically the story with undergraduates. So the projections are correct. Right now it's not anticipated growth, it's just that we need the space to do it. Currently we have students that don't have housing and that's not ideal for us.

On the graduate side, and I think I'm going to combine it a little bit with development. On the Planning Board today we have

more than 550 units of net units of housing, combined, commercial and graduate students, I think we've reaffirmed the commitment of providing more than 500 units of housing for graduate students, half of that is going to happen in the Kendall development, half of that we said we will explore options on the West Campus. We are working on that, and I think that's kind of a reality. So part of the commercial is in our own plans we take really, pretty much plans of the -- on the commercial related leased properties we cannot do it alone, and I think we're very much aware of the pressures and I think collectively we need to think about housing. And let me add another point. I know I can comment on that which is public transportation. And that's a big situation as well, that maybe the 25 percent

referenced for. So that's on housing.

Trees and canopies and all of that, so I can assure you that the state did not coordinate with MIT. Maybe they should, maybe they shouldn't but they didn't. What we, what I can also assure you that MIT pays significant attention to trees and landscaping and how that contributes to the vibrancy and as well as the climate implications of the landscape.

On the Infinite Corridor and it is infinite and the Kendall and open space -- as far as I understand the topic or the central topic of the next Planning Board meeting, when we come with Kendall, we're looking forward to presenting you with those plans. As early as this morning we were meeting with a bunch of folks internally about what to me are exciting plans for that idea. You know, we are committed to hiring a

person in charge of the vibrancy and also the ground plain of that area. I think we have similar aspirations than you do for that areas for what it represents and for the concepts we've been sharing with you about the MITness of the gateway. So you're perfectly in line with your thoughts.

And then the fourth and closing one is you alluded we're not winning, and I just want to state that's a race that started 125 years for the art institution. So the race is not over.

H. THEODORE COHEN: Thank you.

Harvard like to comment about any of the questions that have been raised?

ALEXANDRA OFFIONG: So I'm just going to take on a few of the questions and then I have colleagues who will also address some.

So, we -- regarding the trees, we know --

we very much value our trees on our campus and I know that there has been a lot of discussion and dialogue regarding the trees that will be removed surrounding the Smith Campus Center project.

That is, that is a plan that was developed in collaboration with the city arborist and with our project arborist and the landscape architect and it is, it's a tough situation because we are removing trees surrounding the site. But what our professional -- our professional consultants have told us is that these trees, they're Bradford Callery pear trees, they're at the end of their expected life for their species. They have structural stability issues that are inherent and they make them hazardous and they are susceptible to splitting apart as they reach maturity. So we know that they're already on their last years. And so we've made the decision

that we believe it's more prudent to install new trees for that reason as well as other reasons. We also know that we would need to do a significant pruning of these trees over the years. So the canopy that you see today would actually be diminished regardless of whether we were doing a construction project or not. So that -- what you see today will not be there in the future.

And so all of the trees that we are removing, we are replacing. And, in fact, there will be eight additional trees planted on the site and we've chosen a species that is better suited for that site.

And furthermore, when we think about that site, if we were to do kind of selective removal of trees, we know that the roots are all intertwined and they're really, there would be no

way for those trees to thrive given the conditions. So just want to speak to that. That we do care about trees on the campus very much.

And then I know housing came up and housing is clearly been a big focus of Harvard's planning in the past years, and we do actually house nearly all of our undergraduates on campus. And through the renewal project we are taking opportunities to increase beds at every house. And, in fact, addition we'll add about 50 beds and that will free up other space on our campus where graduate students can ultimately can live, and so we do know that there has been a fluctuation. We did complete an initiative that added a significant number of graduate student beds. Some a few years ago with the developments in Riverside, and so we do have the capacity to house 50 percent of our undergraduates. That

does fluctuate because sometimes graduate students bring families to campus and some bring partners and spouses, and the house renewal has -- we've had to tap into that to a certain degree, but we did also look at the Inn at Harvard to try to minimize that impact. So we do, we do see ourselves as having a residential campus and value that.

TOM LUCEY: For the record, Tom Lucey with Harvard University. Just to touch again on the housing. We really had a multi-prong strategy on the housing, as Alexandra said, over the last decade we had a significant amount of beds not only in Cambridge but in Boston as well, and the continuing project is full of Harvard affiliates as well that can easily walk over to Cambridge. The other half of the housing strategy has been to work very closely with the



affordable housing units. Through programs we've done with the City, the 2020, 2000 program which is a \$20 million revolving loan fund that would help local community development corporations build affordable housing through our own building and the Riverside project and through preservation efforts to Chapman Arms to Mount Auburn. We've worked with the City to create and preserve 600 affordable housing over the 10 to 15 years. It's been raising our own level of housing in terms of number of units and working with the City to create affordable housing as well, and we think the partnerships will be done with the City and city staff and Chris Cotter in the housing office and they're innovative and creative.

In terms of (inaudible), I've been the guy who's been here for the last four years

telling you the same story about the remediation. It is a very difficult remediation, but I do have news that we expect to hopefully have some news on that within the next month or so that we're looking to take action. We share that, it's been painful. It's not, it's not a positive outcome for us to have that in its current condition as well and that's when the law school building and our community as well. So we hope to have some movement and we'll probably be back to see you on that one way or another in the near future. So I think that was it for us.

Oh, Philip Johnson house. You know, we had the same idea about the Philip Johnson house. And we went to the Board of Zoning Appeal and they told us it was a bad idea. And so we would like to have -- we are going to try to find some ways to get people into the house, because the

neighbors around there have always been interested in it and it is a real piece of architectural history which is the whole reason why the Graduate School of Design purchased it to preserve it as that architectural history. So we're going to have to find some creative ways to get some folks in there without running afoul with our friends at the Board of Zoning Appeal.

H. THEODORE COHEN: Okay, thank you.

Lesley wish to comment on anything right now?

JOHN SULLIVAN: Thank you. It seems to me --

THE STENOGRAPHER: I'm sorry, your name?

JOHN SULLIVAN: My name is John Sullivan, Director of Communications of Lesley.

If I recall, the biggest concern was with antennas on University Hall. First of all, thank

you for saying nice things about University Hall. We enjoy it as well. We certainly understand the Board's desire and expressed last year, too, for us to minimize the appearance of the antennas and certainly, you know, within the confines of the function of antennas needing to be somewhat exposed and, you know, out there. So we're certainly -- we'll take that into consideration and work with the Board on a suitable alternative.

I think it's vis-a-vis housing, Lesley student body is really a minimal impact on the Cambridge housing stock. Most of our undergraduate students are housed on campus and -- was there something else?

H. THEODORE COHEN: No, I think that was all.

JOHN SULLIVAN: Oh, thank you.

HUGH RUSSELL: Tree plantings.

JOHN SULLIVAN: Oh, trees. Okay. I can't remember the last time Lesley cut down a tree, but I know we planted at least four up on the center. So take that.

H. THEODORE COHEN: Thank you.

If there are any other comments or questions?

AHMED NUR: I have one.

H. THEODORE COHEN: Ahmed.

AHMED NUR: This could be either institutions or the City could answer this for me, but I'm a bit confused, the numbers -- so it indicates that MIT has 108 buildings that sums up to 17.5 million square foot gross floor area. And Harvard has 392 buildings that would be even less than that at 16 million square feet, so based on those two, and they will look at the

population, student and faculty, it looks like Harvard has got a lot more than MIT. So I wonder how that works. I would like someone to sort of think about it if they ever considered comparing how would that work with sustainability where the MIT buildings indicate to be four times bigger than Harvard? Is it better than the environment? That's one question I would like to ask. Anyone can answer it or later another day.

H. THEODORE COHEN: Lou, you had a question?

LOUIS J. BACCI, JR.: Yes, please.

Yeah, I guess this is MIT and I forgot this. Your steam infrastructure and power plant timeline would be nice to have an idea of when you think that will come on-line.

H. THEODORE COHEN: Steve.

STEVEN COHEN: I would just like to

follow up in my simple question before housing once again, it's really a simple question and that is, again, for Harvard and MIT, what are the long-term thoughts and goals about graduate housing? I understand the 500-some odd units that MIT has mentioned. Harvard might fill in here and there. And I just would like a clear understanding whether the schools have a particular goal or strategy, aspiration to provide housing for graduate students or whether that's simply not the case, and you might add here or there when the opportunity presents itself, but primarily you'll be relying on the market to provide graduate housing. It is an issue and a question of course for the City, because as I say it does have a big impact on the City. I would also mention just in passing that when I arrived in Cambridge to attend law school

at Harvard, I was surprised and disappointed that there was no housing available and I had to live in Somerville. But no particular axe to grind, I'm not pushing any particular policy position right now other than to have a clear understanding of what in fact the goals of policy of the schools are and graduate housing long term.

H. THEODORE COHEN: Okay.

So unless somebody wants to address those questions right now which I suspect you might want some more time to -- oh, Mr. Ruiz.

ISRAEL RUIZ: And so on the grad housing I think I will reference that there was a grad housing task force as part of the Kendall East Campus process. The 500 was not a magic number, 500 was actually the number identified to meet the demands from our own student body that wants



to live on campus. There's a percentage of students, graduate students that don't want to live and prefer to live in Boston or Somerville or Cambridge whatever. So that 500 comes to meet the demand that we assessed our graduate student body. That's where the 500 comes. And that's where MIT's committed.

I will also note that and we've reported many times the graduate population, particularly MIT highly depends on fluctuating on the research volume and the research funding situation, and those numbers will, I mean, we can't really control those numbers very much but what we can assess and are assessing the demand. And so I think that speaks to the housing appetite.

On your question about steam line and the central utility plant, actually I believe just two weeks ago there was the open public session

on the MEPA process, state driven MEPA process on the central utility plan expansion and improvement. Our target date is the '17, '18. It will take about a year or so, just the regulatory process at the state level. And '17, '18 and that's coincides with the MIT nano opening and that the needs for other kinds of utilities there. That's for the plant. The assessment of the steam line is still very much a work in process and we're kind of thinking about that, but I cannot tell you we have a confirmed timeframe.

And to your question, I'm not sure I can answer on a relative basis, I can speak to the 17 million in our buildings and tell you that actually that ratio is quite imperfect when you think about research, highly intensive research spaces versus office spaces versus lab and we

should look to that as we look to sustainability in that sense.

H. THEODORE COHEN: Thank you.

Well, I want to thank everybody who came this evening. This is really very helpful for us and very informative to us. I think we all know that the City of Cambridge is what it is in large measure because of the educational institutions that is are here, and that it's necessary to have a healthy and ongoing dialogue between the institutions and the City and the citizens, and we look forward to seeing some or all of you back at the Planning Board back in the coming year for various projects and we look forward to hearing from the public again.

We have one or two other items that we have to do. You are certainly all welcome to stay but if not, we think we'll take a

five-minute break right now and then the Board will continue its work.

(A short recess was taken.)

H. THEODORE COHEN: Is Thacher gone?

HUGH RUSSELL: He'll be back in a minute.

We can start without him.

AHMED NUR: He's here.

LIZA PADEN: So there are two Board of Zoning Appeal cases on the agenda for this evening's discussion.

The second one at 66 Homer Avenue.

Mr. Glissman is here to make his case for Homer Avenue which is, for those people who are not familiar with it, it is over in West Cambridge near the Star Market off of Mount Auburn Street in the section that's almost in Belmont.

ATTORNEY DANIEL GLISSMAN: Good evening, members of the Board, Dan Glissman from Prince,

Lobel. We're here representing T-Mobile. As Liza mentioned, this is a project at 66 Homer Avenue. It's a Residential Zone a C-1 Zone with the MXR Overlay District and we're proposing to add three new antennas. We're replacing the existing faux chimney on the roof with a newer, larger faux chimney on the roof and swapping out one of the penthouse -- excuse me, adding one penthouse antenna that will be facade mounted.

So this is part of T-Mobile's L-700 upgrade which I was just before you guys a few weeks ago on a similar application. As you may or may not know, T-Mobile merged with Metro PCS. They've increased their spectrum and they've increased their consumer database as well. It's a much larger customer base that they're trying to meet the demand for so, they're in need of additional antennas at this site. Most cell

sites -- most macro sites operate with 12 antennas. This one was previously operating with three, and we'll be hoping to add another additional three.

Just a quick comment on the MXR District. It's -- the purpose is to promote non-residential activities compatible with existing and future residential construction and to enhance the consumer services. So we believe that this site really well, and additional antennas will improve this particular area. It will improve coverage. There's a lot of existing commercial use. As you drive in to Homer Avenue, you'll see the Star Market on the left, there's an office complex to the right. The residential building is really the only -- where we're installing the installation is really the only residential building there, and I was just there the other

week putting up the poster boards and the view that is on the first couple of pages of the photos that I just handed out is what you can see the most of that faux chimney. So happy to answer any questions.

HUGH RUSSELL: How come the faux chimney is black rather than light grey like the real chimney?

LOUIS J. BACCI, JR.: Right.

STEVEN COHEN: Because it's faux.

LOUIS J. BACCI, JR.: Good question I was going to ask that one myself.

HUGH RUSSELL: The grey tends to blend better with the sky.

ATTORNEY DANIEL GLISSMAN: It's going to be -- we're planning to replace the antenna -- the chimney. So if a grey color is what's preferred --

LOUIS J. BACCI, JR.: Sure.

ATTORNEY DANIEL GLISSMAN: -- we would be happen to accommodate the Board with that.

H. THEODORE COHEN: I went to look at the site today and it's probably the most unobtrusive antenna array in the city given -- I'm actually kind of surprised because it's like in a valley. I'm surprised it was on that building. I expected it was going to be on the other apartment building next to it. But it's -- other than the couple of houses on Homer Street, you can barely see it. As it is, it's about the most unobtrusive one can you imagine.

TOM SIENIEWICZ: Yes. I noticed in that photo simulation submitted in support of the application that there are a lot of trees in front here so, you know, six months of the year you're not going to see the top of this building.



You're not going to see most of the building which would be good. Yes, I was going to reference the elevation but it just disappeared.

ATTORNEY DANIEL GLISSMAN: Sorry. I would be happy to --

STEVEN COHEN: Are we good except it should be grey?

H. THEODORE COHEN: Yes.

STEVEN COHEN: Good. Very persuasive.

LIZA PADEN: I'll send you a copy of the recommendation.

ATTORNEY DANIEL GLISSMAN: Thank you very much.

HUGH RUSSELL: You can pick these up and recycle them for the next Board.

ATTORNEY DANIEL GLISSMAN: Thank you.

LIZA PADEN: The other case on the Board of Zoning Appeal agenda is for the Boston Sand

and Gravel site which is at 118 Industrial Way.

So --

LOUIS J. BACCI, JR.: They're going to screen that?

LIZA PADEN: Yeah.

So for many people don't realize that this is actually in Cambridge. So --

AHMED NUR: Is that Alewife?

LIZA PADEN: No, this is over at the -- one person at a time, please. One person at a time. Thank you.

So this is over at Route 93 at the interchanges, so that's the building.

HUGH RUSSELL: And is there a zone on that?

LIZA PADEN: Yes. So the antennas are on the building on the advertising side that says Boston Sand and Gravel.

STEVEN COHEN: Oh, it totally ruins it.

THACHER TIFFANY: The antennas are fine but they have to take this part off.

AHMED NUR: I would suggest that we put all the city antennas on that building.

LOUIS J. BACCI, JR.: It's clouding the views of the road.

LIZA PADEN: Pardon?

LOUIS J. BACCI, JR.: It's clouding the views of the road.

STEVEN COHEN: I had no idea that was in Cambridge.

LIZA PADEN: Is there any comment that the Board wanted to send about this one?

LOUIS J. BACCI, JR.: No. I was going to ask him how long before you come back for another six?

HUGH RUSSELL: The antennas are

eventually consistent with the building.

ATTORNEY DANIEL GLISSMAN: They're coming right behind.

LOUIS J. BACCI, JR.: Same building.

H. THEODORE COHEN: If there's nothing else to come before the Board, then we are adjourned.

(Whereupon, at 9:50 p.m., the  
Planning Board Adjourned.)

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That the hearing herein before set forth is a true and accurate record of the proceedings.

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Catherine L. Zelinski  
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