

PLANNING BOARD
FOR THE CITY OF CAMBRIDGE
GENERAL HEARING
Tuesday, February 7, 2017
7:05 p.m.
in
Second Floor Meeting Room
344 Broadway
Cambridge, Massachusetts

H. Theodore Cohen, Chair
Catherine Preston Connolly, Vice Chair
Hugh Russell, Member
Tom Sieniewicz, Member
Steven Cohen, Member
Louis J. Bacci, Jr., Member
Thacher Tiffany, Associate Member

Iram Farooq, Assistant City Manager for Community
Development

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Liza Paden
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H. THEODORE COHEN: Good evening, everyone. Welcome to the February 7th meeting of the Planning Board. Tonight are the annual Town Gown reports.

So we will start first with an update from the Community Development Department.

IRAM FAROOQ: Good evening. Thank you, Mr. Chair. Just an update on the Planning Board's schedule. After today your next meeting is February 21st and there will be two public hearings on that date:

One is 907 Main Street which is a 58-room hotel, conversion of an existing building to hotel in the Central Square Overlay District. This is the Toscanini's building.

And the second hearing is for 211 Concord

Turnpike which is a 320-unit residential building at Lanes and Games Bowling Alley. Both institutions.

And then the next hearing will be February 28th. The public hearing on that date is for the Healthy Pharms Medical Marijuana dispensary that's in Harvard Square and the location of the head house. And in general business on that night you'll have two significant items:

One is a Comprehensive Permit for 675 Concord Ave. This is a 125,000 square foot residential building that will be done by Homeowners' Rehab. It's expected to be -- it's largely affordable and -- but it makes (Inaudible).

And the second general business item is design review for building 3 in MIT's South of

Main Development.

And in other items of interest, we have -- oh, I wanted to mention that last night the City Council passed the Medical Marijuana Zoning that was before them. Other items are tomorrow night, the 8th, there will be an Envision Cambridge workshop for the Alewife area which is looking at various scenarios and tradeoffs of different land use futures for the Alewife area and that will be at six o'clock at the Tobin School.

And then on the 9th, which is Thursday at the same time, there will be a public meeting that MIT's holding for the Volpe site. That will be at the Marriott. I'm sure they'll tell you about that as we go along.

At the City Council on February 14th at ten a.m., the Economic Development and Community

Relations Committee is going to hold a public hearing to discuss a retail strategy plan which we have just initiated at CDD.

And on February 15th, that's Wednesday, at 5:30 p.m., the Neighborhood Long-Term Planning Public Facilities Arts and Celebrations Committee will hold a public hearing on roadway safety, particularly focussed on bicycles.

And on the 22nd of February at seven p.m. the Public Safety Committee will hold a working group meeting to gather feedback on short-term rental policies. This is essentially the Airbnb type uses. And the Ordinance Committee has scheduled a hearing on March 2nd for inclusionary zoning which hopefully will be the last meeting before it can go to the Council for adoption.

The last thing I want to mention is that there are two -- we're being recorded by two

cameras; firstly, the cable TV back there. And then the camera up here which today we are actually testing the recording and sound levels. And if everything works well, we will in fact post this meeting on our website. So I just want to remind all Planning Board members and all presenters to use their microphone because the early testing that we've done, the moment someone moves away from the microphone, nobody can hear, you can just see people talk. So just a reminder that everybody should please use their mics.

Thank you very much.

H. THEODORE COHEN: Thank you.

Liza, are there any transcripts?

LIZA PADEN: So there's two Planning Board transcripts; one for December 20th and one for January 3rd.

H. THEODORE COHEN: And they've both been

reviewed and approved?

LIZA PADEN: Yes.

H. THEODORE COHEN: Do we have a motion to accept those transcripts?

STEVEN COHEN: So moved.

H. THEODORE COHEN: Second?

LOUIS J. BACCI, JR.: Second.

H. THEODORE COHEN: All those in favor?

(Show of hands.)

H. THEODORE COHEN: Great. So now we will move on to the Town Gown reports.

We will do -- the procedure will be a little different this year. We will go back to what we've done a number of years ago, which is after an institution makes its presentation, we will take questions from the audience and comments -- there may be comments from the Board and then there will be some sort of wrap up at

the end. And depending upon the discussion, it may be that there will be some future Planning Board meeting at which there will be further discussion about the events that transpired this evening.

And so our first presenter this evening is Harvard University.

ALEXANDRA OFFIONG: Good evening, everyone. Can you hear me?

Thank you so much for having us tonight. It's a pleasure to be back here to provide our annual update on Harvard University's campus. My name is Alexandra Offiong. I'm from the Harvard Planning Office. I'm joined tonight by a number of colleagues to answer any questions and to provide information.

The structure is I'm going to give an update on the campus and our key projects, and

I'll be followed by Heather Henriksen from the Office of Sustainability to talk about sustainability.

Every year we come together because educational institutions play such a notable role in the life of the city, and Harvard of course was -- has been here and this is the site of our founding over -- nearly 400 years ago. And today our campus continues to evolve. We have about 200 acres of land. We have 400 buildings on our campus and we serve about 25,000 students every year between our undergraduate, graduate, and professional students, and all the extension school students that come to the campus every year. So while the campus evolves, and we're gonna talk about some projects, the -- what doesn't change is our -- the fundamental goals for the campus which is just the teaching and

support research mission to house our affiliates and we are a residential campus, we've been one since the beginning. About a third -- more than a third of our campus is actually devoted to residential facilities. You'll see some of them tonight. And we house more than 12,000 people in Cambridge and we also have a lot of housing across the river.

We also -- our goals include modelling sustainability, having a cohesive campus overall, and providing all of the infrastructure to make the operation work.

So, our projects tonight span the Cambridge campus. We're going to begin west of Harvard Square over on Ash Street. So recently we completed a restoration of Nine Ash Street. If you're on Ash Street, this is what you see. It's a tall fence. You don't know what's behind

the wall, but in fact it's a secluded courtyard. It's a small residential house that this fence allows this very integrated and yet secluded interior, exterior living space, and it's only the floor to ceiling glass wall that divides it. This is a special project because it was designed and built by the renowned architect Philip Johnson when he was a Harvard student at Graduate School of Design back in the early 1940s. It's a project that -- Harvard purchased this house in 2010 and we've been working on it in terms of maintaining it and ultimately restoring it and it's now completed.

Moving to Harvard Yard. Memorial Church actually just opened last week after being closed since last spring. This is the spiritual center of the university. It's where morning services -- morning prayers are held everyday and

Sunday services are held. Actually, it was a project that began with an upgrade of building systems. The sanctuary was in need of air conditioning, but it became a project that we conceded the lower level for new student spaces and new offices. And it also, now the building is fully accessible to persons with disabilities. You can see a new accessible entrance at the main west portico entry here as well as another one. And just to point out, the original bell from the, I think it was from the 1930s, actually cracked in 2011 and had to be subsequently replaced, but now we actually have the original bell displayed. If you go over there, you could actually see it on the west portico.

So moving to the Harvard Kennedy School. So the university is continuing construction. It's a major addition to the Harvard Kennedy

School campus that I think the Planning Board knows very well from its review a few years ago. You can see here the additions are shown in orange, and this is a project that is creating new and improved learning spaces and support spaces on the campus. It's also creating a more cohesive physical campus and it's also improving connections to Harvard Square.

This is the rendering from Eliot Street of the new gateway building below which is the new welcoming entrance for pedestrians. And you can see this is the construction very recently. So it's coming together. The project will be fully completed in about a year.

So the moving to the center of Harvard Square, the Smith Campus Center. So right now we are actually -- we have two projects going on concurrently:

The first one is a facade restoration at the Smith Campus Center. This is a full repair and cleaning of the glass and the concrete and the fins and the restoration of a lot of the interesting elevation details on this building. You can -- so this is a project you can see today. We have nearly completed about half the building. This is the facade, the north facade facing Massachusetts Avenue. That one's almost complete. The scaffolding is on its way down.

Also, the construction on the campus center itself is well underway as well, and this is a project also that the Planning Board reviewed a few years ago. This is intended to be a very welcoming space in Harvard Square. It will be a hub for eating, gathering, the arts, many special activities. This is a view of the future Forbes Plaza which will have ample

seating, indoors, outdoors, as well as many other amenities for the Cambridge community.

So around the corner on Holyoke Street we are rebuilding the Holyoke Pavilion, and that pavilion will actually house what we call the living room, which will be a very large multi-tiered space that will be hang out space and will be able to accommodate different types of activities.

So both of these projects will be complete in the fall of 2018. So we're about a year in.

So now moving to the science center, another Sert building. This is a building just north of Harvard Yard, which is a very important site. It's a crossroad site at the campus as it connects Harvard Yard to the north. Part of it is nearing a completion of a redesign of an

existing space within that building. It's the Cabot Science Library. And the library is changing to become an innovative digital learning -- digital teaching and learning hub and it will serve all disciplines and it will be a vibrant space.

So as we move to the river, Harvard is continuing its investment into our undergraduate houses along the river. And you've been hearing about this for some years. It's a program that the university calls house renewal. So currently we are engaged in construction at Winthrop House which is -- which comprises four buildings: Two neo-Georgian masonry buildings and two small wood frame buildings. This is a project the Planning Board reviewed in late 2015.

So, if you have driven down Memorial Drive, you can see the construction is well

underway. The two masonry buildings Standish Hall and Gore Hall, those are being completely renovated and restored on the exterior. It's a meticulous restoration on the interior where we're rethinking the building to make it work for 21st century learning spaces and living spaces. This is very similar to the projects we've done that you've heard about in the past. This project, however, also includes a new wing. So you can see we have a new east wing called Baron Hall that attaches to Gore Hall. This is a view from Mill Street sort of more within the campus. This is going to house additional student beds as well as common spaces that serve the house and undergraduates.

One of the challenging parts of this project is that we are preserving these two small wood frame buildings, but we're also building

below. So we have been bracing these buildings, lifting them, moving them around the site, and they will be preserved and used as part of the house, but it's been quite, quite a challenge.

So upon completion, this is going to be the view from Memorial Drive. You can see the two wood frames and in the background is the new Baron Hall in brick.

Just across the street from Winthrop House is Lowell House. This is -- this will be the fifth house renewal project. We are in the final stages of designing and bidding and we'll actually be going to construction after commencement this year. And this is actually one of the largest of the houses, and it was one of two that was first built under President Lowell's initiative in 1930. And you'll see what's different about this from the other houses is

that it actually has two fully enclosed courtyards, unlike the other open courtyards at the houses that we've done to date. So similar to the neo-Georgians I just talked about at Winthrop, this is a comprehensive renewal that's really attending to the historic nature of the spaces but also bringing it up contemporary needs. What is also different about Lowell House is that it was built with a number of squash courts in the lower level and those are being repurposed for a lot of the social and academic spaces that the house will benefit from; fitness, dance, maker spaces, lounges, etcetera.

So this is a view within one of those courtyards.

So moving over to Broadway, the Sackler Building. Harvard is currently planning a project at this building that will repurpose it

for new academic uses as well as address deferred maintenance, new building systems. This building had a lot of former -- a lot of gallery spaces which have now moved across the street to the Harvard Art Museum at 32 Quincy Street. So we are adapting those spaces for new academic uses including the History of Art and Architecture Department, studio and teaching spaces for the Graduate School of Design, as well as art making spaces. So this is sort of a new hub of art, architecture, and design on the Harvard campus.

Also associated with the Harvard Graduate School of Design is a project at 20 Sumner Road. So this, this is a building that houses the Harvard Center for Green Buildings and Cities, and we are planning a renovation and addition at this building which is just a small wood frame that was built in the 1920s. The intent is to

test innovative solutions for retrofitting a small residential wood frame building in a highly sustainable way. So the goals for this project are 100 percent natural ventilation, 100 percent daylight autonomy. We'll be using geothermal heating. The envelope will be significantly improved. The house will also have an extensive monitoring system to collect data on all of these systems, and the findings of those will be published on-line as part of the center's mission to expand knowledge about sustainable building approaches. So this building in the rear is totally surrounded by a surface parking lot. And in the future plan, it will -- all the parking will be relocated across the campus and we'll be greening the space -- and you can see the small addition in the back that is partially underground and that will have a green roof.

So moving up to, up Mass. Ave. closer to the law school, the law school's proposing a new four-story building at the corner of Mass. Ave. and Everett Street. We went over that project earlier last fall as the project was going to the Zoning Board. And so this is a new building that will house on the ground floor retail space. That was something we heard from the community was desired for an active pedestrian environment. And on the upper floors the Harvard Law School will be having their public service space. This replaces the one-story building that has been unoccupied for some years due -- as we undertake environmental remediation. So we're happy to move this ahead. And this is a project that is set to begin in a few months.

So Harvard is continually upgrading all of our critical campus infrastructure, including

our digital infrastructure. Most recently Harvard University Information Technology completed the installation of Wi-Fi access points throughout Harvard Yard and we wanted to just share that with you. So these actually piggyback on the equipment for our emergency phones on all of the poles, so we didn't have to put any new additional data cabling. And we think it works. It's very discrete in the campus. You can, you can kind of see this is -- the access points are that -- the access points are those small black devices.

So a notable feature of Harvard's campus are the many mature trees we have. And we've long recognized the importance of preserving these tree resources as a principal physical element of our campus. So the university actively manages these resources through the work

of our landscape services and we also maintain a comprehensive database of campus trees. And this, we have information on over 5,000 trees. We have information on species and size and condition and we -- and tree maintenance. And you can see this is an image of -- from our database on our trees.

In -- across the river in Allston, Harvard is currently in construction on the science and engineering complex which actually consists of three components that you can see here.

One of them is a new building, approximately 450,000 square foot building on Western Avenue, and that will be teaching and research facilities for Harvard's John A. Paulson School of Engineering and Applied Sciences. So this is a sustainable building, very innovative,

state-of-the-art facility. You can see it here.

Also part of the science and engineering complex is the renovation of the existing 114 Western Avenue, and that will be offices for the School of Engineering and Applied Sciences that's right next-door.

And finally we are building a district energy facility also in that region that will supply hot water, chilled water, and electricity for the facility.

So there are some other projects. Also on the business school campus there is a newly constructed Chao Center for Business for Executive Education, that was completed last year. We also have Klarman Hall under construction. That's a business school classroom and academic building that will be completed in 2018.

So looking at Harvard's role in the educational development of Cambridge youth, we offer a broad range of programs and collaborations with the Cambridge Public Schools. Harvard has programs actually in all Cambridge Public Schools and they range from mentoring programs to participating in classes with Harvard faculty. There are many opportunities to learn from our collections and our museums. Harvard actually partners with Cambridge Public Schools on curriculum-based initiatives as well. Those are tailored educational programs that engage every student in a grade level.

In addition Harvard works with CRLS on many different programs that includes Cambridge Harvard Summer Academy, that Harvard provides remedial and enrichment classes for about 300 students every year. Harvard also awards

scholarships for CRLS students to take advanced classes at the Extension School on topics that aren't offered at CRLS. Over the past four years 77 Cambridge residents, 51 of them from CRLS, were admitted to Harvard College. We know that's important. And right now Harvard is funding two doctoral students from the Harvard School of Education to work with the superintendent of Cambridge Public Schools to assist his efforts to implement his strategic vision for the Cambridge Public Schools. So overall Harvard's part of the way that we partner and collaborate with the schools.

I am going to hand it over now to my colleague Heather Henriksen who will talk about sustainability.

HEATHER HENRIKSEN: Hello, good evening. I'm going to start by talking of course about our

biggest contribution which is research in teaching, and the fact that we are doing a lot obviously on that front. We've got about 250 faculty that are activity engaged in researching around sustainability, climate energy. And I think notably we are generating new insights not just in science, but in arts and creativity. The linkages between the impacts of climate on health and what some of those solutions are to address those things. You know, new ideas and solutions and also working with governments on policy and legal avenues for change. So sort of a very broad with 13 schools' reach.

We also have a number of centers that are focussed on this work from Harvard Youth Center for the Environment, Global Health Institute, the Center for Health and Global Environment, the Food Law Policy Clinic, you know, the

Environmental Law Program Clinic and policy initiative. So a number of centers around this area.

Our president also announced in the spring of 2014, she created a \$20 million climate change solutions fund, went out and set out to raise money to give to researchers to work collaboratively on getting us on an economy as quickly as possible.

In addition, of course, we're nurturing the first future leaders of tomorrow, that's really our primary mission. These are just some of the things that have happened in the last year. Very notable. In addition to the fact that there are about 130 dedicated courses right now and about 250 and growing that are incorporating sustainability. I think the business school model is really interesting with

all 900 of their first year students learning about climate change for the first time in a required course. So I think this is going to continue in other areas.

And the School of Public Health and Medical School pledging to require all students who graduate again to address and understand climate.

So then on to the campus and translating that research into practice. We've had a sustainability plan adopted at the end of 2014. It was a vision that was very much co-created over about a year and a half with faculty and students. It is based on the internationally recognized sustainable development definition of really enhancing well-being. You know, not just now, but within and across generations, and that is really what we are endeavoring to do. It sort

of builds on the success of our climate efforts and broadens it. Now we have four goals, eight standards and 33 commitments to do by the end of 2020, yet our focus remains climate and health.

This is how we are implementing that plan, and really it is about translating our research into practice. And, again, getting the tools to the future leaders. But it's also institutionalizing that work. So I think, you know, one example is energy conservation is now engrained into the ethos of the way that our building managers and people operate. We want to continue institutionalizing these things and evolving. And then also amplifying area impact, and we do that locally, regionally, nationally, and globally. Locally of course through the Cambridge Compact for Sustainable Future. And then also externally with leaders we have

partnerships with like Google and Rocky Mountain Institute.

This is a new initiative this year. I think it draws upon and is driven by the fact that we have researchers predominantly at three schools really focused on this; medical school, school of public health, and engineering school. Harvard is the first university to sign a pledge and get returns out of our furniture. Our scientists lead on why the impact of these toxins on public health. This was no easy task. It continues to be a challenge because we are literally bringing along the vendors and the manufacturers, as well as industry of architects and designers and project people. So we are making progress, but this is new. This is sort of where I think green buildings and LEED were maybe, you know, 17, 18 years ago.

We won an innovation award from our president to work with the researchers in our office, and that's to create trends and education that drives transparency and then making the best decisions and working to send a clear market signal that we want this stuff. We also partnered up with Google formally upon their healthy materials database that they spent about five years creating. Hopefully we will learn a lot and share it with everyone and move and make progress.

This year in October we also launched a new invigorated living lab initiative that is really about engaging our faculty. Our office gives out research grants to students to solve real world problems. In addition to that being broad on sustainability, we also are launching or just launched actually in the last two weeks a

brand new glass house at the law school that has six different graduate level students, different schools involved that is studying what are the options for off-site greenhouse gas reduction. The marketplace is still very unclear on renewable energy deals, recs, offsets, carbon allowances. So we actually have a dedicated three-year class to study this as well as research projects and we will be sharing that in white papers and research findings as we go along.

So what probably you want to hear about most is the fact that we did complete and achieve Harvard's initial greenhouse gas reduction goal. It's a ten year goal. Our president announced in November that we met it was a 30 percent reduction in emissions inclusive of growth. It included all of North America, everything we

operate and control, very broad definition.

Those are some of the unique things I think at the time that made it so. We are certainly amongst our peers the first to have a major goal like this come to you. We had a task force of faculty and staff studying what should be the next set of recommendations while people continue to reduce energy on campus. I'll take you through how we did this.

So, again, we focussed first on energy reduction because in our buildings, because as you can see of our scope wanting two emissions, 97 percent of them come from our buildings. That's why we decided to double down and focus on the buildings first.

Secondly, we just wanted to broaden out now and say how did we actually, you know, achieve this. So, again, 24 percent of the

reductions came from the buildings. So we're just reducing demand in the buildings.

33 percent came from changes in how we operate our district energy facilities; field switches, upgrading, and cogeneration. We also wanted to be very clear about the fact that in New England we do benefit from the grid getting greener, and 16 percent of our goal came from that. Eight percent also came, we wanted to be transparent in a proved tracking of our refrigerants which we used to estimate and now we keep track precisely.

And then lastly of the 30 percent, 24 percent was done on our campus and six percent was done through renewable energy. And so we wanted to be very transparent and I'll tell you a little bit more about that.

This is, as you can see, the global

challenge is growth. So the blue is we did in the early years have some growth which leveled out. But as you can see, we precipitously dropped both the energy and the greenhouse gas emissions during that time period of growth and square footage and energy intensity predominantly from labs.

And then how did we again solve the sort of that tiny six percent? And really we did that. In 2009 Harvard actually was the first university in the region or college to do a major renewable energy power purchasing agreement in Stetson, Maine, locally. And, again, because we wanted to put all the money back into the buildings, we sold the associated renewal energy credits until 2016 to fund more energy conservation and then we used -- but in 2016 instead of selling them, we retired some of those

renewable energy credits to close our gap in our goal.

In addition to getting to goal that way, on our physical campus there's also been a precipitous increase in solar. We have a one megawatt in solar on our campus and that's really grown over the years.

And then lastly I would just say that, you know, I think stepping back, you know, how did we do this school in such a short period of time so aggressive, so aggressive that the task force of climate scientists and others that recommended the goal said it was based on what we needed to do for the science, not on what we thought we could do. And that really has been an organizational change effort. So I think the fact that we have very strong top down support and alignment across the decentralized university

are also offsetting the implementation plan and bringing hundreds of stakeholders together to do it. And really we set goals but we let the school set the goal and implement it. And then I think the other piece is that all of our efforts were overseen very closely by president with an executive committee of senior faculty and administrators and students watching our progress. We tried to be very transparent. We created a four-page report that's on our website about how we implemented and met our goal that talks in much more detail about how we did this effort and I'd be delighted to take questions.

That's it.

H. THEODORE COHEN: So, is that it?

Thank you.

So, Board Members, do you have any questions or comments now?

Wait for the public. All right.

Is there anyone who wishes to speak or ask any questions? So please come to the podium and state your name and address and we ask that you only speak for three minutes. You'll see a light system. When it's green, speak and when it's yellow you're getting near the end of your three minutes and when it's red, we ask that you wrap up.

MICHAEL TURK: May I start?

H. THEODORE COHEN: Yes.

MICHAEL TURK: Thank you once again.

Members of the Planning Board. My name is Michael Turk. I live at 11 Ware Street, Apartment 19. I wanted to address the house renewal program which is treated in the booklet that Harvard's produced on pages 50 and 51. And first I want to thank the Planning Board for the

specificity of the questions asked because I think that elicits some important information. My comments, though, to an effort to elicit further information in that regard. So let me just walk through three points:

First -- these are all page 51. There's a reference to five Harvard residential buildings that after the completion of the house renewal program will continue their longstanding role in providing housing to Harvard students, faculty, and staff. Those of us with a somewhat longer memory would say actually this is a transformation. This is at very least an evolution. These were buildings that were open housing that in recent years have had a number of non-affiliates in them. So if in fact at the end of the house renewal program they are completely cast as affiliate housing, that's changed rather

than being simply longstanding.

Second, there's a response to the question as to what will happen to 1201 Mass. Ave.? That's the building that had been the Inn at Harvard. And the response is not yet determined but what's anticipated is an institutional use. My thought was that this forum would be an excellent one to try to sort of narrow that down a bit. Institutional in this context could mean many different things; a hotel, an academic institution, institutions in some other form. So I would hope that some further questions could be asked of Harvard to see what their thinking actually is at this point.

And third, there's a little bit of funny math which goes to the question of what housing units are available. We're told that Harvard's

added nearly a thousand beds in Cambridge and Boston and then we're told that the increased capacity has helped mitigate the temporary reduction of up to 240 beds. So if you just did the math, you'd say well, wait a minute, a thousand is, in this case, four times greater than 240, so what else is really going on here? I think the 240 does refer to apartments as opposed to beds per se, and I wondered if that calculus could be worked out a little better to see exactly what the impact of the house renewal program has been on the availability of housing in the City of Cambridge.

Thank you for time.

H. THEODORE COHEN: Is there anyone else who wishes to speak or ask a question?

(No Response.)

H. THEODORE COHEN: None appearing.

Board Members, do you have any questions or comments?

HUGH RUSSELL: I wanted to ask Heather what the next goal is.

HEATHER HENRIKSEN: The answer is as soon as I know I'll tell you.

So, you know, we -- I should have said that we always in the goal that was adopted in 2008, which was the 6 through 16 goal of the 30 percent of growth, it was always included in that that would be that's the first initial goal on -- there was also at that time in 2008 a commitment to at least do 80 percent reduction by 2050. So it's not like we're going to stop here and we're at least getting there already. We know. So I think the answer to your question, though, is right now there is an active task force of faculty, students, and staff that are appointed

by the president, co-chaired by Bill Park and Rebecca Henderson and Katie Lapp. And, again, they -- we expect that we will have a new goal by the fall of this year and that is, that is the answer. But they're in active discussions and deliberations about what the future set of goals should be.

Does that answer?

H. THEODORE COHEN: Any other questions, comments? Tom.

TOM SIENIEWICZ: So I noted at 12 percent reduction on affiliated housing load on the City and I think that's terrific, but I'm -- I was also looking at the amount of square footage that the university is devoting to office use and that's not stated over time, that's just given as a flat number. There's pressure there on the community from the institution using office space

and I think it would be great to see the numbers so that we could plan properly and anticipate trends there.

Secondly, boy, I'd sure would love a window on that fence on the Philip Johnson house so you could see in. You know, that's probably, you know, against the original design, but never mind that the wall that Mr. Johnson planned is a bit of a thumb in our eye. So it would be great if you could correct that so we could get a glimpse.

Three, talk about the river houses. The river gets forgotten in these discussions because whose jurisdiction is it? It's beyond the state property and it's out in the middle and yet you own -- or you front, it is your front lawn. And I sure would love to see what the university might do relatively to the stewardship of the

Charles River.

And lastly, desiratas (phonetic) which is the truth, right? And we need that more than ever these days for you to return to that in your discourse, but I'm also wondering two threads on that, what its relationship is to equity and equality. And what lead role the university property had on that? And certainly the long and really wonderful description of how you're integrating with the public education in the community is one way in which we might address equity and equality here. The other way I think is probably through jobs. Education will definitely lead to job creation, but that's something that this Planning Board member and the City as a whole is concerned about as relationship of this major employer to equity and jobs. And I know there was some tension over

this very issue in the summer and that didn't go unnoticed. So thank you for your efforts.

Thanks.

H. THEODORE COHEN: Any other?

TOM SIENIEWICZ: Leaf blowers.

H. THEODORE COHEN: Yes, leaf blowers.

TOM SIENIEWICZ: You can do the leaf blowers.

H. THEODORE COHEN: Catherine.

CATHERINE PRESTON CONNOLLY: I mentioned this last year and there wasn't a change in your report so I have to mention it again. We have, again, no projections as to what you're expecting for faculty, staff, students. And the comment is that Harvard has not undertaken university-wide projections for future populations, student populations, future faculty counts. And I understand Harvard is a decentralized university.

And if we have to start specifying that you should provide projections therefore for each of the individual schools because you don't want to aggregate up, I guess we can do that in our request for information. If the issue is you don't have a ten year projection, somebody has some kind of projections, because you're doing some fairly massive capital planning here that requires long-term expectations for what enrollment and staffing is like. And the fact that you refuse to give us any projections, inhibits our ability to do our planning. And I would really like to see this addressed in future reports. And, again, you know, we can work with staff to phrase it a different way if that's what it's going to take. I brought this up last year and I was very disappointed to see it still addressed or not addressed the same way.

On the sustainability stuff, I think it's really great to see that Harvard's invested in it and has achieved the goal and that's a great thing. When it's actually integrated and part of the whole rest of the report as opposed to a standalone thing, it will be more plausible that it's actually permeated the culture. Just having it be its own portion of the presentation says a lot in itself as to the fact that it is still separate and still a different thing. It's certainly the questions seem to be addressed because we're asking them and we care, but you know, to me that sends a very powerful message that it is separate.

And I will mention the leaf blowers. As we got a comment from the public on it and it is well taken that leaf blowers are the bane of, you know, everyone's existence who hears them.

They're, you know, Harvard has made efforts on the Yard not to use them. I'd like to see them less and less and hopefully not at all. That's all I have.

H. THEODORE COHEN: Steve? Lou?

All right, I just have a couple of questions. Well, following up on Tom's comment about Nine Ash, I've wanted to be inside that building for 45 plus years. I mean, is it not possible to open it to the public perhaps one day a year or something? Just, it's such a historic structure that no one can see except the wall around it. I know at University of Chicago Frank Lloyd Wright's Robie House is open to the public. I can't imagine Harvard can't figure out a way to have this one famous structure open to the public.

STEVEN COHEN: What is it used for?

H. THEODORE COHEN: I don't know that it's used for anything. I think it's part of the Architectural School of Design.

ALEXANDRA OFFIONG: It's actually in residential use. It is actually being used as a single-family residential use. When the building was completed, there were some very -- it's a very small building. It's about 1100 square feet. And we did hear from the community that they, that they really didn't want us to have a lot of activities there. So we had some very small neighbor open houses and it is now a residential use. But your point is taken and we will let the Graduate School of Design know that there is still great interest in this.

H. THEODORE COHEN: Okay.

Another very small question, the fountain at the science center, is that functioning?

ALEXANDRA OFFIONG: The Tanner Fountain is actually just about to be repaired and it should be -- I'm not sure what the timeline is, but I actually believe that it was -- I think work is starting next week to repair that. It's been out of commission for sometime.

H. THEODORE COHEN: Yes. And it's great to see kids playing in it so we look forward to that.

Delighted that there's going to be a building at the corner of Everett and Mass. Ave. And since I've asked about that repeatedly for many years.

In follow-up to Catherine's question an analogy to it, is there any plan for Harvard to build more graduate student housing? That's another e-mail we've received about what all the universities are doing for graduate student

housing and its impact or the lack of its impact on the city. So I don't know if anybody is prepared to answer that right now, but is that part of your plans at any point?

ALEXANDRA OFFIONG: I could just say a few words.

So, right now Harvard's big focus is on reinvesting in the undergraduate buildings. We do continue to always reinvest in our affiliated housing, resident student housing. And across the river we've also engaged in some partnerships to expand our housing in Barry's corner. And it is, as we look ahead and also we're also open to having additional opportunities to partner with private sector developers to expand housing. I can't give you any specifics right now, but that is something that's being discussed.

H. THEODORE COHEN: When the -- is it the

Charles Bank that was removed for the science buildings?

ALEXANDRA OFFIONG: It's actually a site across the street, yeah.

H. THEODORE COHEN: Okay. And so have those units been replaced somewhere?

ALEXANDRA OFFIONG: Yes. Yeah, down the street there's a new development.

H. THEODORE COHEN: That's the new development?

ALEXANDRA OFFIONG: Yes.

H. THEODORE COHEN: I don't know if you had any comments you wish to make with regard to Mr. Turk's questions.

TOM LUCY: Hi. For the record, Tom Lucy with Harvard University. A couple of things I would say about that. In terms of the housing that's being used as part of the house renewal,

those are graduate student housing units. There were some nonaffiliates in there. The nonaffiliates in there were part of a commitment that the university made when rent control ended that we continue to honor. So folks that were in rent controlled units at that time were allowed to stay as long as they so chose. So, that's my recollection of that.

And in terms of the beds, we do count beds. And the reason there's a Variance sometimes is with the graduate students, as you can imagine, sometimes they're families. Sometimes you have two graduate students in one apartment. The next year it might be a family and there's only one graduate student. So there will be some variances from year to year.

As it relates to housing, too, I mean Alexandra touched on it a little bit, but we do

take a holistic view. We don't just -- I know this is a little bit more focussed on Cambridge, but we look at what we do in Allston and how we can add to housing there. It's a short walk across the river. In addition to what we do with our institutional housing, I think we've done a great job working with the city. With the affordable housing, with our 2020 2000 program, with our preservation efforts. If you look at our recent history that goes back probably 20 years, we've worked with the city to create and preserve more than a thousand units of affordable housing through our different programs and different efforts. Both at Two Mount Auburn Street, Chapman Arms, the St. Paul's Rectory. So we do take a holistic view of the housing and try to work that out with the city and try to create and preserve affordable units as well.

H. THEODORE COHEN: Okay. Thank you.

Board Members, are there any other questions or comments right now?

(No Response.)

H. THEODORE COHEN: If not, then Harvard, thank you very much. And next up is MIT. And do you need a couple of minutes to set things up? Why don't we take a very short five minute break right now.

(A short recess was taken.)

H. THEODORE COHEN: Thank you, now we're going to hear from MIT.

ISRAEL RUIZ: Thank you very much. Good evening, everybody. My name is Israel Ruiz, and I'm the Executive President and Treasurer of MIT. And I'm happy to be back before you to talk about the Town Gown annual report and to be accompanied by lots of my colleagues at MIT, and it is my

honor really to represent the work that they all do to make MIT stand the way that I'm going to try to represent tonight.

So first of all, 2016 for our Town Gown report was a momentous year for MIT. We celebrated a century here in our beloved Cambridge. And this is the picture from 1917 when it actually opened, The Middle Square Theatre and Killian Court as it is today, and we really wanted to tell you how we honored our architecture and our history. This is probably one of the most iconic building complex that we have. And we really feel that respecting those values and the understanding of what the interconnectedness of what the main group represents at MIT is what we're all about. And we're trying to sprawl into some of the comments that we will be making here tonight.

To celebrate and punctuate and accentuate in Cambridge we held our inservice day, and we engaged more than 500 community members across MIT. That went out into the city somewhere close to painting the railings of the river, all the way to like working with not-for-profit and schools and others, to really celebrate the collaboration and the opportunities that Cambridge and MIT have together.

We held an open house. We continue to open our doors and make sure that we have the porosity that we want to see in the mission of MIT going forward. As part of that, and as part of the lines of what we're going to talk a little bit later about the Engine and Innovation Program that we last launched in Central Square. We put together pathways to invention, and working with one of the schools and getting really the

youngest minds of Cambridge to get inspired by invention, to get inspired by the innovation potential, and really to think about education not at the college level and at the graduate level that we represent but really at the pipeline and really at the youngest -- engaging the youngest. So we're very committed to developing that program, experimenting in a way that MIT does things and really scaling that through the system.

We also announced, with the presence of Mayor Simmons, the impacts of scholarships and the program that MIT will go out to the high schools, the Cambridge high schools, and provide those scholarships to the students.

We've also worked on what we believe an open platform for innovation, which we talk about the same kind of connectivity and open Wi-Fi is

one, and with really the leadership of the colleagues here in the room on the Kendall Wi-Fi working with our partners like Boston Properties in the Kendall area, we've really hosted our network and opened up that network for the open area in Kendall.

And finally at the same day we committed to adding a position, a full-time position working with Sarah and Paul, who are well known to you, as the outreach administrator. And this is a little bit of recognition of both the potential for the K through 12 connectivity, but also the recognition that MIT is a complex institution, and we ourselves sometimes we don't have much of an idea of how to bring these programs to bear to really connect with the system. And in many ways what we're trying to do is create that nexus of pathways from K through

12 all the way into MIT.

Moving on to -- we also take this opportunity annually to tell you a little bit about what the mission and how the -- to the main areas of the mission of MIT that's tackling.

It's not secret and we're out there raising lots of money, and the MIT Campaign For a Better World is the vehicle for that. But what I would say is despite our represent of financial resources at MIT at some point, it's really about the mission and what we're trying to enable. And I think in connection with the topic of tonight it goes all the way from the discovery of science, the health and human health, things that I would argue they're being threatened as we speak everyday, and we go and -- we go all the way down to the MIT core which I think very pragmatically tonight it means money for renovations and building and

construction for the physical and building environment of MIT.

So these priorities, which I say even without a campaign at MIT, we would still have, are the overarching set of discussions that we have that informs a lot of our decisions.

A rubric that we use to inform the innovation is one of those. Is that innovation ecosystem has become I say the way for MIT to enable and actualize its mission of impact. We educate, we do research, and at the end of the day we really want that research and education to have the most meaningful impact for the nation and for the world. And to us innovation it's become an overused word in the media, but what it really means is the science and technology-based innovation into translation for human endeavors. In many ways we don't, we don't say anything

about having another dating app, but we really want to see other kinds of momentum building that are more based and more fundamental. And for that reason we have many programs but I wanted to tell you a little bit about the last three; the engine, the Kendall Square Initiative, and Volpe, and how they connect with this project and the idea of extending the power of research into the innovation.

We've used these words, the power of proximity many times. It is the way we think -- it is the way back to a hundred years when the main campus was created, the density of connectedness of the human interactions continues to be developed in Kendall Square and we are committed to making that happen and preparing that.

So the engine was our -- launched in late

October. We hoped to announce it probably, its opening in Central Square probably late April. And what it is is it's MIT jumping again as an open innovation platform, not just for MIT, but for the entire region to gather its intellectual potential. No age limits, no bound -- no boundary to it. But it really is about impact and it's really about jumping on a point which we're not here for monetary evaluations and IPOs, those may happen, but what we're here for is for inventions that will transform the future for good. And we want to help that and we want to see that. And in the last 10 to 15 years we've seen the transformation of that impact happening less and less through corporations then we are in relapse in those corporations. And more and more through post-docs and graduate students taking the ideas from the lab and really trying to make

the translation happen. When that translation requires lots of capital and lots of signs, those translations get stranded in the lab. They get strand because of lack of physical infracture facilities that can be appropriate for that, and for monetary resources that get and gravitate towards more flashy futuristic IPOs that get lots of evaluation but perhaps not as much -- so the engine is our commitment to that. It was a physical space, an accelerator as well as a \$150 million invention fund. Not because we think we're best at it, but because we want to activate a new class of venture funding for it.

The second one which we are clearly very well -- and familiar with, very well pleased about it is the Kendall Square Initiative. We've been, we were really excited to get all the master planning done, all the Special Permit

approvals last year. As you know, we are very well underway, you know, our design review process for each one of these buildings. We were glad to see on the South of Main sector building 4 get approved. That's our new graduate student tower, which at the base we will have our admissions and all the other details that we've been discussing with you.

And what I want to talk to you about today is not the details of the Kendall Square Initiative, which we're all quite familiar with, but rather the impact potential of the Kendall Square Initiative and this innovation idea. What this represents is, again, the magnification of what MIT labs and the spillover from those labs can do, and do more of what Kendall Square has become through the combination of academic spaces, research spaces, the MIT Museum, as well

as commercial spaces and laboratories that will then enhance that kind of connectivity and fluidity of ideas into the lab.

And building 1 just for a note and for everybody here, is the commercial housing building. And there's a sequence of buildings that will come before you in due time.

And finally, and the last piece of news, the Volpe property, which as you know MIT got awarded the selection first after a process of qualifications and open bid from the GSA, the government's GSA, MIT finally signed the exchange agreement with the government's arm and we're now well underway in our design and program for the building, the government building that will be the new home for the Department of Transportation's research headquarters that will occupy the site. And at the end of that process,

MIT will get the exchange of the land and the development. And as soon as two days from now we're starting now with submitted forms to think about what that site and envisioning that site. As you may imagine, lots of those questions will really tackle, but the process that we follow with Kendall and I think all of the conflicts of alignment and of mission and objectives to Kendall really are applicable to what you're going to see in Volpe and a lot of those vectors will continue to be what we're really here about. We are interested in maintaining the vitality of those innovation ecosystem, not just because it's the mission of MIT, but because we think it's the mission of creating good jobs for everybody and the vibrancy of Cambridge and the region.

Moving from these macro, what I would say strategy and really long-term MIT prospects to

climate and resiliency. There's been a very active conversation at MIT for the past few years. We somehow have had similar goals in terms of sustainability, different baseline, and what I would really point out to you is it's different research intensity. And the recent intensity at MIT per square foot is highest in the U.S. for any one of the institutions. And I think that is one of the challenges if you think about what sustainability means for a really research-intensive university. We set the goals for an aggressive baseline, we've grown 20 percent of space, we've reduced -- we're very pleased with the reduction. But I think what we're most pleased about are our measures. And, again, I'm not going to dwell on charts for engineers like myself, but for the kind of what it really means in terms of commitment, if I had

brought here the same picture but not from the dome but from the aerial view, it would be three or four buildings in 1917. And one of those four buildings was a what? A power plant. And the power plant and the railroad tracks were built to bring the coal to that power plant to power MIT labs. All the way through where we are today at the era of industrialization and today. So today we're committed, and in fact we can work. MIT cannot do its mission without the ability to generate this power and resiliency that we have to. But what we are and can do is utilize the best, most modern technologies and really the renewal program to get the best outcomes of these. In fact, I would argue the best outcomes even from the district energy sources.

So what this job represents is the significant step function not only in permitted

emissions which by any chance this is a theoretical chart, but really the actual operating levels with this green, and you can see the reductions going from 2014 all the way to 19, but what you see is that the point at which the second turbine and the second upgrade of the plant comes on-line, you can see that reduction, that expected reduction in emissions to really very, very low levels. In fact, one of the lowest levels that we know in operating cogeneration plants around the world.

The other thing we wanted to share with you, which became quite, I think quite news the last few months, was the signing of the partnership for the PPA for renewal energy Summit Farms in North Carolina. MIT and a couple of institutions, Boston Medical Center and Post Office Square in Boston joined forces to

underwrite a 60 megawatt facility. MIT commits 44 of those megawatts 60. And what is really an amazing extension in the fields in North Carolina but most importantly is not so much what this generates in terms of the ability for MIT to reduce and meet its goals, but to actually think about the main goal of MIT, which is scale of its research technologies. And the reality, it's hard to do solar technology in New England. And for our researchers it's crucial to get to 10X folds and 100X folds in improvement, but they can only demonstrate that on a bench in the laboratories. So what this facility offers, and in fact the negotiations really was not hinging around, it was not only the production and the transaction agreement, but really the ability for our researchers to have a test bed at scale in which we could demonstrate this PV, these

photovoltaics could actually scale to the order of magnitude from where we are today. So a lot of the faculty became quite intertwined with a lot of the faculty of office of sustainability and staff as well as the department of facilities and we were happy to lead that to fruition.

The other part that really concerns us, you talked about the river, I think in terms from a planning standpoint. We talked about the river also as a threat. And when we think about the vulnerability of our campus to climate change and sea level rise, and I think the modelling of storms and all of what we're trying to do, in fact, our renewal program is taking into consideration a lot of learnings from Hurricane Sandy and others and how we're really moving a lot of our thinking and design as well as engineering and systems to really predict and

plan for what potentially will be the reality of the future.

Again, our commitment to sustainability is our commitment to our employees and staff members and community members. And Access MIT, which I'll give credit to Michael Owu and Julie Newman in the room for leading and really helping and working with faculty on, again, demonstrating what I would say a model and a spreadsheet shows which is that change in behavior of humans is possible to actually think about demonstrating the change in humans, forget the spreadsheet is real. And Access MIT is the commitment that we get, that we made last June by offering free public transit to all of our community members, embedding that public transit into the MIT ID cards. So no duality of cards. You can get use your MIT ID to get into the T. We also detected

an issue with the parking and remote stations at the MBTA. We decided to subsidize that parking from 50 percent, and to move from an annual permit of parking to a daily permit of parking, which is not like joining the gym for the year and not showing up and going every year, but really feeling the pain that when you park, you pay \$10. And to tell you the truth, I didn't know if this would work or not, but I really was a -- they presented it to me, this cost money. This is an investment. For some it's an expense. For me it's a clear investment in the belief that actually humans make the right decisions. And guess what? In fact they do. And so I think the beginning of these results, and we went into a campaign to really think about who and how we could best make an impact with this program, and the earlier results -- still it's too early to

tell from last June, but I would say that they are very, very promising. And I'm really looking forward to coming here next year and showing that that investment which, again, I will not hide it, it translates into more costs to MIT. It really is the best for the community.

Back to buildings and the building environment. We're definitely using these wave of intense renewal and design of the new buildings as well as the old buildings of MIT to advance our educational endeavor and rethink how that gets done. This is one of the Department of Urban Studies on planning in building 9 facing Mass. Ave., and we took advantage of a generous gift as well as some funds with infrastructure to really think how that space is done. And in that same vein is really the plan that we've been presenting to you now for a few years, the 2030

plan conceived, in really in the downturn of the 2008/2009 and how the focus of that plan was into upgrades rather than new construction. So what you can see in the pie chart is new construction was just one-fourth of the total plan. The total plan is \$5.2 billion of investment over that time period. And what we committed to do is that 30 percent of academic research, 40 percent student life and 40 percent infrastructure, recognizing that we, MIT, needed to invest money to maintain the building and building environment for the mission.

Today we have approved and we're working on a 25 percent or a fourth of that plan is either completed or under construction of design, and we are really hopeful that we could continue that momentum if the gift flows continue to come and the debt we can actually repay it with other

resources.

Some of those examples, and I think a lot of what the community talks to me about and somewhat complains about, is well, you're spending a lot of money but we don't see it, where is it? And I'll tell you is it is underneath the floor or behind the walls or up on the roofs? And we're investing for the future. And I think the great thing of MIT today is that the MIT administration is very committed to making that a reality. To making and preparing the infrastructure what you see here of the buildings of MIT for the future research, for the future education. Despite some of these, it would be a lot easier to think about cosmetics and aesthetics. So we're taking advantage of new designs for AeroAstro. We're taking advantage as I said, for the urban space planning and

leveraging some of those gifts and engaging for that.

Again, tonight is not the night for flashy charts but this is a chart that I think most of us feel very, very proud of, and it's that in the last probably say arguably six decades of MIT we've never seen that chart come down. And usually in charge we like charts to go up. This is a chart that you really like to go down. So what this chart represents is the technical indicator of the facility's condition index. What it really means is the poor state of a building compared to its replacement value. So the replacement value of a building with the cost of infrastructure and inflation keeps going up. The maintenance goes up. A number that's high in the scale, so a one would be a really bad number. A zero is almost an unachievable number, but it

is the target is somewhere in that low. Another way to think about this green line of target of 0.15 is that 15 percent -- what MIT is thinking about is that 15 percent of its plan will be renewed on an annual basis. And when you think about the depreciation schedule, the life of the buildings, that kind of matches to that 30 to 45 year for different systems. That's how you think about this chart. But what's important is that now we're clearly investing and making progress more than whether we've remained and is occurring. And this is translating into that we hope that we predicted we will get there by 2030. With the current estimates, we believe we will get there about five years earlier. These will fluctuate. Again, I'm less about when we will cross that line, that we are committed to investing and doing the right thing for these

buildings.

So how does this look? Well, again, this doesn't look like some of these amazing architecture buildings or new buildings like when we talk about in Kendall Square for instance, that we really think about in a very different way. These are buildings that are very functional and they are what's on the inside is what matters. So the AeroAstro and MechE project which is tagging along, I'll talk to you next about MIT.Nano in the center of campus, but we're using that opportunity to upgrade the facilities. One of these old buildings which requires the renewal money and we're using that to bring state-of-the-art facilities for high flying robotics in that particular building. We're using the acronym of AFFOA, the Advanced Functional Fabrics of America. This is one of

President Obama's approved manufacturing institutes. Think about new fabrics and new research, new technology research. This is a kind of fabric enabled shirts that will measure your heart rate and all sorts of things. We have today more than ten startups already. And the objective of our goal is to bring the research to bear, manufacturing and partnerships. So it took that opportunity to create the headquarters for the manufacturing institute. It was a \$250 million program, combines state funding, federal funding, and MIT funding at 12 Emily.

Also with the Kendall Square project a couple of the buildings that -- the theatre's program at MIT was using along Carlton Street and in front of MIT Medical moved to Vassar Street and we're hoping in the next few months to open again a new state-of-the-art, very good theatre

arts facility for our program.

And the central utility plant which I've already talked about.

As I mentioned, we've talked about detailing the past years about MIT.Nano. I would say this is the capital project of MIT. This is in total a \$500 million investment in building and central utility plan. And this is a commitment that in which nanotechnology and central service infrastructure in nanotechnology enables more than 700,000 faculty at MIT. So even today probably accept of our philosophy, everyone at MIT works with nanotechnology.

The central utility plant, second century project. Not only is this in the same place of where we have, but really it's about the performance of what goes inside and most of the cost is really what goes inside with the new

turbines as well as five chillers.

Finally I want to address housing and our strategy for housing and really tell you that we've been consistent, although I would say for most of us in the administration painfully slow because of the ability for projects to keep going. As I've related to you in the last five years, it's been painful to think about the state of affairs for the undergraduate system of residences at MIT, including our longstanding Bexley Hall and we couldn't really repair it.

So our focus has been on designing a strategy that we can continue to complete for the next ten years or so, renewal of all of those undergraduate residences. We've approved the renovation of New House which will be a very important one. We had some system failures last year on this one. And we are about to really

approve a new Vassar Street, we approved the new residence of 350 to 450 beds on that one. Why am I extending my explanation on this one? Once we solve this and have the additional capacity and the undergraduate system, what you see in our report is decrease of graduate student beds for last year. And it's not really that we have a decrease. What it is is that we had to use one of our graduate residences to get all the students that could not live in the dorms that couldn't be occupied because of renewal issues, and we had to bring them to the graduate housing system. So what you're going to see hopefully with this is we're going to create a swing capacity for the undergraduate system, and then over the next ten years we'll use to really cascade and renovate through that. In addition to that, we're committed to building new graduate

housing. We said that last year. We've said it for the last few years, we are building on site 4 South of Main, 250 extra beds and the additional 250 or so we're exploring around the west where would those go for graduate students.

Getting kind of to the end, another part of -- aside from Kendall has been the linking of Central Square to Kendall Square and what's been so far the MIT door, the main door at 77 Mass. Ave. So what you see in this triangle it's really the new development or major construction that's been happening, and really on the green side the thinking about retail and dining and the activation of what will go on through the main artery of Main Street and Mass. Ave. And clearly over time what you've seen here is that the creation of new buildings like Novartis or new buildings like the one that Pfizer occupies or

the new building that -- for Novartis or the NECO building did, we've created now retail edges that are activating Mass. Ave. and clearly are helping in that north/south communication. Similarly what we're really thinking and really at that corner of Central Square pretty much one block north is where the engine will be located. The headquarters are at 501 Mass. Ave. What we hope to do is really to continue to invest in those two linkages in the activation of those two linkages.

Examples of that are the relocation of the MIT Press bookstore, 301 Mass. Avenue. Several of the retail components of the new projects, like you see the Novartis at 181 Mass. Ave. or the Pfizer, 610 Main Street or 300 Mass. Ave., and all of them with a ground floor activation component that comes with each one of

those projects.

So with that, I will just say that MIT has high aspirations, has always had high aspirations as we've commented in the administration in the past few months. I don't think we have been blessed with the kinds of opportunities and support that we are getting from our alumni, from our students, from the city, and we are thrilled to have the excitement at the highest levels for the next years to come. So thank you.

H. THEODORE COHEN: Thank you.

Board Members, any comments right now?

(No Response.)

H. THEODORE COHEN: If not, then we'll start the public.

Is there anyone who wishes to make a comment or ask a question?

(No Response.)

H. THEODORE COHEN: I guess no not.

So, Board Members, are -- do you have any comments now? We have seen representatives from MIT repeatedly over the past several months. So I don't know if there's any comments at all. Tom?

TOM SIENIEWICZ: Sure. Last year I challenged MIT to step up the game in the Olympics of sustainability because we have two amazing institutions that are striving for that and it seems like you threw the long ball or the Hail Mary or whatever the football metaphor might be by investing in the solar power in North Carolina. Just one quick story if you'll indulge me. I was on Capitol Hill lobbying important things to do these days, and I met with a Republican representative from North Carolina.

He said do you realize North Carolina is the third largest producer of solar power? Now, he doesn't relate that to an issue of climate change at all. He would never do that. He was proud of it that that represented -- because of entrepreneurship that it represents and innovation it represents and the business opportunities it represents. It was an important lesson for me in terms of rhetoric you might use around certain things, and when you talk about it in those terms, you can in fact change the world. Thank you for the Hail Mary. That's the positive.

On the other side I asked Harvard about the river, but you guys seem to be even closer to the river. All of the slides you showed, even of Volpe featured, the Charles River in the foreground. And I did describe it as an asset

relative to Harvard that needed to be looked at. And you rightfully suggest that it's a stress, a vision. The amazing thing about the proximity, the power of the proximity that you have to this river, which is that the asset and the liability, the threat and the asset are linked because there aren't levies on the Charles River. It turns out 50 years ago the Core of Engineers were convinced that actually natural storage capacity of that river could save Boston. In fact, they invested in a large tens of thousands of acres of swampland in the headwaters. We're learning that in fact by allowing the groundwater to perk in to the river not only do you make it resilient from issues of drought but also in issues of rain events you can also protect your property from flooding as well. So there's a way in which the river can buffer and be -- can benefit from

engineering to turn it into an even better asset but also protect the property. And I would encourage MIT to have a look at that closely.

And the engine in Central Square, let's see what turns out to be very, exciting prospect in my opinion.

Thank you.

H. THEODORE COHEN: Thacher.

THACHER TIFFANY: Sure. I have to add a comment because I studied at MIT so I have lots of opinions about the campus.

Something you didn't mention is that, you know, I think Killian Court was meant to be MIT's front door and now it's sort of its beautiful backyard which is great. But the front door, at least to me and a lot of people, the identity of MIT is building 7 and just the crosswalk on Mass. Ave. That's MIT. And it was interesting that

you didn't talk much about that. So I'm just curious, you know, how much time you spent thinking about that as a gateway and how that will evolve over time. Or is there a new entrance in the future or just how do you think about the identity of MIT in that kind of front door? I would be interested in thoughts on that. I don't know if we have time for it.

H. THEODORE COHEN: Sure, if anybody has a response.

THACHER TIFFANY: And one more thing to add to that. I think a building came down right by the crosswalk. I can't remember the name of the building. There's kind of a park there. So clearly there's something that -- I would be interested to hear how that fits in.

ISRAEL RUIZ: Yeah, so I think, I think we've expressed to you that we started to

conceive two main gateways of MIT: One on the east with the Kendall Square Initiative Project and 77 Mass. Ave. as that building 7 crosswalk. I wouldn't say we have a convergence on how that will work, but building 9 and some of the gifts of building 9 and some of which you're familiar with, some of that offers an opportunity to rethink how 9 and 7 marry with the other side.

H. THEODORE COHEN: Excuse me, for those of us who did not go to MIT, references to building 7 and 9 are fairly meaningless.

ISRAEL RUIZ: Right. So right here, we're talking about this region and the staircase right here in the crosswalk all the way to the student center and the student area and the living quarters. Building 7 is the mailing address of MIT or the building that's referenced to 77 Mass. Ave.

The lobby was restored a few years ago and I think the entrance is, it's so iconic that I don't think we're gonna touch it.

Building 9 is being rethought as now the Dean of Architecture of Planning and some of the new home for center of real estate and department of space and planning as well as thinking about the connectivity. Once we are done with MIT.Nano which is really right here, we're thinking about how that opens up to Mass. Ave. as one of the entrances. I think the biggest challenge quite frankly and the thinking is about the west and how looking out of building 7, this is the building that you talk about coming down, this is the Bexley Hall, the one that's creating the undergraduate capacity. But this is also, when you look out this way, it's looking out through very iconic architecture. Right? So you have

Kresge, you have the chapel, you have a lot of the upper also contributions to the campus. And it's really being thought about what this space should look like. It's prime space for us, but it's also prime space in terms of framing what that campus is and what the transition of what I say busy academics and research to teaching to let me call it the housing quarters of MIT. So I'd say, I'm not having a concrete answer, but I will tell you that there's a lot of study on the west campus. The first implication was get more housing around the corners to create a common, and that's what we're trying to effectuate right now with this. So we're very confident that this gateway together with Kendall will be the two bookends of MIT and more to come.

H. THEODORE COHEN: Excuse me, while you're there and at that spot, any current

thoughts on the use of the Metropolitan Warehouse?

ISRAEL RUIZ: Yeah. So, you mean that building 41?

H. THEODORE COHEN: I figured that one out.

ISRAEL RUIZ: Just -- sure. So Metropolitan Warehouse is an interesting structure that has generated about 50 compiled studies of what to do with it that I have all on my bookshelf. And it's been the highest and best use has been a storage. But as of last year, maybe a couple of years ago, we thought about a couple of interventions on the roof through one of the architecture of faculty that could potentially enable the uses way beyond what that would be. We explored actually to have the undergraduate housing here because we thought we

could open up and actually do it much faster. At the end of the day that really couldn't be accomplished effectively with the constraints of the building. But what we're committed is now as we look at the activation of Vassar Street with additional housing, we're looking at what spaces and what we would like to see in this space as we speak. The ground floor, we want to be a maker space, quite amazing maker space for the MIT community. And of course the retail here will be always the retail along Mass. Ave. And then the upper floors, where it now studying what would that be, so that we can generate the activation of this corner for the community and the passage all the way through the housing system. So again, it will not be a dorm. We tried and it couldn't happen. It will likely be some office space or academic space in here.

H. THEODORE COHEN: Thank you.

My law firm once stored a lot of things in there and it was really a wonderland to get into this Metropolitan Storage building. You just wander around and see cars and everything you can imagine.

Anyone else? Catherine? Another MIT student.

CATHERINE PRESTON CONNOLLY: I'll just comment on the access MIT idea and the idea that you're investing in providing access for the campus. I think that's an excellent way of looking at it and I'm sure that it hasn't occurred to you that the long-term payoff is that you free up land. That ideally that, you know, as you reduce your parking needs, suddenly magically land appears on your campus that you can use for other purposes. And I, early in my

career I worked for Cornell University and they did exactly that. And that can be the biggest payoff that you can have from that kind of investment. So I just want to applaud MIT for doing that and say I think you made returns that people haven't yet dared to hope for in doing it.

ISRAEL RUIZ: Thank you.

H. THEODORE COHEN: Any other comments?

Hugh.

HUGH RUSSELL: So I've been thinking about how is MIT going to approach the Volpe nongovernment portion of the site? And thinking back at a couple of prototypes. The Kendall Square Initiative was very heavily influenced by the MIT users, the faculty got very involved in the conversation and it became a very strong voice, and you could see that in the results. They are making the open space that connects a

lot of things together being a really good center of the project, and also that forced the project to go vertical in order to accomplish that open space. There was a slide showing orange blocks which are Pfizer and Novartis and things. A different approach and, you know, the edges were looked at carefully. The middle was kind of whatever it was. There are some handsome buildings there, some very handsome buildings, but it's the edges that have any life that's going to be there. And in a sense there wasn't a strong sort of organizing force around those projects. And you can, and it wasn't because it wasn't conceived of as a project but as a, you know, an endeavor that blended investment in bringing the exciting and important research activities close to campus. So you know multiple benefits.

When you get to Volpe, it seems to me you need a strong client that is going to have a different point of view. And I'm just wondering how are you going to find that. It's a question that you can't answer for it today. I'm not asking for an answer today.

ISRAEL RUIZ: Thank you.

H. THEODORE COHEN: But you expect one on Thursday.

HUGH RUSSELL: Well, as an architect, I find I do my best work when I have a client who is very demanding and who is smart and intelligent and, you know, you can talk to and you can work with, but who is very demanding. So who is it going to be, that strong demanding person? And yes, we've got some strong ideas in the city. I'm sure Iram will be out there putting those ideas forward, but it's somewhat of

an institutional problem. I'm just curious.

You've done so much that is so good in the last, in the years that I've been sitting on this board, so it's a big challenge.

H. THEODORE COHEN: Any other comments?

(No Response.)

H. THEODORE COHEN: If not, thank you very much.

One last question. How lengthy, how long do you think the community meetings on Thursday are scheduled for?

ISRAEL RUIZ: How long?

H. THEODORE COHEN: Yes, are they scheduled for an hour, two hours?

ISRAEL RUIZ: They're scheduled for two hours.

UNIDENTIFIED MEMBER FROM THE AUDIENCE:
Hour and a half.

H. THEODORE COHEN: Okay. Thank you very much.

And next up is Lesley University.

(A short recess was taken.)

MARYLOU BATT: Good evening. I'm Marylou Batt. I'm the Vice President of Administration for Lesley University. Thank you very much for having us here. We're very happy to be here and present. After listening to both Harvard and MIT and I think about the percentage of money that we have, it's a totally different experience but it's one that we appreciate. The only thing we have in common with MIT is that Matt has also graduated from MIT. So for that we're particularly thankful.

But I'm basically going to turn this over to George Smith who is the director of real estate and operations for Lesley and then Matt is

going to talk about sustainability and also partnerships with Cambridge. And also with us tonight is John Sullivan who is the director of communications and handles all of the activities with Cambridge. So, I'm very happy to be here and answer questions.

Matt's first and I'll turn it over to Matt and then George.

MATTHEW BROWNELL: Thank you. It's great to be here tonight. We're very excited to present and especially to follow Harvard and MIT. We're very excited about the work we've been doing. We're going to talk about -- I'm going to give us a brief overview of that work and then pass it off to George to go in detail about the projects we've been doing and then I'll come back and talk about our sustainability efforts and talk about partnerships. Just to, you know, high

level here's where we are. We have three campuses all minutes apart by foot, and our central one is the Doble Campus there, that's where we got started. And we have one in Porter Square and also on Brattle Street, the historic district there, we got into a partnership with EDS. And all of these are connected by a shuttle that we run -- or a couple of shuttles.

We have 58 buildings and 28 off-site locations which is an increase of about three from the previous year. And we remain about constant in terms of our population. Maybe a few more undergraduates this year, a few less graduates. It's about the same level of faculty and staff.

And so for planning efforts we've done, after our big investment in the Lunder Arts Center, we did a pivot and what we've really been

focusing on now is really investing in our infrastructure. And so George is gonna talk about that in just a minute, and but really dovetailing with that is our efforts to improve our sustainability as well. Any time we get into a building whether it's any kind of renovation project or whatever infrastructure we're trying to improve, we're also looking at it with our sustainability cap on. So we've made a few advances in that realm as well this year. And some of the other kinds of infrastructure things we've done is to beef up our security, our public safety, by adding new cameras around our campuses. And also all of our door swipes are card, are now card access on our office buildings as well. So that was a good improvement over last year.

Some of the stuff that we've been doing

now is in response to having worked on a campus plan and then had a new president come along, and rather than just put everything on hiatus as we, as we are beginning a new strategic plan now, which we will then have a new campus plan for that responds to, we really thought that this year would be a good time to dive into some of this infrastructure projects, and so we took a first pass by doing facilities condition assessment of our buildings. We have that data now and we also have an energy assessment that we've done.

So I'm going to pass it off now to George.

GEORGE SMITH: Thank you. I'm George Smith, Director of Operations and Campus Planning for Lesley. And I think Matt gave a pretty good upfront overview of what we're doing in terms of

planning efforts, and I think the overall doing assessments of our existing facilities is something that we've been very highly focussed on this year, doing a very detailed facilities assessment, and then also an energy assessment to understand exactly how we're currently operating our buildings and what types of deferred maintenance that we have so that we can do a good job of prioritizing and then also understanding exactly how much money we're going to have to spend over the next five years plus so that we can prepare for that.

So there are several projects that we've done this past year on all three campuses, and I just like to give you the highlights of those starting with the Porter Campus. On the Porter Campus we have a food service operation that's run by Bon Appetite. And the Porter Cafe, which

is on the third floor of the University Hall, the old Sears building, which was actually built in about 1994 when Lesley actually bought the building and hasn't been renovated since. And so it was very important for us at this point in time to try to improve the food service to our students as well as faculty and staff in the building. And so this past year we did a renovation of the cafe to add additional cooking facilities so that we can provide a wider variety of food services to our students. And you can see the before picture and how it turned out afterwards. Expanded cooking facilities. And one of the key things was is when we moved the art school to Porter Square, we now have larger population of students that are going through University Hall on an ongoing basis, and so it made a lot of sense to try to improve that

facility as much as we could.

In addition to that, this past September, September through November, we had the Irving Penn exhibit which is a Smithsonian -- travelling Smithsonian exhibit of photography of that was taken by Irving Penn, noted photographer for a better part of the 20th century. And the issue was is that our galleries weren't able to control humidity correctly for those types of exhibits, and so we went through a complete humidity control construction program adding HVAC, humidity control at all three of the galleries we have, the two that are -- the one that's in University Hall as well as the Roberts and Raizes Gallery and the one in the art center. And so now we're in a position where if there's the opportunity, the opportunity presents itself, that we can have these high profile exhibits come

and stop at Lesley.

Originally in the original art center our construction project was an installation of a skylight in the design illustration lab which is up on the third level inside the church structure. And because of the budget at the time and the amount of finances we had completed, that skylight was deferred. It was originally designed, it was approved by the City, and but we deferred it. And then this past year we had three of our --

MARYLOU BATT: Three donors.

GEORGE SMITH: Three donors come up with money for it and this past summer we were able to do the installation and it absolutely changed that room up there. And I would suggest that if you ever have an opportunity, just walk into the building and go up in the design illustration lab

of the church and see what a difference that's made.

Lately I've been spending a good portion of my time on retail tenant improvements on the mall level in University Hall. And just recently we've -- in the old City Sports space, which you can see is on the very right corner on the ground floor of the building, we've just done two leases; one with Partners Healthcare for an urgent care center which we think is going to be a terrific addition to the Porter Square neighborhood. There isn't anything, any such thing like that right in Porter Square. And especially with our student body and everything, and it's going to be -- it's going to be a great amenity for the neighborhood as well as the university. And then in addition to that, we've got an optometric facility that's going to be

going in there. It's an office. It's a very nice high end type of optometric, optometrist that we think is going to be a great addition to the mall.

Over on the left side of the screen here that's the lower level of University Hall, and in the tan color there is about a 25,000 square foot space that is, as most of you know, was Bally's Total Fitness for 25 years and then Workout World for another three years passed that. And after Workout World left, the space was in just pretty dire condition and CB Richard Ellis has been helping us market it for the better part of the last two and a half, almost three years. It was a really, really tough space to lease out. But we're continuing. We still have some interest in it. We've done a fair amount of just landlord upfront work to clear out all, all the old space

that was, that was all the old tenant improvements that were put in by Bally's originally in 1986 and '87 when they -- right before they just opened up. And now it's a completely open space in there with the exception of the pool area which we haven't decided exactly what we're going to do with that yet. But it's a, it's a very tough space to lease right at the moment. We're spending a lot of time trying to find the right tenant for it.

And then one of the other things as part of our infrastructure renewal, this is the cooling tower that we just put up on top of University Hall late spring. We have one more that we have to replace that's in the program for this coming summer or fall.

And on the Doble Campus, the main project that we did on the Doble Campus this year was

trying to create -- we did, not trying to, we did create a brand new entrance for Lesley for the Doble campus. And if any of you, and I'm sure a lot of you have gone down Mellen Street towards the large east and west building, they're right at Mellen Street at Oxford. It wasn't a pretty picture. You can see on the left here while the quad was nice and pretty, what we've done to it is we've actually created a new ADA access up to the quad area and a new set of steps a grand staircase going up and new landscaping to improve it.

On the left here you can see what it used to look like. It was just a terribly ugly street and a, with a loading dock at the end and parking lot off to the right. And on the right-hand side here you can see afterwards we've created a promenade or a walking space that runs down the

middle of the -- what used to be the street and has got some green open space and it creates a gateway to the quad -- excuse me, a gateway to the entrance to the campus that we never had before.

So, in addition to the just the landscape piece of it, we replaced some old water pipes that were better than 100 years old. We -- a brand new gas mains were part of the project, and then replacing all the water pipes and gas lines that go up to each one of the individual buildings that run along the side of the street.

And you can see here the drawing of the whole street and how it's been just absolutely transformed from an asphalt roadway to a destination space for the gateway for the campus with green space. The turf that's in the middle, all of the -- the pathway was done in pervious

pavers and the turf that's in there is set upon asphalt. It's permeable also, so it allows for a lot of the water that hits that from random snow to actually go right down into the ground. So ADA access. And I think one of the most important things is that was a fire lane, and even though it's designed with pavers and turf, that can still handle a 54 ton Cambridge fire truck.

And in Doble Hall the fourth floor, we've done a, did an interior renovation which helped. This was one of the -- these were two of the older classrooms that we had. And then in addition to that these two older buildings, the east and west building, which were built in the early seventies, terrible buildings in terms of ADA and access and so we've had several projects over the years to help straighten that out. And

this was one that we did this passed year.

East/west energy conservation, we've been upgrading our building management system. A whole obsolete cabling controller system that runs with it has all been replaced on the Doble Campus, and we've done some exterior lighting retrofits to LED fixtures, and we've been able to get some pretty reasonable rebates from, from Eversource to help us do this.

And in planning we have another one of the office spaces on the Doble building that's on the third floor to help with ADA access there and to better use of the, better use of the internal space.

And on the Brattle campus, the main project that we have going on there this past year is the electrical grid replacement. That, most of the electrical grid that's on that campus

is -- was circa 1960, and so it's pretty much 50, 55, going on 60-years-old, and some of the equipment that we have out there, they don't even make parts for it anymore. So this past year we did the Phase I of the project. And in the process of doing that project, we're separating the buildings. Something when they installed it originally, EDS didn't care that the buildings were separated and had different services and whatnot. And so we're in the process as we do this electrical grid upgrade, that we separate the buildings. We're doing the public safety cameras as a part of the additional safety and for the -- for our students, faculty, and staff. And the one other small project that we're doing is upgrade -- continuing to upgrade the community gardens there.

And Matt.

MATTHEW BROWNELL: So mindful of time and I'll just take you through a couple of slides here. So the fruit of all of this effort that we've been doing to invest in our infrastructure and it's really not just last year but continued effort over the last few years, we're seeing real improvements in our greenhouse gas emissions. We had a goal, I think it was 2030 maybe 2040 of reducing by 35 percent our emissions by our baseline which was 2006. We've already met that and surpassed it. We've reduced by 52 percent despite increasing that yellow line there as our building footprint. So we've increased our building footprint and still reduced. A lot of that is in our travel, those emissions have reduced. But also we're happy to report that a lot of it is electrical and fuel use has gone done. And all the measures we've seen some

improvements there. And so that's getting us to rethink about our climate action plan, which we're working on right now and hopefully we'll have some new goals to achieve. We want -- it was just also a part of the reason we did another facility condition assessment just to get a sense of how our buildings are doing and really to make whatever goals we make next to be realistic and achievable. And also on this slide we note that we have met our commuting goal last year. It was a little bit higher with the snow, but we did it this year.

So, also related to sustainability we've finally met our waste reduction and diversion goals. So 50 percent, we finally made that which had been our goal at the beginning of this when we started tracking our data. We've done that also while we've reduced our overall waste. And

for that second year in a row we've been awarded an EPA award for a food recovery challenge.

We've reduced our waste. We've worked very closely with Bon Appetite to do this. And we're very pleased with the results that we're seeing right now.

George alluded to this, but the project that we undertook on Mellen Street we had an eye towards storm water management which is something we've been thinking about, and related to that we've started mapping all of our buildings and our public spaces. So we, last summer had interns from Wentworth come through and tag all of our trees, what our -- what's the species, their watering habits and when we should prune them, etcetera. All of our different landscape features, and now we're putting that into a GIS system and now we're tracking what we have but

help us in the future when we inform future considerations.

And bicycle amenities really hasn't changed since last year. We continue to look at ways we can encourage bicycle use and that hasn't changed.

I want to take you through two slides, or just three slides now focusing on two of the partnerships that we described in the report. So just focusing on a couple of newer ones, the maker space. This is something that we've invested in and last year started to gain traction, and what -- how it's been used which is really exciting is that we've been able to incorporate that into some of the other programs that we've done, partnerships with the city such as the Compass program which takes -- it's a summer program, six weeks long and, you know, our

graduate students in education get practical experience and we also encourage -- it's an opportunity to reach kids during the summer and inspire them and get them encouraged about learning and also, you know, maybe we reinforce what they've been learning throughout the year. But we've been using the maker space and bringing these kids through and all of the teachers have resource to that, and we've also been opening it up to educators every month, I think it's the first Tuesday. And then we were also involved -- the maker space was also involved with the Tobin Montessori School with getting that going, and we've also been involved with Charlene, the city esteem coordinator showing up to events that she's planned.

The other one that's been around now for a few years is the creativity commons. Also

partnerships with Cambridge Public Schools, Community Arts Council and Community Foundation as well. And this one is one that looks to be collaborative in bringing together education and arts and thinking of creative ways to do those, do new things with education.

Some of the things that are listed here are the family engagement initiative, an arts and science projects and sidewalk math which gets students to move their bodies and it's kind of an art installation and also learning about number sense. So just out of the box kind of thinking here.

So without -- with that, I'd like to open it up to any questions and thank you for your time.

H. THEODORE COHEN: Thank you.

Is there anyone who wishes to make a

comment or ask any questions from the public?

(No Response.)

H. THEODORE COHEN: Apparently not. So, Board Members, any questions, comments?

Hugh.

HUGH RUSSELL: Well, I was struck in the introduction that you were comparing yourselves to Harvard and MIT. Clearly you've surpassed both of them in your sustainability achievements. And what's interesting to me is that Harvard has this core campus, yes, Mass. Avenue runs through it and some of the other streets run through it. MIT has a core campus that's very compact, and we get, we're very interested in the edges of both of the institutions. Well, your institution is all edges. That every building is important and some of them make some wonderful contributions. The Brattle Campus is a fabulous piece of

architecture and space making in spite of the library. And you have this that shows part of what you're doing in Porter Square. And so, you know, that's -- so in some sense we feel that your contributions to the City are more direct and more important even though you don't have as many buildings.

So I have -- I just also wanted to make a comment that the basement of your University Hall was a very important place for me when I was renovating my house because that was where Sears had their plumbing and other things and they were open until nine o'clock on Saturday night. So you could work all day on Saturday and figure out what you were going to need for Sunday and what you didn't have and you could get up there and get it. Now I'm not sure that's the model for the 2020s, but that was a wonderful space and

very helpful.

H. THEODORE COHEN: Well, the first floor now though is the center if you're interested in Ramen noodles which is where I spend a lot of my time.

Other comments? Catherine.

CATHERINE PRESTON CONNOLLY: I have to, you know, as Hugh said, you know, comparing yourselves to Harvard, you made the same mistake that they did in terms of numbers. Again, I know you're making some kind of projections as to what you're expecting for students. In fact, even if those projections say we're going to stay about the same, those are useful numbers for the City to have. And it's really important -- maybe you don't have ten year projections, maybe it's five, but some kind of projections of what you're expecting the campus to look like in the future

in terms of its population of students, faculty, and staff, is really important to what we do here. And I just want to, again, you know, maybe it's not university-wide. Maybe it's the art school versus the graduate school for education and you break it down however you need to, you give us a range, but those numbers got to be there.

H. THEODORE COHEN: Anyone else?

Tom?

TOM SIENIEWICZ: Just briefly to thank them, you know, Lesley's a school focussed on big educational component, contributions which are detailed in the report of all the school systems that you touch with your students and then actually how you directly affect the Cambridge students. I happened to go to an art opening at the new gallery up in Porter Square. It was

amazing event. And I really appreciate your understanding of how you need to support the community that you're in. And the students that are there felt like it was a New York opening. I mean, it was the most glamorous thing for them so we really do appreciate that and that building really set them off beautifully. So thank you.

H. THEODORE COHEN: No questions?

I just have a couple of questions.

In your report you talk about several thousand non-degree students. Who are they?

MARYLOU BATT: They can be teachers from other school districts. A lot of teachers come in for reading recovery. They come in for two weeks at a time and are -- I'm sorry, they come in for a week and then they come in for another week six months later, but they are not matriculating in a degree program. They may get

a certificate. Same thing with the graduate school of arts and social sciences, there are a number of programs there that are certificate but nondegree programs.

H. THEODORE COHEN: And those non-degree students, they come either during the day or in the evening?

MARYLOU BATT: That's right.

H. THEODORE COHEN: Okay.

MARYLOU BATT: And then we have a number of intensive residencies that run during the summer where they'll stay on our campus or they'll stay in some of the bed and breakfasts in Cambridge where they're here for several weeks at a time.

H. THEODORE COHEN: And between 2014 and 2015 you had -- in 2014 you said you had 59 buildings, in 2015, 58. What was the change?

MATTHEW BROWNELL: 35 Everett.

MARYLOU BATT: We sold 35 Everett.

H. THEODORE COHEN: I congratulate you on the Lender Center. It is just a wonderful place. The Irving Penn exhibit was terrific. I go in and out all the time. Your security guards are lovely people. Although I've never gone up to the third floor to see the skylight.

MARYLOU BATT: You should definitely go up to the third floor.

H. THEODORE COHEN: I will do that. I go to the library and look at the stain glass.

I guess the last point is that since we did mention leaf blowers to Harvard, it's actually one of your neighbors of the Brattle Campus who was most offended by the leaf blowers and the fact that they're being used in the Brattle Campus. And so I suggest you look into

whether there are some alternatives to that on both in terms of noise and in terms of the carbon gas that they generate.

Anything else for anyone?

(No Response.)

H. THEODORE COHEN: Thank you very much.

MARYLOU BATT: Thank you very much.

Appreciate it.

H. THEODORE COHEN: And next will be Hult.

(A short recess was taken.)

SHAWNA MARINO: Good evening. My name is Shawna Marino and I'm the director of E.F. Properties Group, the real estate arm for E.F. Education First. And as you may know, Bertil Hult, E.F.'s founder took over the Arthur D. Little School of Management back in 2003 and renamed it the Hult International Business

School. And for the past 10, 15 years or so we've been operating out of the North Point area. Hult has been operating under the North Point area. One of Hult's seven campuses around the world. And although Hult is independently affiliated non-profit, it leases its real estate from the E.F. Group and I manage all of our relations with the City on behalf E.F. and Hult. I'm here tonight with Dean Henrik Totterman.

DEAN HENRIK TOTTERMAN: Hello.

SHAWNA MARINO: Who has been at the Cambridge campus for --

DEAN HENRIK TOTTERMAN: Seven years.

SHAWNA MARINO: -- seven years now. And he is going to kick off our presentation. We're gonna start with just a little bit of background on Hult, talk about some of our global academic programs and how Cambridge fits into our campuses

around the world. And then I will talk about our North Point campus, some of the impacts of our student body, and our future plans from a real estate perspective.

DEAN HENRIK TOTTERMAN: Good evening everyone. My name is Henrik Totterman as Shawna said. I'm here to represent the school and talk about the academic program. As you may recall, Hult has its roots set in 1964 here in Cambridge. The legacy place from where we built the school to become a school with campuses in seven different places around the world. And from those are the days we've been offering a very international education, and that education is something that we have been gradually nurturing. And in 2013 we went out to companies around the world, and nine different executives around the world asking, what do you expect from a business

school in the future? And based on those results and insights, we built a new MBA program that we have been rolling out around the world since then. And when you look at the program content and the structure, it's very much mimicking what companies are doing in their own leadership training and so forth, building with the same tools and the same insights without of course forgetting the impractical research insights from our academic background as well.

When we look on the kind of innovation program, we have built a journey which is more than individual courses. It's actually a leadership journey that stems from the beginning of the program throughout as students will learn to build step by step their leadership skills in a very international environment.

We have also been incorporating the

corporate world working with different organizations, also not-for-profits in here in Cambridge and all around the world. For example, students have been helping ZipCar in the past with their strategy trying to kind of reinvent themselves in a very competitive landscape. We're also working with other organizations trying to help them in terms of reinventing them or finding new opportunities here locally or globally.

I think for us foremost we try to be very practice oriented. We want to be relevant. We want to be globally present wherever we are, also here in Cambridge.

When you look on the school, it's quite interesting, many imagine us as a school with its own line or active on-line as well as campuses around the world. In fact, we've been very slow

going on-line. We believe very much in bringing the world to our campuses. When we look on the Cambridge campus, you will realize how the students work extensively with people from different cultures, different national backgrounds, and of course also faculty, including myself, have an international background bringing of our own insights to the classroom environment. We believe in building leadership skills by bringing the people to one place, and of course gradually looking into the on-line fare. And what we're doing foremost is combine our campuses to on-line and then expanding from there. But really building a campus network globally has been one of the main goals of the school in connecting the world.

And of course why is this so important for us? It's the opportunity to study around the

world in different locations. Many schools have international programs where they offer the opportunity to go to different places to study the regional culture and so forth. The challenges of then is the actual educational journey is disjointed, but we can do with one school is seven different locations is to insure that the faculty teaches in one location when he or she is done and the students rotate to another campus, they will get the same kind of rigor and also the same quality and also the timing of their continued learning is very well adjusted. And in that sense we're closed global system for education.

Currently Hult students come from 120 different nationalities -- and have 120 different nationalities. When you look at the Boston campus here in Cambridge, you realize that we

have 750 students, 84 different nationalities. So it's kind of like walking into an United Nations meeting every morning. So I think to say even without the professors, there is so much to learn from each other everyday you come to campus. So it's highly international global environment day after day here in Cambridge.

In addition to that, something I'm very proud of, I used to be the Dean of the Boston campus here in Cambridge and one of my students back in 2010 came up with a very bold idea. How can we utilize our campuses around the world to do something good socially? And back then he founded something that we are very proud of at Hult Price and something that Bill Clinton personally got invited first year as speaker and very soon that he told us that he would actually like to become a partner with us and work closely

with us in forming cases that other students, students around the world in different colleges and universities and it's all for the social good. This year, for example, we are working with refugees, which of course it's a global challenge in so many different regions, and our students along with students as well as many other universities are trying to find entrepreneurial solutions to help out in solving this problem.

And then we look at the Hult Cambridge campus and we look at the student body. Like I mentioned earlier, 750 students, 84 different nationalities. Our main programs currently is the one-year MBA program. We also have Master of International Business Program, Master of International Marketing Program, and Master of Finance Program. The largest program currently

is the Master of International Business which is catering for the younger student population. The MBA students are typically students more than three or four years' work experience.

And then when you look at the building facilities, we renovated the space in the past years. We have eight fantastic classrooms and two of those are flexible classrooms which allow us to flip easily, bring in speakers, become -- connect the rooms to campuses around the world by offering simultaneous lectures and so forth. And of course I mentioned also in the beginning of my talk that we work intensively in teams. So when you look in our ratio in terms of team rooms, we have over 60 team rooms in terms of campus which I think is pretty unique when you look at academic institutions overall. Our students have the opportunity to work, find quickly a room to

work together and really get ready on different assignments and different nationalities and cultures.

When you look at future goals, we are currently introducing Master of International Banking and we also recently got approved by the Massachusetts Board of Board of Education to offer a Bachelor program in business administration. If you're gonna have next spring Bachelor students rotating to Boston so they can basically take electives here and then go forward in 2018, they're gradually going to start rolling in the Bachelor students and that's something that Shawna is going to talk about what that means in practice for our campus facilities here.

SHAWNA MARINO: Thank you.

So when we think of our future campus goals as, you know, E.F. owns the real estate

assets at North Point. And today if Hult maintains our current operations with our graduate programs, Hult will be able to accommodate its growth within the existing buildings. But one of our goals as Henrik just mentioned, is to expand our undergraduate offering. Hult was recently approved to launch an undergraduate program here in Massachusetts, and what that means is a few things:

First off, we'll be looking to expand with a third new building at North Point which we call E.F. III. And we'll talk about that in a minute. That building will predominantly be used for a Hult undergraduate campus expansion.

We also have just recently acquired 17 Monsignor O'Brien Highway which is the current Cambridge College building. Cambridge College is moving to Charlestown as you may know, and E.F.

has acquired this building and plans to renovate it, interior only, to make use of its classroom and office space to accommodate some of Hult's growth.

So when you look at the campus today as you, you can see the new E.F. building on the corner there, One Education Street is labelled as Hult. That's where today all of the space except for the two top floors are used by Hult for classrooms, offices, team rooms. There's also a small student cafe in the lobby. And then the Cambridge College building will be used for classrooms and offices for Hult. We plan to renovate, I believe, this fall 2017, the interiors. Cambridge College will be moving out this summer. And then the space will be ready for use by fall 2018. And then the E.F. III site, which I'm gonna focus on a little bit more

in this drawing. The E.F. III site is cornered in there between the Gilmore Bridge, the highway ramps, and the MBTA lines as well as the MWRA facility which is not labelled, but is that facility between E.F. I and E.F. II along North Point Boulevard. Today this land is used as a DCR and maintenance and operations facility and E.F. is in the process of acquiring this land from the Commonwealth and the proceeds of which will be going to the state to build a new maintenance facility behind the site. We are in the process, as you may know, of planning this project, working very closely with city planning staff already. We've filed with MEPA and we're planning to come before you in the next couple of months with a Special Permit application for this project. So I'm not going to get into too many details on this this evening, but I wanted to

bring this up so that when we think of our future plans, the idea and the opportunity here is to really build out the E.F. Hult campus with a new building that will serve Hult for student residential uses as well as classrooms and offices and then for E.F. office space as well. The building is still being designed. So this is a very conceptual site plan, but the proposal is about 300,000 square feet. The lobby area will be student activities, publicly accessible recreational facilities, and then classrooms, offices. And then the upper floors will be residential space for student dormitories and apartment-style student residences. This is something that we've gotten a lot of feedback over the years from the City on student housing. I know that this was something that the Board brought up as a question for us to address in

this year's report, and we've heard, you know, when we listened to the MIT and Harvard presentations, how much of an impact students really have on Cambridge's housing supply. So not only do we think this is good planning by bringing in some 24/7 activation to an area of North Point that could really benefit from it, but also it will address the natural impact that we're having on that local housing supply. So we anticipate this being mostly for undergraduate students, but since the program will be building at initial launch, we'll also plan to offer housing for the graduate students through some of the apartment-style setups, and we think it will be a really, really nice addition to the North Point area especially with the planned North Point project and the retail that will be there, it's really going to bring that sort of live,

work, play mentality to an area that's needed a bit of a catalyst since, you know, it's first been envisioned.

So now going back to our current operations and projections. Again, this is for our graduate programs only because we can't really speculate on the undergrads at this time. This for faculty and staff, we're very consistent from the past few years. We're looking at about 60 here. So the staff members, 16 faculty. Our faculty rotates through a lot of our campuses around the world. So these numbers are pretty conservative. Usually there's fewer folks in the building at once because they are, you know, teaching classes in London or Shanghai.

We, from a student perspective today, have about 750 students on campus. As Henrik mentioned, there are 84 nationalities. So it

really is like a United Nations when you walk into that building. And when we look ahead for our graduate program only, we see this increasing just minimally to about 820. As I said, in the next three years we'll have enough space in our current facilities, but with the expansion future state, perhaps that will expand with the undergraduate program coming to campus.

We do annual surveys of our students not only for their transportation behavioral characteristics for our PTDM obligations, but we also do it for housing. And so this past October we did a student survey and about 36 percent live in Cambridge. The rest are split up in the surrounding areas. Our students work closely with our housing coordinators on-site. And so because they're only here for between six to twelve months at a time because they're rotating

though these other campuses, we have a lot of sublets and students who are switching off and, you know, coming in to an apartment that another student's just leaving and there's a really nice network that we have with not only local landlords but the students themselves sort of spreading the word about what's available and where they can live.

When we think, too, what that means from a numbers standpoint, that's about 265 students of our 750 are living in Cambridge, and we see that tracking consistently for the future. But of course in terms of if they're living in our housing versus external housing, that could change as this project, the other project goes forward.

Our students are international so they're not coming here with driver's licenses. This is

certainly a good thing with -- when it comes to the parking demand at North Point which is, you know, there's not a lot of available parking. We also don't offer parking in our buildings for students. When we did our PTDM survey last fall, we found that, I believe, 65 percent of our faculty and staff either walk or take public transportation to and from campus. And then 83 percent of our students, of those students are -- no, I just didn't want to misspeak here. Yeah, 83 percent of them are walking or taking public transportation. And then seven percent are biking and seven percent are taking a ride share which obviously that's increasing with an Uber service. And we have about 35 percent of the students who are in Cambridge are, you know, for the most part walking to and from because it's the easiest way to get around down there. And

that will probably only improve as the Green Line, you know, moves over and some of the North Point pedestrian improvements are underway.

We also have a shuttle that works with the Red Line and the Orange Line. E.F. and Hult share a sort of customized shuttle that students use. It's very popular especially in the winter. The Orange Line connection, the Murphy staircase has been a tremendous benefit to our campus because of how easy it is now to get from the Orange Line over to the North Point area. So if you're ever in that space, you'll see it's a lot of our students are going up and down those stairs whether it's on their bikes or walking. So that's been an excellent new improvement.

And then just quickly we are -- all of our buildings, I think you know this, we take a lot of pride in this, the sustainability and the

design, not only -- really not only in the design but because we're not, you know, we're not a developer, we're an owner. So we take a lot of pride in trying to bring the environmental impacts down and the energy costs down all the time. We've won a number of awards for bringing our energy costs down at One Education Street. The new E.F. building is incredibly energy efficient. You know, grey water systems, light harvesting, a lot of different innovative principles and things that we've put into action. With our new projects renovating the Cambridge College building alone the energy efficiencies that are going to come out of that will be huge. And then with the E.F. III building, of course, it will be designed and built to the standards that Cambridge requires.

One thing I wanted to mention that is

particularly exciting to us is the global challenge has been a project that E.F. and the City of Cambridge have worked really closely on the past five years, and Hult has played a huge role in mentoring and training the Cambridge Rindge and Latin School students as they get their projects ready to implement with the City of Cambridge.

So, for example, this past winter the students tackled food waste. And this coming summer they'll be interning here at CDD and at the DPW. And between now and then the students come to Hult where Hult students mentor them and help sort of incubate and accelerate their projects so that they're ready to implement with the City of Cambridge. So that's a really meaningful partnership and I think that is unique when it comes to the relationships between a

global university and the city. We're really proud of how we've been able to bring together the academic community and the city community and the private sector.

With that, we thank you and we're here to answer your questions.

H. THEODORE COHEN: Thank you.

Is there audience member who has any questions or comments?

(No Response.)

H. THEODORE COHEN: If not, then, Board Members, any questions or comments?

LOUIS J. BACCI, JR.: No.

H. THEODORE COHEN: It appears not.

SHAWNA MARINO: I mean, it's almost ten o'clock.

LOUIS J. BACCI, JR.: That's early.

H. THEODORE COHEN: It's early. Learning

about E.F. III is very interesting. We look forward to seeing that when you come before us with a Special Permit.

SHAWNA MARINO: Yes, absolutely.

H. THEODORE COHEN: And so 17 Monsignor O'Brien, is that in Cambridge or is that in Somerville?

SHAWNA MARINO: That's in Cambridge. It's the Alta building. It's the one right next to the viaduct when you turn onto Museum Way. It's right next to the Rigatta Condominiums. It's a fairly small building. It only goes up one level above the Green Line viaduct, and so it's right there on the sort of our little peninsula.

RICHARD McKINNON: It's rather small, Ted. It's tucked away. It's been there for 30 years.

SHAWNA MARINO: It's this building right here.

H. THEODORE COHEN: One thing I was curious about, you kept saying that you were approved to have an undergraduate program. Who approves that?

SHAWNA MARINO: It's NEASC.

HENRIK TOTTERMAN: Yes. So it's basically the Massachusetts Board of Higher Education approves the degree granting. And then NEASC is a regional accreditor that accelerated the program.

H. THEODORE COHEN: And at some time that will become a four year undergraduate program?

HENRIK TOTTERMAN: It is already. We offer the program in the U.K. and London and we also have it in San Francisco and it's also being introduced here in Cambridge.

H. THEODORE COHEN: And do you envision that the undergraduates will go from campus to campus?

HENRIK TOTTERMAN: So, yes. We see that already between London and San Francisco. And typically students, they rotate for electives for a few weeks, from six to twelve weeks. Or they may rotate for a year. So they can switch campuses for an entire year if necessary. And even they can stay for another year in another location.

H. THEODORE COHEN: Sounds very interesting.

Anyone have any comments?

(No Response.)

H. THEODORE COHEN: I guess not. Thank you very much.

HUGH RUSSELL: So it's great when we've

got, you know, 300-year-old university,
150-year-old university, Lesley is probably
100-years-old or something like that? And we've
got somebody who's 15-years-old and with roots
that go back farther, and they're sort of
reinventing the portion of the education
perspective. So that's kind of exciting.

H. THEODORE COHEN: Yeah, it is.

SHAWNA MARINO: Thank you.

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

SHAWNA MARINO: We appreciate it.

Thank you.

H. THEODORE COHEN: We have one BZA
matter.

Liza.

LIZA PADEN: Mr. Glissman is the lawyer.
He is on his way. He's in an Uber and he said he

will be here momentarily.

TOM SIENIEWICZ: We can start.

LIZA PADEN: We can start. So there are the drawings.

So Suzannah who is not here this evening actually had -- she did review the case and she and I discussed it. She does have some comments specifically about the antenna mounts that face the Charles River. And she recommends that the antennas be moved down on the facade so that they're not breaking the cornice line or any of the other architectural features at that location of the building. And if possible, to consider positioning and spacing the antennas so they align with some of the vertical lines that are on the facade. So that might neaten it up. Where the windows are and things like that.

I don't know if it's the photo sims or

it's really what the mounting equipment looks like, but it seems to sit pretty far out from the building. And if it's possible for them to minimize that installation, it also minimizes the shadows:

The rest of the antennas are mounted on the mechanical penthouse, and for that it's -- they're not going to be visible from the public way either at the back of the building or the northeast.

And then everything as usual should be painted the same color and have a consistent matte finish.

TOM SIENIEWICZ: Well, can't they all be made to not be visible from the public way and call it a day? I mean, they're pretty jarring. I usually don't object to these things too stridently, but I agree with Suzannah's

commentary. The ones that project far out, maybe the quality of those simulations I agree, but I find them pretty problematic. It's quite a handsome building with some integrity in my opinion and this does mar it.

H. THEODORE COHEN: Well, there are two there now. They're adding a third.

LIZA PADEN: Can we use the microphones, please?

H. THEODORE COHEN: Yes.

LIZA PADEN: Thank you.

H. THEODORE COHEN: When I looked at the plans, my concern was yes, they're adding another one, but also it seemed larger than the other two. And the other two I think already break the cornice line. And this one seemed like it was breaking it even more. And I think I didn't think about it and I think Suzannah has been

working on it in great detail and her comments are all good. I mean, if you could get it off the front facade, that would be wonderful but I don't think --

HUGH RUSSELL: That's not going to happen. That's where all the people are. That's where all the people and cars are.

LIZA PADEN: I suspect that this installation also services across the Charles River. It's not just the Cambridge.

H. THEODORE COHEN: So do we have any other comments other than endorsing?

LOUIS J. BACCI, JR.: Send the drawings down.

H. THEODORE COHEN: Oh, you want to see it?

STEVEN COHEN: I was happy to defer to my colleagues on this one.

TOM SIENIEWICZ: I think they should be organized architecturally. And I think that every attempt should be made to try to comply with Suzannah's comments. I think that every attempt should be made to try to have the mechanical penthouses and places that aren't --

H. THEODORE COHEN: And minimize them as much as possible and to not break the cornice line and to line up with the architectural elements and --

TOM SIENIEWICZ: Especially if they're in service to Boston.

JOHN HAWKINSON: They're servicing the boating on the river. Potentially.

LOUIS J. BACCI, JR.: Actually down the end by the bridge we lose our phones like probably twice every couple of months. No phones, none.

H. THEODORE COHEN: You know, they could work them into the Hyatt logo.

LOUIS J. BACCI, JR.: We were just saying the same thing.

STEVEN COHEN: Exactly. It could be done. It looks very similar.

H. THEODORE COHEN: It looks very similar to it.

JOHN HAWKINSON: Isn't the logo red?

H. THEODORE COHEN: It just has a red swoosh.

LOUIS J. BACCI, JR.: It looks like a bunch of signs.

LIZA PADEN: I think the Hyatt sign is illuminated in the evening.

STEVEN COHEN: But then we'd say too much signage.

H. THEODORE COHEN: Well, it was -- I

thought it was wonderful when they lit it up in various colors.

LIZA PADEN: In steps.

H. THEODORE COHEN: In steps, yeah. It was terrific. Then maybe the lighting ordinance won't allow that. Hotel's exempt?

LIZA PADEN: Hotels are exempt from a lot of the sections having to do with light and size and height on the building. And you can put those signs on the building if you use individual graphics and -- if you use individual graphics and letters.

Thank you.

H. THEODORE COHEN: So do we endorse Suzannah's comments? Suggest that they be transmitted.

(All board members in agreement.)

H. THEODORE COHEN: So are we all in

favor of Suzannah's comments?

(All board members in agreement.)

H. THEODORE COHEN: Unanimous.

We are adjourned.

* * * * *

(Whereupon, at 10:10 p.m., the

Planning Board Adjourned.)

ERRATA SHEET AND SIGNATURE INSTRUCTIONS.

The original transcript and Errata Sheet has been delivered to Community Development Department electronically.

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I have read the foregoing transcript of the Planning Board, and except for any corrections or changes noted above, I hereby subscribe to the transcript as an accurate record of the statement(s) made by me.

C E R T I F I C A T E
COMMONWEALTH OF MASSACHUSETTS
BRISTOL, SS.

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

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

IN WITNESS WHEREOF, I have hereunto set my hand this 17th day of March, 2017.

Catherine L. Zelinski
Notary Public
Certified Shorthand Reporter
License No. 147703

My Commission Expires:
April 29, 2022

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