



Boston City Council

LIZ BREADON
Councilor - District 9

June 27, 2022

Mr. Alex Geourntas, Interim City Clerk
Office of the City Clerk
One City Hall Square, Room 601
Boston, Massachusetts 02201

Re: Communication from Allston-Brighton elected representatives addressed to the Mayor regarding the proposed Harvard Enterprise Research Campus project

Dear Mr. Clerk:

As the elected representatives for Allston-Brighton, Representatives Michael J. Moran and Kevin G. Honan and I delivered the enclosed letter to the Mayor on Friday, June 24, 2022 regarding the proposed Harvard Enterprise Research Campus project currently undergoing Article 80 review by the Boston Planning and Development Agency.

The project and its subsequent components are largely anticipated to have significant impacts on the futures of both the neighborhood and the City, and I respectfully request that this communication be submitted into the record.

Sincerely,

A handwritten signature in black ink that reads "Elizabeth Breadon".

Liz Breadon
Boston City Councilor
District 9, Allston-Brighton



Boston City Council

LIZ BREADON
Councilor - District 9

BY HAND DELIVERY AND ELECTRONIC MAIL

June 24, 2022

The Honorable Michelle Wu
Mayor, City of Boston
One City Hall Square, Suite 500
Boston, Massachusetts 02201

Re: Harvard Enterprise Research Campus Phases A and B

Dear Mayor Wu:

As the elected representatives for the Allston and Brighton neighborhoods of the City of Boston, we thank the administration for convening the recent stakeholder meeting held in regard to Phases A and B of the proposed Harvard Enterprise Research Campus project (the "ERC") on Wednesday, June 8, 2022. We appreciate your ongoing attention to this project, to its subsequent components yet to be unveiled, and to all development intended for Harvard-owned land in Allston and Brighton.

The Harvard Corporation, known formally as the President and Fellows of Harvard College ("Harvard"), and its various subsidiaries, including the Harvard Allston Land Company ("HALC"), own 360 acres of land in Lower Allston and North Brighton. These landholdings represent approximately one-third of the Allston neighborhood. With 170 acres currently available for development, Harvard has expressed its intent to build a for-profit innovation district in Allston-Brighton "for business, investment capital, research, and science development" (see Appendix G).

Three development projects located on Harvard-owned land are currently undergoing Boston Planning and Development Agency ("BPDA") Article 80 review: the ERC project, the 176 Lincoln Street project, and the 180 Western Avenue project. At 14 acres, the initial phase of the ERC is both the largest of these projects and the first to proceed toward approval. The ERC is a precedent-setting development that will impact the future of Allston, Brighton, and the City of Boston.

The administration has proposed to advance this project and its associated regulatory approvals to the next BPDA board meeting scheduled for Thursday, July 14, 2022. We will be unable to support the advancement of this project until:

1. Harvard University, HALC, and Tishman Speyer agree to sufficient mitigation, community benefits, and commitments for both Phases A and B of the ERC, as outlined in the enclosed matrix; *and*
2. All mitigation, community benefits, and commitments from Harvard University, HALC, and Tishman Speyer associated with Phases A and B of the ERC are appropriately codified in project-related documents. Given Harvard's historic lack of transparency in its operations in Lower Allston and North Brighton (see Appendix J), we emphasize that this condition is non-negotiable. Drafts of these documents must be circulated with sufficient time for review in advance of execution.



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Councillor - District 9

Prior to the upcoming Harvard-Allston Task Force meeting currently scheduled by the BPDA for Thursday, June 30, 2022, we respectfully request an internal City meeting with the administration and pertinent departmental officers to further discuss the current status of this project and the contents of this letter.

Sincerely,

Liz Breadon
Boston City Councillor
District 9
Allston-Brighton

Michael J. Moran
Assistant Majority Leader
State Representative
18th Suffolk District

Kevin G. Honan
State Representative
17th Suffolk District

Enclosures (10)

cc: Senator William N. Brownsberger, Second Suffolk and Middlesex District
Senator Sal N. DiDomenico, Middlesex and Suffolk District
Alex Geourntas, Interim City Clerk, City of Boston
Adam Cederbaum, Corporation Counsel
Ashley Groffenberger, Chief Financial Officer-designate
J. Arthur Jemison II, Chief of Planning and Director, Boston Planning and Development Agency
Sheila A. Dillon, Chief of Housing and Director, Mayor's Office of Housing
Kara Elliott-Ortega, Chief of Arts and Culture
Mike Firestone, Chief of Policy and Strategic Planning, Office of the Mayor
Jascha Franklin-Hodge, Chief of Streets, Transportation, and Sanitation
Segun Idowu, Chief of Economic Opportunity and Inclusion
Dion Irish, Chief of Operations
Rev. Mariama White-Hammond, Chief of Environment, Energy, and Open Space
Nicholas Ariniello, Commissioner of Assessing
Dr. Bisola Ojikutu, Executive Director, Boston Public Health Commission
Manny Lopes, Chairperson, Board of Health, Boston Public Health Commission
Katherine P. Craven, Chair, Public Facilities Commission
Tiffany Chu, Chief of Staff to the Mayor
Yusufi Vali, Deputy Chief of Staff to the Mayor
Casey Brock-Wilson, Director of Strategic Partnerships
Devin Quirk, Deputy Chief for Development and Transformation, BPDA
Lauren Shurtleff, Director of Planning, BPDA
Michael Christopher, Director of Development Review, BPDA
Kennan Rhyne, Deputy Director for Downtown and Neighborhood Planning, BPDA
Nupoor Monani, Senior Institutional Planner and Project Manager, BPDA
Tali Robbins, Deputy Chief of Policy, Office of the Mayor
Clare Kelly, Director, Office of Intergovernmental Relations
Neil Doherty, Chief of Staff, Office of Intergovernmental Relations
Chantal Lima Barbosa, City Council Liaison, Office of Intergovernmental Relations

APPENDIX A

Harvard University letter to Mayor Wu, Councilor Breadon, Representatives Moran and Honan, and Harvard-Allston Task Force members dated February 23, 2022 and signed by Katie Lapp, Executive Vice President

[see attached, 6 pages]

HARVARD
UNIVERSITY



February 23, 2022

Dear Mayor Wu, Councilor Breadon, Representative Moran, Representative Honan, and Harvard Allston Task Force Members,

In his letter to the Harvard Allston Task Force on December 6th, President Bacow reinforced Harvard's intention to create and contribute to a district in Allston that the University, and our neighbors and the City of Boston can share and be proud of. A necessary element of this work is collaboration with the City, local elected officials, and the Allston-Brighton community to respond to the important issues which have been raised in the last several months and throughout the public and community feedback process. We are grateful for this partnership and engagement and write to codify the efforts and commitments the university will undertake to advance this shared vision.

The following commitments have been informed by the extensive public review process related to the Enterprise Research Campus (ERC) Phase A plan, and Harvard's broader ERC Framework Plan, which has included more than ten public meetings, and over a dozen pop-up events, site walks, surveys, and focus groups. Harvard and Tishman Speyer worked with the Task Force to broaden and expand community engagement efforts, and this has garnered more than 250 survey responses and expanded in-person engagement with community members in over a dozen venues. Some elements of this expanded community engagement remain ongoing, and we look forward to sharing the results with the Harvard Allston Task Force at a public meeting.

Further, we acknowledge the community's expressed desire to expand planning discussions beyond the boundaries of the Tishman Speyer Planned Development Area to the larger ERC district. The ERC Framework Plan was designed to serve that purpose, and we look forward to taking that planning framework into the next stage of the planning process. We also envision a planning process for future development in Beacon Park Yard, in coordination with the Massachusetts Department of Transportation's planning and schedule for the Allston I-90 Multimodal Project.

Harvard's long-term goal for the ERC and Beacon Park Yard is to transform these obsolete and largely impermeable industrial properties into new, vibrant, equitable and welcoming districts that will complement and enrich the Allston-Brighton community. Centered around a multimodal transit hub, the BPY area will serve as a western gateway into the City of Boston while also becoming a destination in its own right, by fostering a life sciences and innovation cluster with unparalleled regional connectivity.

This letter summarizes Harvard's public commitments¹ to further that long-term goal with respect to (i) a planning process for those portions of the ERC outside of the bounds of the Tishman Speyer Planned Development Area and, consistent with the timing and scope of the I-90 Multimodal Project, for Beacon Park Yard; (ii) open space, sustainability/resiliency in the ERC and Beacon Park Yard; (iii) affordable housing in the ERC and Beacon Park Yard; (iv) workforce development opportunities for Allston residents for jobs in the fields such as life sciences, technology; and, (v) mobility and transportation enhancements in the ERC and Beacon Park Yard.

¹ Except as otherwise noted below, these commitments are not intended to apply to Harvard's land in Allston that is or will be subject to its Institutional Master Plan, which will be subject to renewal in 2023.

Harvard anticipates that it will continue to rely on commercial real estate developers for future development in these areas and, as was the case for our selection of Tishman Speyer for its Phase A and B ERC proposals, will use the RFP process to ensure that third-party developers conform with our commitments to the community. In doing so, Harvard will directly advance the planning and public engagement for future projects in conjunction with involved developers to ensure efficient and effective methods of communication and accountability.

Planning and Community Engagement

The Harvard Allston Task Force has requested a community visioning process and a community needs assessment that would set a higher standard for university-community relations.

To this end, Harvard will:

- Fund and participate in an Allston-Brighton Community Needs Assessment, administered by an independent entity, and directed by the City of Boston, to help inform future Harvard community benefit priority areas.
- For the Enterprise Research Campus area, north of Cambridge Street, Harvard will participate in a City-led planning and re-zoning process to guide future development phases of the ERC outside of the Tishman Speyer Planned Development Area, informed by community engagement and input. We anticipate further discussions with City staff will determine the timing, scope, and entitlement mechanisms for this planning process for the ERC area.
- For the Beacon Park Yard area, south of Cambridge Street, Harvard proposes an additional complementary planning process with the City of Boston in conjunction with the advancement of the I-90 Multimodal Project to achieve an urban vision and a transformational framework for development of Beacon Park Yard, and its commensurate community benefits.

Open Space and Sustainability/Resiliency

We share a commitment to an open space planning process that focuses on climate adaptation, health, and equity. This commitment is reflected in Harvard's longstanding stewardship of the Arnold Arboretum and its publicly accessible open spaces in Allston. The ERC represents a unique opportunity to organize new development around an inclusive network of open space that shapes a desirable, livable, sustainable, and resilient district that focuses on the public realm.

An interconnected system of outdoor spaces in the ERC including parks, plazas, greenways and streetscapes, will simultaneously serve as the district's green infrastructure and as a public destination. These improvements will transform a hardscaped and inaccessible brownfield, devoid of urban tree canopy, into a high-quality system of landscape infrastructure that promotes biodiversity, ecological health, resilience, comfort, and wellness. Considering open space and public infrastructure as a holistic, interconnected tool to help mitigate impacts of climate change and to support health and equity has been a vital part of the University's strategy for the ERC.

One of the signature components of the ERC will be the "Greenway," a half-mile long open space which will lead from Ray Mellone Park at the Honan-Allston Branch Library -- a park constructed and maintained by the University for the community and dedicated in 2011 -- and it will continue eastward through the ERC toward the Charles River. Fully built, the Greenway will provide ten acres of new and vibrant open space for all Allston residents to enjoy.

In addition, the University is committed to:

- A standard of 20% of the total developable land area as publicly accessible open space² in the fully built condition of the ERC.
- The ERC will transform a formerly industrial area into an area enhanced by an extensive canopy of new trees. Within the ERC public realm, it is estimated that more than 800 new trees will be planted, resulting in a variety of important benefits including new shade, climate resilience, stormwater mitigation, air quality improvement, and aesthetics. The future development will provide 30% canopy cover district-wide.
- The expectation is for virtually continuous shade over sidewalks, bikeways, and other transit corridors (80% target for pedestrian/bike accommodation areas), as well as predominantly shaded small gathering areas.
- Diverse tree species will be located to reduce solar gain on interior buildings, to create comfortable outdoor microclimates, and to reduce the urban heat island impact, aligned with the City of Boston's goals as well.
- Fully funding and constructing the North Allston Storm Drain Extension Project (NASDEP), a Boston Water & Sewer Commission project which will bring critical stormwater drainage capacity to thousands of residents living in Allston through a major BWSC infrastructure project. The project will reduce neighborhood flooding, which will become more frequent and acute with climate change, and it will significantly improve water quality for stormwater discharges to the Charles River, with benefits to public health that extend to all Charles River users. Article 97 state legislation is necessary for the NASDEP to come to fruition.
- In Beacon Park Yard, Harvard intends to make similar significant contributions to open space as the planning process for the area advances with the City and State and the scope of enabling infrastructure and developable land area is defined.
- Consistent the Boston Parks Department request, we will work with the City of Boston, elected officials, and the Allston-Brighton community to support open space planning across the ERC, as well as a part of the University's Institutional Master Plan.

Affordable Housing

Harvard recognizes the ongoing urgency of the region's housing affordability crisis, and has to date, led the way with innovative thinking and investments in creating and preserving affordable housing in Allston-Brighton and across the region. Harvard's efforts, investments, and impact in addressing the regional housing affordability crisis, along with creating new permanent homeownership opportunities in Allston-Brighton, have been well documented.

Many of these specific efforts, including the free 0.7-acre land opportunity at Brookline Machine and funding the \$3 million All Bright Homeownership Program, are outcomes of our planning collaboration and our ongoing cooperation agreements with the City and the Harvard Allston Task Force.

The Harvard Allston Task Force asked for "opportunities for more home ownership to foster stability with the neighborhood" and to "see housing choices that are models of fair housing, not more developments that meet minimum requirements."

² Given Harvard's longstanding role as a responsible steward of other publicly accessible open space in Boston, the imposition of public easements for this publicly accessible open space would be unnecessary and, because of Article 97, would be extremely burdensome. This open space commitment therefore anticipates that publicly accessible open space would not be subject to any public easements.

To that end, Harvard will:

- Create significant new homeownership opportunities by donating the 65-79 Seattle Street site. This 0.9-acre parcel is owned by Harvard and will be conveyed to an affordable housing developer for the creation of new homeownership units with as much affordability as possible. Harvard intends to meet with BPDA staff this spring to advance this important project.
- As part of the City's Inclusionary Development Policy (IDP), commit that 20% of the housing units in future projects in the ERC will be income restricted, and work with the City to establish a commitment to 20% of the housing units being income restricted in the fully-built Beacon Park Yard, subject to the final project design and schedule for the I-90 Multimodal Project, and appropriate zoning relief.
- Provide additional new funding, up to \$10M over five years, for affordable housing creation and/or preservation in Allston-Brighton, with a priority on enabling projects in North Allston-Brighton. Harvard will provide funding for one or more projects to be determined in partnership with the City (some examples might include: support for proposed Hill Memorial Baptist church site; creation or preservation of senior affordable housing). This will be above and beyond funds required as part of the City's Development Impact Project/housing linkage requirements.

Workforce Development

Harvard's efforts in workforce development and job skills training have been highly impactful. More than 700 local high school students have worked in various office and lab positions at Harvard over the last five years through programs such as the City of Boston Summer Youth Employment Program, the Life Science Lab Apprenticeship Program, the Harvard Ed Portal Internship Program, and the Harvard Science Research Mentoring Program. Additionally, more than 230 *Year Up* participants have received skills development and job training at Harvard over the last five years. The Harvard Ed Portal provides small business planning and programs, business certification, scholarships, career planning services, skills development classes, employment training, and a host of additional resources, including a monthly economic development newsletter highlighting free opportunities on the Harvard campus and beyond.

Further, the Ed Portal's Economic Development subcommittee works to identify opportunities for workers of all ages, and all levels of experience, as well as for local small businesses. Harvard understands and appreciates the importance of continuing and deepening these efforts in cooperation with local partners, the City of Boston, and the Harvard Allston Task Force. The ERC will provide jobs opportunities in various sectors for Allston residents and the University is committed to preparing individuals to access them.

To that end, Harvard will:

- Commit that a 25% portion of the retail areas proposed in future ERC projects will be specifically reserved for local, small, and/or Minority/Women Owned Business Enterprise retailers.
- Provide new funding totaling \$1.05 million over three years to create new, and support existing, workforce education programs, building on existing programs such as at the Harvard Ed Portal. These programs will be particularly focused on fields such as computer science and technology, lab skills, bio-technology roles, and other professional skills aligned with envisioned future ERC job opportunities.

Mobility and Transportation

Harvard's planning and infrastructure investments to create new, sustainable ways to access not just the University's campus in Allston, but also the broader district have been many years in the making. As an institution, Harvard shares the interest in creating a safe, forward-looking, sustainable, functional, and reliable transportation network. Harvard has already contributed more than 1.8 miles (9,400 linear feet) of new bike lanes, and with the addition of ERC Phase A, will have completed more than 2 miles (12,600 linear feet) of new bikes lanes in Allston.

Existing Harvard shuttle routes provide students and affiliates circulation around campus, and the Barry's Corner Express route is open to neighborhood residents. With the completion of Tishman Speyer's ERC project, a new Harvard shuttle route will be implemented, and all ERC residents and employees will have free access to the Harvard shuttle system in the same way Allston-Brighton residents currently do.

Harvard's continuous involvement in regional mobility initiatives is evident in planning efforts such as the I-90 Multimodal Project, including but not limited to the \$58 million commitment to realize a truly multimodal West Station, in sustainable shuttle bus networks with new street connections, and in a safe public realm with amenities for all modes of transportation. We remain committed to our collaboration with the City, State, Task Force, and community organizations to advance and align campus, district, and regional mobility discussions and initiatives.

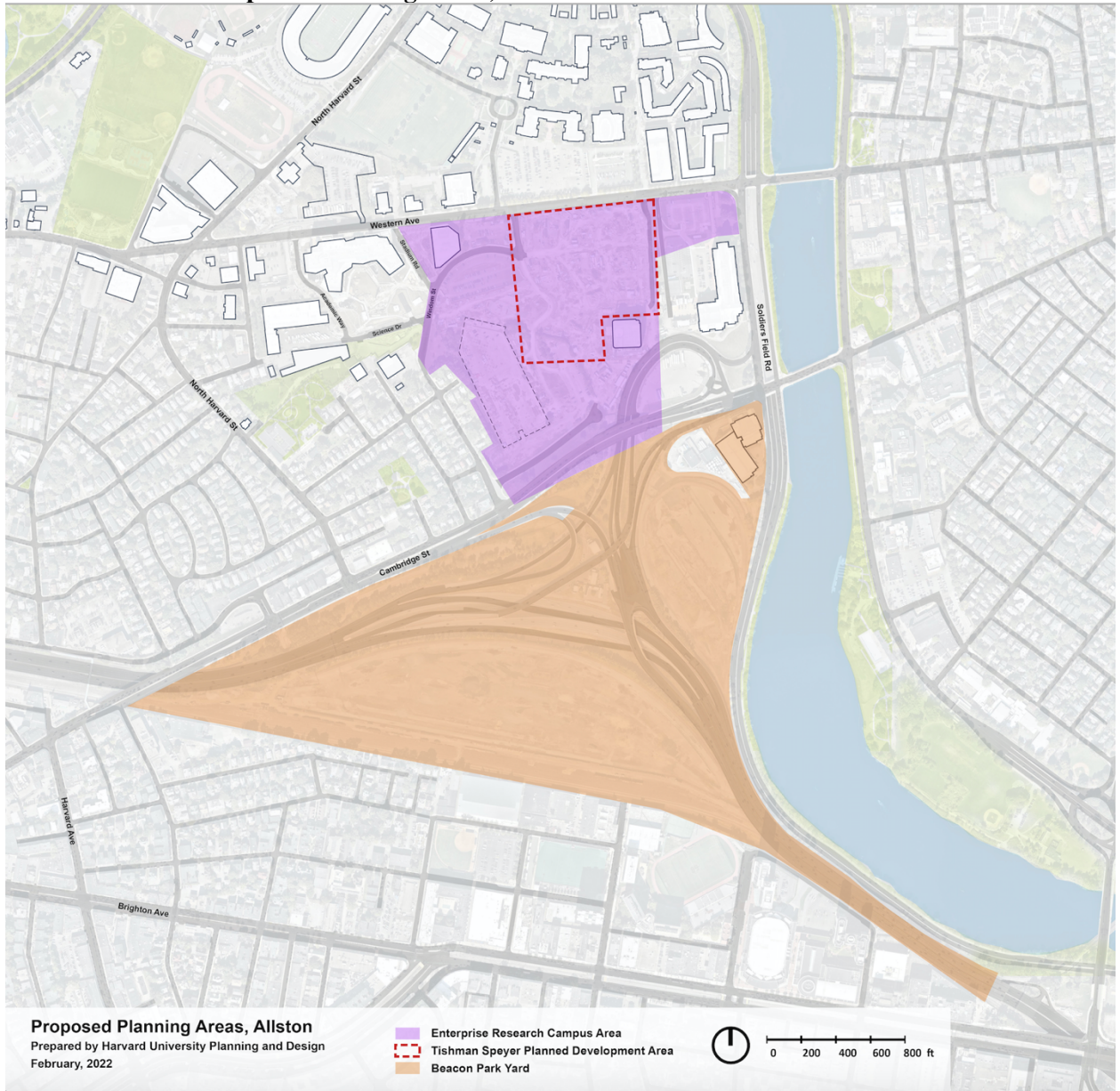
Harvard is proud that its development can be, as the Harvard Allston Task Force notes, a "model of 21st century resilient, equitable urban design" and a "community that takes seriously the critical challenges of climate change, housing, work, mobility, and social justice." This potential is inspiring, and a great collective responsibility. We look forward to working with City and local partners on developing the details of the planning and rezoning, Allston-Brighton needs assessment, open space planning, homeownership creation and affordable housing creation ahead.

Sincerely,
Katie Lapp
Executive Vice President, Harvard University

Cc:

Michael Firestone, Chief of Policy & Strategic Planning
Jascha Franklin-Hodge, Chief of Streets
Sheila Dillon, Chief of Housing
Michael Christopher, BPDA Director of Development Review
Nupoor Monani, BPDA Senior Institutional Planner
John Sullivan, BWSC Chief Engineer

Attachment One: Proposed Planning Areas, Allston



APPENDIX B

Memorandum dated April 2, 2004 transmitting “Memorandum of Understanding Between Harvard University and the Agassiz Neighborhood [Cambridge, Massachusetts] Regarding Future Development in Harvard’s North Campus,” dated March 1, 2004, and “Implementation Agreement” dated November 10, 2003

[see attached, 15 pages]

HARVARD UNIVERSITY

OFFICE OF GOVERNMENT, COMMUNITY
AND PUBLIC AFFAIRS

77 BRATTLE STREET
CAMBRIDGE, MASSACHUSETTS 02138
TEL: (617) 495-4955
FAX: (617) 495-9703

- M E M O R A N D U M

Date: April 2, 2004

To: Alan Stone, Nancy Maull, David Zewinski, Julie Englund, Sally Zeckhauser, Ann Berman, Robert McGaw, Tanya Iatridis, Kathy Spiegelman, Tim Cross, Tom Vautin

From: Mary Power

Subject: Transmittal of final copies of the Memorandum of Understanding between Harvard University and the Agassiz Neighborhood regarding future development in Harvard's North Campus and attached Implementation Agreement #1

For your information, both original (signed) copies and facsimile copies of the Memorandum of Understanding are being distributed as follows:

Original documents:

Office of the General Counsel
Property Information Resource Center (2 copies)
Secretary to the Corporation
Faculty of Arts and Sciences
Harvard Law School
VP of Government, Community and Public Affairs
VP Administration
VP Finance

Robert McGaw
Lisa Plato
Marc Goodheart
Nancy Maull
Julie Englund
Alan Stone
Sally Zeckhauser
Ann Berman

Agassiz Neighborhood Council (three copies)

Terry Delancey

Facsimile copies:

Signatories

Agassiz Representatives:

Joel Bard
William Bloomstein
Miriam Goldberg
Ellen Friedman

Agassiz Co-Chairs:

Andrea Walsh
Burton Doo

Harvard Representatives:

Nancy Maull, Dean for Administration, FAS
David Zewinski, Associate Dean, FAS

Julie Englund, Dean for Administration HLS
Alan J. Stone, VPGCPA
Mary Power, Sr. Director Community Relations
Thomas Lucey, Director Community Relations

President and Fellows:

Sally Zeckhauser, VPA
Ann Berman, VPF

Harvard Planning+Allston Initiative: Kathy Spiegelman
Tanya Iatridis

Harvard Divinity School: Tim Cross

Harvard University Operations: Tom Vautin

MEMORANDUM OF UNDERSTANDING

*Between Harvard University and the Agassiz Neighborhood
Creating a New, Mutually-Beneficial Relationship
Regarding Future Development in Harvard's North Campus*

Dated as of March 1, 2004

STATEMENT OF INTENT AND SCOPE:

The intent of this Memorandum of Understanding ("MOU") is to frame and memorialize a mutually beneficial relationship between the Agassiz Community ("Agassiz") and Harvard University¹ ("Harvard") regarding future development within Harvard's North Campus as indicated on the attached comprehensive North Campus map. Harvard Law School development, Harvard Divinity School projects, parking facilities, and Faculty of Arts and Science projects in the North Campus are covered by this MOU. This MOU describes how Agassiz can be assured of benefit, and how Harvard can be assured that it can meet its academic mission through the development and use of its North Campus.

This MOU assures that there will be broad, direct, and ongoing consultation between Harvard and Agassiz regarding significant North Campus development projects. In addition, there will be broad consultation, and review by permit granting authorities on projects as appropriate. Both parties recognize the authority and jurisdiction of various City agencies and permit granting authorities. The objective of this MOU is to address the impact of construction and, therefore, it sets out to address issues specific to the adjacent Agassiz Community without infringing on or substituting for the jurisdiction of permit granting and review boards and commissions in the City, the purposes of which and responsibility of are distinct and different. There will be separate agreements for each group of projects including:

1. For the first three FAS Buildings: Biological Infrastructure, the Laboratory for Interface Science and Engineering, and the North/West Science Building
2. For Harvard Law School development
3. For future FAS and Harvard Divinity School buildings

It is envisioned that Harvard and the Agassiz Community will define how the goals of this MOU will be met for future project groupings through a continuing relationship and the creation of a "Working Committee." This Working Committee will be responsible for creating the mutually satisfactory Implementation Agreements and then making sure that they are implemented by both parties.

PRINCIPLES OF THE RELATIONSHIP:

Harvard and Agassiz are interfacing neighbors. Since 1998, Harvard and Agassiz have been actively engaged in active and productive conversations about how Harvard can use its North Campus (refer to comprehensive North Campus map attached) to meet academic needs while also preserving and,

¹ The corporate name of Harvard University is "President and Fellows of Harvard College."

when possible, enhancing the character of the North Campus/neighborhood edge. More recently, over the past several years, as Harvard has reached out to Agassiz regarding plans for building in the North Campus, Agassiz has expressed its clear view that Harvard's building projects can be supported if any adverse impacts are mitigated and benefits are provided.

This MOU further describes and supports a continued cooperative relationship between Harvard and Agassiz. It establishes a mechanism by which Harvard and Agassiz can keep each other informed of activities that affect the other and a procedure through which they can harmoniously advance their respective interests and development projects. It is built on the foundation of shared benefit, shared interests, and shared gain.

Specifically, this MOU establishes a relationship through which the Agassiz Community can be assured of benefit, Harvard can be assured that individual projects will be supported by Agassiz and the following objectives can be achieved:

- ***Mutuality of Benefits and Interests*** – This MOU is based on the shared view that Harvard's development of its North Campus can be achieved in a way that is beneficial to both Harvard and Agassiz. In order to ensure shared gains, Agassiz has proposed, and Harvard agrees, that the relationship will link mitigation and benefits to approvals of specific projects.
- ***Predictability and Flexibility*** – Both Agassiz and Harvard will benefit from increased predictability that respects the need for flexibility during the planning process. This MOU will help ensure that both Agassiz and Harvard will gain a measure of certainty regarding development of each project in the North Campus, respecting, at the same time, the need for flexibility during the planning process. Through this MOU, a continuing relationship is formed that will help Harvard and Agassiz resolve future issues and questions.
- ***Accountability*** – All of the Agassiz and Harvard representatives herein assert that they are authorized to represent, and are accountable to, their respective communities. Agassiz representatives have undertaken a multi-year process of polling, reporting, and engaging Agassiz to be able to represent community-wide interests. Harvard has undertaken a coordinated planning process through which individual projects by different schools and cumulative impacts are analyzed.
- ***Standing*** – To ensure that this MOU endures and achieves its goals, Agassiz and Harvard have established its validity and standing through a broad process of communication and consultation.

FOUNDATION OF COOPERATION:

Agassiz and Harvard have established their willingness to work with each other. By unanimous vote, Agassiz agreed to accept, as a part of its "ACID Wish List," Harvard's projected North Campus build-out of a total of 1,600,000 new square feet – including up to 500,000 square feet of replacement space for demolished space – between both major areas of the North Campus (the Oxford and Hammond Street edges and the Fiverett Street Massachusetts Avenue edges). Also, while Agassiz has expressed its strong preference for the Oxford Street Museums to remain in their current location, with the same unanimous vote, Agassiz agreed that it would respect Harvard's need

to be flexible in the future and would not oppose relocation of the Museums, should there be an academic need to do so.

Similarly, Harvard has taken steps that reflect its willingness to work with Agassiz and respond to issues that have been raised. Harvard has embarked on a planning process for the North Campus to put near-term projects in the context of potential long-term planning objectives. For example, in response to Agassiz's concerns regarding future traffic impacts, Harvard has been working with Agassiz and City departments on a Comprehensive Traffic Study to identify and mitigate long-term traffic impacts that Harvard's proposed development might have on the abutting neighborhood streets.

IDENTIFICATION OF THE PARTIES:

Agassiz and Harvard have each identified individuals to serve as representatives in shaping this MOU. Agassiz and the Agassiz Neighborhood Council ("ANC") have selected a group to serve as their representatives. Currently, these individuals are: William Bloomstein, Joel Bard, Ellen Friedman, and Miriam Goldberg. These individuals may be replaced at the discretion of the ANC.

Selected by Harvard to serve as their representatives are: Alan J. Stone, Vice President for Government, Community and Public Affairs; Julie Englund, Dean for Administration Harvard Law School; Nancy Maull, Dean for Administration Faculty of Arts and Sciences; David Zewinski Associate Dean Faculty of Arts and Sciences, Mary Power, Senior Director of Community Relations and Tom Lucey, Director of Community Relations, Cambridge.

PROCESS TO ARRIVE AT AGREEMENT:

This MOU is the product of discussions taking place over 15 meetings beginning on April 14, 2003, and is further informed by extensive outreach taking place over the past year. Recent Harvard-attended community meetings regarding North Campus development and community benefits include:

| | |
|--------------------|--|
| September, 2002 | Agassiz Neighborhood Council Meeting |
| October 15, 2002 | Agassiz Neighborhood Council Meeting |
| December 17, 2002 | Agassiz Neighborhood Council Meeting |
| January 21, 2003 | Agassiz Neighborhood Council Meeting |
| February, 2003 | Agassiz Neighborhood Council Meeting |
| February, 2003 | Harvard Law School Feasibility Study Meeting |
| April 15, 2003 | Agassiz Neighborhood Council Meeting |
| May, 2003 | Harvard Law School Feasibility Study Meeting |
| June 11, 2003 | Agassiz Neighborhood Council Meeting |
| June 17, 2003 | Agassiz Neighborhood Council Meeting |
| September 16, 2003 | Agassiz Neighborhood Council Meeting |

In addition, over the past two years, Agassiz has held countless meetings, conducted three separate neighborhood surveys, and disseminated information via the Whistler newsletter and mailings to build community consensus as to its goals in this process.

Lastly, the City Manager appointed the Agassiz-City-Harvard Working Group at the request of the City Council in the summer of 2002. The Working Group includes Agassiz and Harvard representatives and City staff. Monthly meetings beginning in September 2002 have focused on the

to be flexible in the future and would not oppose relocation of the Museums, should there be an academic need to do so.

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scope and impacts to be addressed if the North Campus is further developed. For example, the Working Group has been responsible for reviewing the Comprehensive Traffic Study that has been underway throughout 2003.

COMPONENTS OF THE MUTUALLY BENEFICIAL RELATIONSHIP:

Harvard and Agassiz agree that it is in their mutual and collective interests for use and development of the campus to proceed assuring that any significant adverse impacts of development are addressed, the Agassiz Community is enhanced and long-term predictability is established.

This MOU establishes the mechanisms to define and implement necessary mutual assurances so that North Campus projects that are proposed may proceed and be supported by the Agassiz Community. The components of this mutually beneficial relationship are the following:

- Impact mitigation.
- Community enhancement.
- Build-out predictability.
- Structure for a continuing relationship

1. Impact Mitigation:

First and foremost, this MOU is based on the fundamental premise that adverse impacts associated with new development are to be addressed. Mitigation of adverse traffic, noise, and construction impacts that affect day-to-day quality of life is the principal component of this MOU. Specific measures to mitigate impacts, such as traffic calming, traffic management, and enhanced construction mitigation measures, as examples, will be defined on a project-by-project basis.

▪ Expanded Construction Mitigation Measures

Harvard will adopt enhanced construction mitigation practices for the purposes of this MOU that will be extended as a community benefit to apply to projects in the North Campus. Project-specific mitigation plans will be established in consultation with the Working Committee established by this MOU (refer to part 4 of this section— “Structure of a Continuing Relationship”). Specific measures may include, for example, regular project coordination meetings with abutters, mitigation web sites, email notification, call centers, and coordination by a mitigation manager.

▪ Traffic Improvements and Mitigation Measures

Harvard recognizes and supports the goal of minimizing adverse traffic and parking impacts resulting from development and will coordinate with the City to advance traffic management and calming measures as needed in the vicinity of any North Campus project. Measures may include, for example, new truck delivery restrictions and management practices, vehicle turning restrictions, installation of traffic calming, signal modifications, road repaving, roadway directional changes and best practices to reduce noise generated by mechanical equipment. The parties acknowledge that public ways are owned and maintained by the City and any improvements or modifications to streets or sidewalks will require the support and approval of the City of Cambridge.

2. Community Enhancement:

Because the parties recognize that construction can be disruptive, this MOU also establishes that community enhancements such as pedestrian, streetscape, open space, or landscape amenities, may be included as appropriate as a part of development plans, and benefits will be provided that address the impact of construction. The premise is that while development will result in change, development can also provide opportunities to improve the shared environment. Specific enhancements on and/or off the campus can include either, or possibly both, built amenities and programmatic amenities. Specific community enhancements will be defined on a project-specific and/or phased basis.

- Built Amenities -- Enhanced Pedestrian, Streetscape, Open Space and Beautification Amenities
Consistent with guidelines or conditions by approving boards and commissions, Harvard will enhance North Campus edges and/or Oxford Street with improved streetscape amenities to enhance the quality of the campus edge environment and pedestrian safety. As examples, amenities could include sidewalk reconstruction, landscaping, enhanced lighting, new pedestrian pathways, and conversion of paved surface parking to open landscaped areas. The parties acknowledge that public ways are owned and maintained by the City of Cambridge and any improvements or modifications to streets or sidewalks will require the support and approval of the City of Cambridge.
- Programmatic Amenities -- Youth, Culture, Recreation, and Education Programs
There may be opportunities to create programs that enhance the quality of life in a community that are linked to project development. Examples include youth enrichment programs, cultural programs, educational programs, and afterschool programs.

3. Build-Out Predictability:

Agassiz and Harvard recognize the value of long-term predictability and as a part of this MOU, each offers mutual assurances regarding future North Campus development.

- Assurance regarding completion of the North Campus
During the next 25 years, development of the North Campus will not exceed a total of 1,600,000 gross square feet of new space. This includes up to 500,000 square feet of replacement space for demolished facilities. Over 25 years, the total build-out could increase by up to a maximum of 10% (160,000 gross square feet) to accommodate unforeseen and necessary incremental additions such as ADA improvements to existing buildings. This space will enable Harvard to meet its academic mission by creating spaces that support teaching, learning, and research.
- Assurance of no further development beyond defined build-out
There will be no additional development within the 25-year period beginning with the date of this signed MOU.
- Assurance that projects will proceed
This MOU assures that there will be broad, direct, and ongoing consultation, including presentations of project design for significant projects (25,000 net square feet or greater), with the Agassiz Community and permit-granting authorities regarding Harvard's North Campus development. Linked to the provision of mitigation measures, benefits, and enhancements, as a part of this MOU and specified in implementation agreements, Agassiz is prepared to support

projects as necessary before permit granting and review authorities for obtaining permits and approvals so that projects may proceed promptly on a project-by-project or grouped basis. So long as the agreement is in effect and being complied with by Harvard, Agassiz shall not initiate or support any actions that would have the effect of hindering development of the North Campus.

Agassiz and Harvard are firmly committed to this process and the MOU. In supporting the build-out, both parties acknowledge that this MOU is not a substitute for zoning. However, both parties also believe that cooperation can produce beneficial responses to community concerns that are not achievable under zoning. Therefore Harvard and Agassiz are committed to working cooperatively to determine if positive resolutions can be shaped and are committed to this constructive approach. If this approach fails, Harvard and Agassiz may nonetheless jointly decide to mutually abide by the build-out provisions meaning that Harvard would honor the build-out limitation and Agassiz would support the build-out as described herein. In this spirit, any of the already-signed Implementation Agreements that have been mutually agreed to by Harvard and Agassiz will remain in effect even if the MOU does not, such that, already-signed Implementation Agreements will stand in full as long as they are complied with by both parties.

4. Structure for a Continuing Relationship:

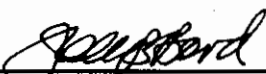
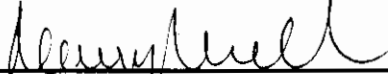
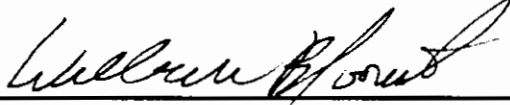
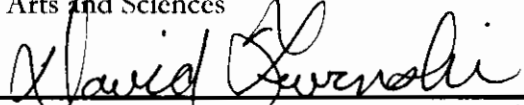
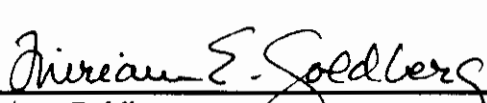
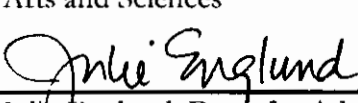
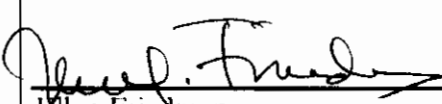
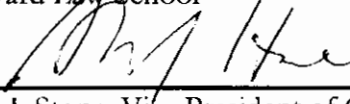
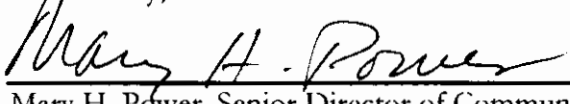

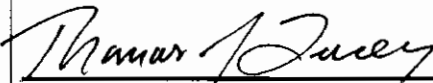

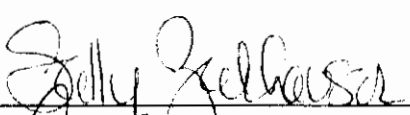
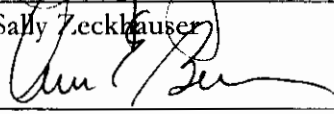
Agassiz and Harvard agree to keep each other informed of activities that affect the other and establish a procedure by which they can harmoniously advance projects. A Working Committee based on the existing City Working group will be created to ensure that the working relationship continues and to address issues before they become problems.

- Role of the Working Committee
The Working Committee shall oversee implementation of the terms of this MOU including the implementation of mitigation and mutual benefits concurrent with project approvals consistent with the terms of this MOU. The Working Committee will be the forum to resolve issues arising in connection with this MOU.
- Representation of the Working Committee
Harvard and Agassiz will each appoint not more than four representatives to the Working Committee that will meet as needed but at least semi-annually. In order to optimize coordination it is hoped that the City-appointed Working Group will serve as the Working Committee and will include representatives from the City of Cambridge. Agassiz and Harvard acknowledge that the Working Committee established by this MOU should be augmented to include participants from other neighborhoods if development immediately abuts another neighborhood.*

It is our joint hope that neighbors and City officials will recognize the cooperation and good will that has contributed to this MOU, and when they engage with us on associated matters, do so in the same spirit.

* For example: Future Harvard Law School development along Massachusetts Avenue will abut Neighborhood Nine. The Working Committee will be augmented to include representatives from Neighborhood Nine when specifically addressing HLS development.

This MOU has been presented to the Agassiz Neighborhood Council, City representatives, and Harvard University, and was endorsed by the Agassiz Neighborhood Council on December 16, 2003, and we sign below to confirm our agreement to this MOU.

| AGASSIZ REPRESENTATIVES | HARVARD REPRESENTATIVES |
|---|--|
|  |  |
| Joel Bard | Nancy Maull, Dean for Administration, Faculty of Arts and Sciences |
|  |  |
| William Bloomstein | David Zewinski, Associate Dean, Faculty of Arts and Sciences |
|  |  |
| Miriam Goldberg | Julie England, Dean for Administration, Harvard Law School |
|  |  |
| Ellen Friedman | Alan J. Stone, Vice President of Government, Community, and Public Affairs |
| <p>AGASSIZ NEIGHBORHOOD COUNCIL</p> |  |
| By:  | Mary H. Power, Senior Director of Community Relations |
| Andrea Walsh, Co-Chair |  |
| By:  | Thomas Lucey, Director of Community Relations, Cambridge |
| Burton Doo, Co-Chair | <p>PRESIDENT AND FELLOWS OF HARVARD COLLEGE</p> |
| |  |
| | By: Sally Zeckhauser |
| |  |
| | By: Ann E. Berman |

- Attachments:
- Implementation Agreement #1 - Related to Three Harvard Faculty of Arts and Sciences North Campus Construction Projects
 - North Campus area map

HARVARD NORTH CAMPUS DEVELOPMENT AREA



MEMORANDUM

Date: November 10, 2003

To: Agassiz Community

From: Joel Bard, William Bloomstein, Ellen Friedman, Miriam Goldberg, Thomas Lucey, Nancy Maull, Mary Power, Alan Stone, David Zewinski

Subject: **Implementation Agreement #1 - Related to Three Harvard Faculty of Arts and Sciences North Campus Construction Projects**

The purpose of this memorandum is to present a proposed agreement with regard to three specific, separate Harvard Faculty of Arts and Sciences ("FAS") projects in planning. Together, these three comprise the first grouping of projects to be addressed by the attached Memorandum of Understanding ("MOU") if adopted:

1. Biological Research Infrastructure ("BRI")
2. Laboratory for Interface Science and Engineering ("LISE")
3. North/West Science Building

While plans for the BRI and LISE have been presented publicly over the past year, plans for the North/West Building are in the early stages. Nonetheless, Harvard has consulted with community members regarding the design and will continue to provide information and site tours as plans take shape. General descriptions of each project are contained in this memorandum. The community will have full opportunity for discussion and comment as the design of the North/West Science Building takes shape.

Consistent with the MOU, Harvard and Agassiz agree that mutual benefit is achieved through cooperation allowing Harvard to use its campus to support teaching and research while also mitigating any adverse impacts of construction and providing community enhancements.

Agassiz and Harvard representatives agree that following commitments will fulfill the terms of the MOU relative to the 3 FAS projects covered by this Implementation Agreement.

Impact Mitigation:

Implementation of Expanded Construction Mitigation Measures

Extensive, integrated and comprehensive construction mitigation practices will be extended separately to each of the three projects. A project-specific mitigation plan will be established for LISE and the North/West Building projects. Mitigation plans for projects will be integrated and coordinated. Construction mitigation measures will include coordination by a mitigation manager, call centers, mitigation web sites, email notification, and regular project coordination meetings with abutters.

Funding of Traffic Improvements and Mitigation Measures

The neighborhood representatives of the City's Working group have asked Harvard to consider implementing interim traffic calming measures at two Oxford Street intersections as a part of this MOU. Contingent on City support and approval, Harvard is prepared to coordinate with the City of Cambridge to advance specific interim traffic calming measures that have been proposed by the City and approved by the neighborhood between Garfield and Wendell Streets to address existing traffic conditions as a benefit. (Note that according to the Comprehensive Traffic Study, there is no significant traffic impact associated with the three projects.) Harvard will engineer and construct interim calming improvements per coordination with the City of

Cambridge that may include two speed tables or curb extensions and possible regrading and paving between Garfield and Wendell Street on Oxford Street. The parties acknowledge that public ways are owned and maintained by the City of Cambridge and any improvements or modifications to streets or sidewalks will require the approval of the City of Cambridge. Proposed interim traffic calming measures will be temporary due to planned future street reconstruction and scheduled sewer separation work. For this reason, while plans are expected to be generally consistent with the City's approved traffic calming plan for Oxford Street, modifications reflecting temporary use will need to be approved by the City.

To address neighborhood and City objectives, Harvard will also include measures to enhance pedestrian safety on lower Oxford Street including the installation of additional Oxford Street pedestrian crossings, temporary pedestrian crossings during construction. Harvard will explore possible curb extensions at the crosswalk at the consolidated loading facility. Harvard will also include bicycle parking and a Harvard shuttle bus shelter.

Community Enhancement:

Implementation of Enhanced Pedestrian, Streetscape and Landscape Amenities – Both On/Off Campus

Harvard will include various streetscape amenities to enhance the quality of the North Campus environment and pedestrian safety as part of LISE and the North/West Building. Amenities could include landscaping of accessible open space areas at the edge, sidewalk reconstruction, planting of trees and shrubs, burying of utility lines contingent on scheduling of the City's sewer separation work, enhanced lighting, new pedestrian pathways, and conversion of paved surface parking to open landscaped areas. The parties acknowledge that public ways are owned and maintained by the City of Cambridge and any improvements or modifications to streets or sidewalks will require the support and approval of the City of Cambridge.

Cambridge - Harvard Science Education Programming

As an outgrowth of recent partnerships between Harvard and Cambridge Public Schools, subject to the support of Cambridge Public Schools, Harvard will establish the Cambridge-Harvard Science Education Programming Initiative to preserve existing and create new science education programs for Cambridge Public School students and teachers. Programming will draw on the academic resources of the science departments and museums at Harvard and will be managed and coordinated by the Harvard Museum of Natural History. The goal is to create a range of science programs to enhance the Cambridge Public School curriculum. Science programs will be designed to strengthen the Cambridge Public School curricula for grades K – 12 and will include in-school and after-school programming. Examples include development of curriculum units, professional development for teachers, public exhibitions, and family science lectures. The estimated value of establishing this new city-wide science education program is \$1,450,000.

Cambridge Youth, Culture, and Recreation Fund

The Youth, Culture, and Recreation Fund will be established to fund a range of programs for Cambridge youth, families, individuals and seniors. The Fund will be established and managed by a third party such as the Cambridge Community Foundation. A board consisting primarily of Agassiz community members, including Agassiz Neighborhood Council ("ANC") representatives, will determine the use of the Fund. These city-wide programs will be managed under the umbrella of the ANC. The objective in funding programs for City residents is to enrich the quality of life within the Agassiz neighborhood and the entire City of Cambridge. The fund will also include a \$50,000 set aside to be used for a program of annual tree planting throughout the Agassiz neighborhood. Linked to the completion and occupancy of the three projects, Harvard will make contributions totaling \$1,050,000 to this fund.

Build Out Predictability:

The following chart provides information regarding the three FAS projects:

| Project | Above Grade GSF | Below Grade GSF | Total GSF |
|---|-----------------|--|-----------|
| BRI Interior to the campus. Scheduled completion – Aug. 2005 Entirely below ground | 0 | 75,350 | 75,350 |
| LISE McKay Courtyard- internal to the campus Scheduled completion – Aug. 2006 Set back 82' from the centerline of Oxford Street 95' building height exclusive of mechanical (122' to top of mechanical equipment) | 47,000 | 88,000 | 135,000 |
| North/West Building** Hammond Edge/Interior Set back 100' from the centerline of Hammond Street No higher than 60 Oxford Street building exclusive of mechanical Scheduled project completion - | 205,000 | 231,000 (plus chilled water plant 24,000) | 436,000 |
| | 252,000 | 394,000 | 670,350 |

*SF figures are gross square feet for zoning purposes and are approximate.
Cumulative actual build-out will not exceed stated SF plus 10%.

** At the time of this letter, plans for the North/West Building are preliminary.

The agreement establishes a cooperative, mutually beneficial relationship to assure mutual predictability. In this context, linked to the provision of mitigation measures, benefits and enhancements as specified in this agreement, Agassiz is prepared to support projects as necessary before permit-granting and review authorities so that Harvard may obtain prompt approval of applications necessary for the obtaining of permits and approvals for each of these three projects so long as such applications are consistent with the representations set forth above for each project. Agassiz shall not appeal any action taken by any permitting or review authority regarding the three projects or support any rezoning or other zoning or ordinance changes to the area where these three projects are located or that would have the effect of hindering any of the three projects. Agassiz will not hinder or delay approvals of any of these three projects.

Timing of Impact Mitigation and Community Enhancements to Projects:

The commitments described above will be implemented according to the schedule that follows:

1. Acceptance of the attached MOU and agreement regarding the three projects:

Upon signing the MOU Harvard shall:

- Transmit a (previously agreed to) contribution of \$250,000 to the Cambridge Community Foundation to be earmarked for the Cambridge Youth, Culture, and Recreation Fund for purposes described in this letter.

2. Biological Research Infrastructure – (“BRI”)

Upon obtaining all approvals and permits needed for the construction of BRI Harvard shall:

- Implement a program for construction mitigation for construction activity related to BRI.

Upon obtaining all permits needed for use and occupancy including a final Certificate of Occupancy, Harvard shall:

- Establish the Cambridge-Harvard Science Education Programming Fund with an initial contribution of \$375,000. (Note that in early 2003 Harvard donated a \$75,000 state-of-the-art microscopy lab to Cambridge Rindge and Latin School coupled with four years of curriculum and materials support from the Molecular Cellular Biology department whose faculty will conduct research in the BRI. This contribution was designed to strengthen science studies at Cambridge Rindge and Latin School).

3. Laboratory for Interface Science and Engineering – (“LISE”)

Upon obtaining complete building permits and all other approvals and permits needed for the construction of LISE and commencing construction Harvard shall:

- Implement a Construction Mitigation Plan for construction activity related to LISE.
- Coordinate with the City of Cambridge to install specified interim traffic calming measures and south Oxford Street pedestrian safety and Transportation Demand Management improvements. Contingent on City approval, Harvard may implement pedestrian and streetscape amenities including as examples sidewalk, landscape and lighting improvements, road surface improvements, tree plantings, etc. at the edge of the campus and/or along Oxford Street.
- Make a contribution of \$500,000 to the Cambridge - Harvard Science Education Programming Fund.

Upon obtaining all permits needed for use and occupancy including a final Certificate of Occupancy, Harvard shall:

- Make a contribution of \$400,000 to the Cambridge Community Foundation dedicated to the Cambridge Youth, Culture, and Recreation Fund.

4. North/West Science Building

Upon obtaining a complete building permit and all other approvals and permits needed for the construction of North/West Building and commencing construction, Harvard shall:

- Implement a Construction Mitigation Plan for construction activity related to the North Building.
- Contingent on City approval, Harvard may implement amenities at campus edge locations, possibly including Oxford Street. Amenities could include, for example, sidewalk, landscape and lighting improvements, tree plantings, and landscaping of accessible edge open space. Contingent on City approval, Harvard will offer to bury utility lines along Hammond Street between Oxford and Gorham when the City implements sewer separation work.
- Contingent on City approval Harvard may implement possible improvements to the public way and traffic management measures as appropriate to mitigate traffic impact.

Upon obtaining all permits needed for use and occupancy including a final Certificate of Occupancy, Harvard shall:

- Make a contribution of \$400,000 to the Cambridge Community Foundation dedicated to the Cambridge Youth, Culture, and Recreation Fund.
- Make a contribution of \$500,000 to the Cambridge - Harvard Science Education Programming Fund.

While the descriptions above reflect careful discussion by Harvard and Agassiz, it is understood by both that reasonable substitutes may be necessary as prescribed by City departments, agencies and boards with final authority. So long as these projects proceed, Harvard is committed to providing benefits as generally described above.

APPENDIX C

Comment letter dated March 23, 2022 from Councilor Breadon with State
Representatives Honan and Moran on proposed laboratory facility biosafety level

[see attached, 1 page]



Boston City Council

LIZ BREADON
Councillor – District 9

March 23, 2022

TRANSMITTED VIA EMAIL

Ms. Caitlin Coppinger
Project Manager
Boston Planning and Development Agency
One City Hall Plaza
Boston, MA 02201

RE: 155 North Beacon Street - Proposed Biosafety Level

Dear Ms. Coppinger:

This is a letter of comment on the biosafety level of the laboratory facility proposed by IQHQ, Inc. (the 'Proponent') as part of its 155 North Beacon Street development in Brighton (the 'Project').

During a public meeting held on January 18, 2022, IQHQ stated its intent to construct a biosafety level 3 (BSL-3) laboratory facility as part of its planned life science campus at 155 North Beacon Street in Brighton. We wish to note that information related to the biosafety level of this proposed facility was not included in the development's Project Notification Form ('PNF').

Based on data available from the Boston Planning and Development Agency (BPDA), all BSL-3 and BSL-4 lab facilities in Boston are located in the Longwood Medical Area, Fenway, South End, or Downtown. Currently, there are no other life science facilities with BSL-3 or BSL-4 permits operating in either Allston or Brighton. IQHQ is the first and only Proponent to propose operation of a BSL-3 facility in Allston-Brighton; all other proponents of life science facilities in the Allston-Brighton neighborhood have sought either BSL-1 or BSL-2 permits.

Given this context, we, the undersigned elected officials of Allston-Brighton, are opposed to approval of a BSL-3 facility in Allston-Brighton. We believe that approval of such a facility sets a poor precedent for future life science development in Allston and Brighton. Moreover, given the proposed project's location immediately adjacent to a densely populated residential neighborhood, we feel that this site is particularly inappropriate for a BSL-3 facility.

We would be able to support a BSL-2 lab facility in this location.

Sincerely,

Liz Breadon
Boston City Councillor
District 9, Allston-Brighton

Kevin G. Honan
State Representative
17th Suffolk District

Michael J. Moran
Assistant Majority Leader
State Representative
18th Suffolk District

cc: Mayor Michelle Wu, City of Boston
Senator William N. Brownsberger, Second Suffolk and Middlesex District
Senator Sal N. DiDomenico, Middlesex and Suffolk District
Brian Golden, Director, Boston Planning and Development Agency
Lauren Shurtleff, Director of Planning, Boston Planning and Development Agency
Michael Firestone, Chief of Policy and Strategic Planning, Office of the Mayor
Mariama White Hammond, Chief of Environment, Energy, and Open Space
Kara Elliott-Ortega, Chief of Arts and Culture, Mayor's Office of Arts and Culture
Manny Lopes, Chairperson, Board of Health, Boston Public Health Commission
Dr. Bisola Ojukutu, Executive Director, Boston Public Health Commission
Clare Kelly, Director, Office of Intergovernmental Relations, City of Boston
Neil Doherty, Chief of Staff, Office of Intergovernmental Relations
Pilar Ortiz, Senior Advisor to the Mayor

APPENDIX D

Comment letter dated January 12, 2022 from Harvard Allston Task Force members on Harvard Enterprise Research Campus Project Amended and Restated Master Plan and Phase A Development Plan for Planned Development Area No. 115

[see attached, 3 pages]

January 12, 2022

Via email

Nupoor Monani
Boston Planning & Development Agency
One City Hall, Ninth Floor
Boston, Massachusetts 02201
nupoor.monani@boston.gov

Harvard Allston Task Force Comments on Harvard Enterprise Research Campus Project, Amended and Restated Master Plan (Phase A and B) and Phase A Development Plan - Planned Development Area #115

We, the undersigned members of the **Harvard Allston Task Force** (HATF) , submit the following comments concerning the, for the Enterprise Research Campus (ERC) Amended and Restated Master Plan (Phase A and B) and Phase A Development Plan - Planned Development Area #115.

The Harvard Allston Task Force supports the redevelopment of this area of Western Avenue in Allston Brighton. As noted in our November, 2021, letter to Harvard President Lawrence Bacow, we want this project to be a model of 21st century resilient, equitable urban design. We envision a community that takes seriously the critical challenges of climate change, housing affordability, work, mobility and social justice. However, as stated in numerous other letters, we continue to be disappointed that Harvard does not come forth as a proponent of this project, and hence does not address the many comments, from the Task Force as well as other organizations and agencies, that pertain to issues that only Harvard can resolve. These issues include affordable housing and home ownership, transportation and mobility, park and other green spaces, climate resiliency, small business support, and workforce development.

Likewise, due to the piecemeal nature of the ERC development, and as we have stated many times, we are unable to adequately assess many aspects of the project because we don't have a more sufficiently detailed understanding of what comes next in the larger adjacent area of the ERC, much less the acreage that Harvard owns across our community. Contrary to Harvard's claims, the Updated ERC Framework document (June 2021) did NOT address the Task Force's major concerns nor those of community organizations nor city agencies like the Boston Parks and Recreation Commission. We requested a meeting with Purnima Kapur, Chief of University Planning and Design, in our November 10, 2021 letter to President Bacow, who responded that we would hear from her "in good time", but to date have heard nothing further.

We also request that Harvard commit to a planning process for the full 40 acre ERC site prior to our approval of these current PDA documents. This could take the form of a new PDA process for the remaining area, but the PDA agreement will need to be sufficiently detailed to address our concerns. In the past, PDA documents have been approved with Harvard that lacked detail, leading to substantial

amendments later in the process. The timeline for this 40-acre planning process should be negotiated in advance of current PDA document approvals. We likewise reiterate our request for a community needs assessment, engagement, and visioning process facilitated by an independent 3rd party and experienced facilitator for both Phase B of the ERC and for the larger 40 acre PDA that we are requesting.

Until those requests have been addressed, enabling honest discussions with Harvard about how Harvard's vision for this area can align with a community vision, we cannot support approval of either PDA document, the Phase A Development Plan nor the Phase A and B Master Plan.

In addition, we have specific comments regarding the Phase A and B Master Plan document:

We would like to see responses to our DPIR and Supplemental Filing comment letters, as well as the Final Environmental Impact Report submitted to MEPA prior to our approval of the Phase A Development Plan.

The Master Plan calls for over one million square feet of buildings (mostly office and lab, with some residential) but no additional green space in Phase B. As stated many times in letters and community meetings, by Task Force members, environmental and community organizations, and city agencies, this project must have substantially more green space. The current commitment to "open space" as defined in the PDA Master Plan and to "street rooms" does not suffice. We need clear commitments to green space (vegetated soils) in Phase B and in the wider ERC. Related to green park space, we also need to see Harvard respond in full to the March comment letter from the Boston Parks and Recreation Commission (resubmitted in full in November 2021), as well as a clear plan for connecting the Project Greenway to the Charles River.

We need to see more affordable housing than currently proposed for Phase B in the Master Plan, at wider AMI's than currently called for in Boston's IDP policy. And in the wider ERC PDA, we will need to see opportunities for affordable home ownership, either on or off site. As the AFFH data shows, this neighborhood has a higher share of rent-burdened households than the city average.

As stated many times, we need to see more concrete commitments and progress towards addressing regional mobility and improving/augmenting transit service as well as pedestrian and bicycle connections, including on roadways not directly abutting the ERC parcels prior to approval of the PDA Phase A Development Plan or the Amended PDA Master Plan. Given the large share of greenhouse gases produced by the transportation sector, we also want to see goals established for mode shares that lead to decreasing greenhouse gas emissions over time and a monitoring system that shows data in an easily accessible way for the public to see and understand.

We would like to see a commitment in Phase B to Net Zero buildings from the start. Given the rapid pace of climate change and the role that buildings play in greenhouse gas emissions, we need Harvard to be a model for the future of buildings.

Again, we as Task Force members very much want the ERC project to succeed and to be a model of urban redevelopment for decades to come. We look forward to working with Harvard, Tishman Speyer, the BPDA, and the community to achieve this goal.

Respectfully,

Members of the Harvard Allston Task Force

Anthony D'Isidoro

Rita DiGesse

Michael Hanlon

Bruce Houghton

Ed Kotomori

Cindy Marchando

Tim McHale

Millie Hollum-McLaughlin

Barbara Parmenter

Christine Varriale

Brent Whelan

APPENDIX E

Comment letter dated January 14, 2022 from Harvard Allston Task Force members on
Harvard Enterprise Research Campus Project Supplemental Filing

[see attached, 8 pages]

January 14, 2022

Via email

Nupoor Monani
Boston Planning & Development Agency
One City Hall, Ninth Floor
Boston, Massachusetts 02201
nupoor.monani@boston.gov

Harvard Allston Task Force Comments on Harvard Enterprise Research Campus Project, Supplemental Filing (November 2021)

We, the undersigned members of the **Harvard Allston Task Force** (HATF) , submit the following comments concerning the *Supplemental Filing* published in November, 2021, for the Enterprise Research Campus (ERC) Project located at 100 Western Avenue, Boston, Massachusetts.

The ERC *Supplemental Filing* of November, 2021, was a surprise to the Task Force as we were expecting a Final Project Impact Report (FPIR) to address our extensive comments on the *Draft Project Impact Report* (DPIR) in October, 2021, as well as addressing the comments of other organizations, city agencies and departments. In most of those comments, we asked for further clarifications to be explained or documented in the FPIR, for ways of reporting to elected representatives and the community, or for changes to be considered and addressed by the proponent. At no time did the BPDA or the proponent inform us that there would not be an FPIR, but only a supplemental filing.

So first, we would like a full explanation of how the process works and what the criteria are for triggering an FPIR versus a supplemental filing. The process as outlined in the BPDA's [Citizen's Guide to Development Review Under Article 80](#) is not being followed as far as we can discern (there is no mention of supplemental filings). Our understanding from that *Guide* is that the BPDA waives further review if there is adequate detail in the DPIR, if there are not major outstanding concerns, or if the project is of a small scale or in keeping with the surroundings such that the negative impacts are limited. Clearly, given the Task Force comments as well as those by city departments and commissions, none of this is the case with Harvard's development in the ERC.

Further, the *Supplemental Filing* does not adequately respond to the Task Force comments or to the many other comments from city agencies and organizations. We would like to see a full *Final Project Impact Report* that seriously addresses the many concerns raised in the DPIR comments. In addition, the SF does not contain a full list of changes at the beginning of the document - it focuses on community engagement and on the updated greenspace plan. One has to read through all the comments for each letter to know what changes in approach are being planned, and to understand clarifications and commitments. It would be very easy to put changes and explanations into a much more coherent document, categorized by topic area, because there are in fact very few changes in the SF as compared with the DPIR. Many of the responses to comments from city agencies, the Task Force, other

organizations, or individuals, are restatements of what the proponent said in the DPIR. All of this makes a confusing document to read, and an almost impossible final document for the Task Force, the public, and city agencies to respond to.

The overall impression left by the *Supplemental Filing* is that it was written very quickly without adequate time for the proponent or Harvard to consider thoughtful explanations or modifications. We would certainly have been open to more discussions as we very much want this project to succeed. The redevelopment of the ERC area could be a model of urban redevelopment, and we are excited by the possibilities to do this in a way that will inspire and excite Bostonians decades into the future. We beseech Harvard and the proponent to more seriously discuss, explain, and explore questions, issues, and problems with community organizations, city departments, and the Task Force.

Finally, as stated at the start of the Task Force comment letter on the DPIR, as well as previous Task Force letters and communications, we continue to be disappointed that Harvard does not come forth as a proponent of this project, and hence does not address the many comments, from the Task Force as well as other organizations and agencies, that pertain to issues that only Harvard can resolve. These issues include affordable housing and home ownership, transportation and mobility, park and other green space.

Likewise, due to the piecemeal nature of the ERC development, and as we have stated many times without resolution, we are unable to adequately assess many aspects of the project because we don't have a more complete picture of what comes next. We request and hope that Harvard will embark on a planning process for the full 40 acre ERC site. We likewise reiterate our request for a community needs assessment, engagement, and visioning process facilitated by a 3rd party independent and experienced facilitator.

As we stated in our DPIR comment letter, we in general are very supportive of the redevelopment of this area, but until we have a more serious and honest discussion with Harvard and Tishman Speyer focusing on the concerns raised in our DPIR comment letter, our May 3, 2020, PNF comment letter, and our letter to President Bacow, we cannot support approval of this project.

Specific comments regarding the Supplemental Filing:

Because of the way the Supplemental Filing was arranged, as a couple updates in the front, followed by specific comments to different sections of comment letters from different organizations and agencies, we find ourselves in the frustrating position of having to comment on comments. This is why a better organized document, where issues are addressed by topic, would be vastly preferable. Again, the Task Force wants to see a document arranged by topic prior to the project going before the BPDA Board. But the following are our comments on individual parts of the filing.

Community engagement - the Harvard Allston Task Force has repeatedly called for a 3rd party independent community engagement process. To date, we have not had that. As we stated in our

comment letter, the community engagement efforts by both Harvard and Tishman have been disjointed, and confusing to community organizations. Likewise the materials developed for that engagement have been inadequate for having a deeper discussion of community perspectives and impacts. The English and translated “fact sheets” on the BPDA web site are highly technical even for those community members who are familiar with the development process. Door to door petitions have asked residents to sign on to support the project rather than inviting them to more detailed discussions. We need a more trusted organizer of engagement so that open and honest discussions can take place.

Environmental Justice - We note that the proponent misstated the criteria that makes this neighborhood an Environmental Justice (EJ) area. The neighborhood meets the **minority and income criteria, NOT the income and language criteria as the proponent states (page 1-9)**. While we appreciate the attention given to language translation by the proponent, we would like to see the issues of low income and minority status more fully addressed.

Updated Project Greenway Plan - While we appreciate the modest expansion of greenspace in the Greenway, we still are extremely concerned with the lack of any thought given to greenspace in the wider ERC. This must be addressed by Harvard, as do the comments from the Boston Parks and Recreation Commission which pointed out in its comments that there were no changes in response to its letter of March, 2020, in response to the PNF. Surely seven months is enough time to have more thoughtful discussion (from Harvard) about the concerns expressed by the Commission, the Task Force, and many others.

We likewise note that it seems in several instances as if the proponent is saying because the public wants certain types of programming in the Greenway, that will preclude expanding greenspace. This is disingenuous as that trade-off was never described nor discussed. We understand there is a trade-off, and we ask that there be an open discussion of that trade-off so that the community, the proponent, and the landscape design team fully understand the implications of decisions. Until that happens, the proponent should refrain from saying that community wishes preclude additional greenspace.

Letter 2: BPDA Transportation and Transit - we note that there are multiple comments that the proponent can't address because they go beyond the project boundaries for Phase A. Like the Task Force, other agencies need more information about the larger development area, but because of the piecemeal development process, Harvard will not provide answers. Relating to what has been discussed with the MA Department of Conservation and Recreation or what has been discussed with the MBTA, the proponent re-states only that they have had discussions. Harvard and the proponent continue to address only the portion of Western Ave from Barry's Corner to the River even though the entire area will be impacted. Please provide more specifics and address this issue.

Letter 3: Boston Interagency Fair Housing and Development Committee (BIFHDC) - The proponent here proposes (in its comment) that there will be 4 units offered at 50% AMI and 6 units offered at 60% AMI. We note that the overall % of units being offered at 70% AMI and below goes down in this new proposal (the DPIR offered 15% of units available at up to 70% AMI, this new offer pushes that down to 13%. The proponent refuses the BIFHDC recommendation to go to 20% IDP. The Task Force still supports a higher IDP % as well as units available at a lower AMI. We understand there are tradeoffs, and we understand that Tishman Speyer does not have ultimate control of this - Harvard set the terms of the ground lease. We note that Massport has done this for a parcel in the Seaport (see Boston Globe article, [Affordable housing in the Seaport? That's the goal for latest Massport parcel to hit the market](#), Dec. 9, 2021).

In response to other comments from the BIFHDC, the proponent restates the DPIR rather than respond directly to the BIFHDC comment. We would like to see more specific responses that answer the concerns directly and in detail.

Letter 5: Boston Parks and Recreation Department - We note that the Boston Parks and Rec submitted a very thoughtful letter in March 2020 commenting on the ERC PNF. In response to that letter, the proponent mostly stated in the DPIR, that the requests were beyond the project scope, which is largely correct - the comments need to be addressed by Harvard. Because Harvard has never responded to the original Boston Parks and Recreation letter, the Department decided to resubmit its original letter. Again, in the Supplemental Filing, the proponent (Tishman) states again that it cannot comment. It's been almost a year since Boston Parks and Recreation submitted its original letter. The Task Force and many others would like to see Harvard address the issues in that letter. The issues raised are extremely important to the Allston Brighton community and to Boston as a whole. This development needs substantially more greenspace in the form of dedicated parkland.

Letter 6: Mayor's Office of Arts and Culture (MOAC) - All the requests of the MOAC are politely but firmly denied. We understand that not all needs can be met, but artists and their ability to live and work in Allston are integral to the community. The MOAC is asking specifically about work and living spaces, but the only response is that the proponent intends to showcase artists' work but not discuss how the ERC might help them to actually do their work or live in the neighborhood. The Task Force would like to see a fuller discussion of these issues.

Letter 7: Harvard Allston Task Force (HATF) - As noted above many comments were not adequately addressed. These include the following, for which we would like to see more fully discussed:

Comment 7.3 - partially addressed (emphasis on language, need to address income and minority status). Please address this issue.

Comment 7.4 - While we appreciate the proponent's willingness to invite investors, and particularly Black and Latinx investors, to a community meeting, the proponent is offering to have these investors tell us "their reasons for investing as well as their perspectives on the project's importance to diversity and inclusivity". What we actually asked for is an opportunity for community members to explain to investors the situation in the community, and to engage with investors regarding alternative visions for development. We noted in our letter that having Black and Latinx investors has two benefits - first, it helps those investors build equity, and second, it brings new perspectives to the development itself. We'd like explore the different perspectives investors bring and help them to see how their investments could benefit this neighborhood specifically. That is, we would like to have strong voice in those meetings as well. Please address this issue.

Comment 7.6 - Partially answered. The proponent explained the process to date but did not commit to reporting or other explanations and updates. Please address this issue.

Comment 7.7 - Not adequately answered. Very vague. Please provide specifics.

Comment 7.8 - Not adequately answered. Please provide specifics.

Comment 7.9 - Not adequately answered. Does not address the specific issue of youth unable to quit jobs for a temporary summer internship because their regular job is critical to their family's income. Please address this issue.

Comment 7.10 - Not adequately answered. No specifics, just aspirational. Please provide specifics.

Comment 7.11 - Not adequately answered. No consideration of other methods for increasing the IDP percentage of units. Please provide specifics.

Comment 7.12 - Partially answered. But the section on the Supplemental Process Option is still not housing-related with no explanation of why, simply a restatement of the DPIR. Please provide options related to housing.

Comment 7.13 - Not adequately answered, simply restates the DPIR - different developments in the area using different areas to run trip models. We understand that this is done with the BTM and the BPDA, but we consider this inadequate given the level of development in the area (including on Harvard owned properties) and the fact that Harvard itself envisions a RIVER TO RIVER INNOVATION CORRIDOR. To break that corridor up for transportation modeling purposes makes no sense. That decision may be based on current trips, but certainly the point of development is to redevelop the ENTIRE corridor, and Arsenal Street feeds into this corridor (as the VHB Arsenal Street Study confirms).

Comment 7.16 - Not adequately answered. The request is for a more in-depth analysis of potential bicycle usage along North Harvard Street. The proponent addresses other streets but not North Harvard. Please address North Harvard Street.

Comment 7.18 - Not adequately answered. We want to know the level of subsidy for the MBTA Perq program, and specifically request that the subsidy be deep enough to actively encourage transit use. Please address this issue.

Comment 7.19 - Negative response to request for discounted bike share memberships. We feel that this needs further discussion, especially for residents of IDP units and future residents of the Seattle Street affordable housing development. Please address this issue.

Comment 7.20 - Not adequately answered. We accept that Tishman will tell their tenants they don't qualify for Allston Brighton parking permits. That's easy. The hard part will be how the leases agreements and tenant manuals can be used as a mechanism to ensure the implementation and success of TDM measures. This needs to be more fully discussed. Please address this issue.

Comment 7.21 - Not adequately answered. The Task Force asked for goals to be set for mode share and explained why these are important, and how the proposed transportation monitoring program will monitor progress towards these goals. The proponent restates what's in the DPIR, and does not commit to setting goals. Please address this issue.

Comment 7.22 - Not adequately answered. Regarding coordination with state agencies, the proponent simply states that it has met with these agencies and that it will coordinate with these agencies. Nothing specific is discussed. We need to hear more specifics and have these agencies represented at public and IAG meetings.

Comment 7.23 - Not adequately answered, in fact the response doesn't make any sense. The question was about how the proponent will provide support to increase bus service (referring specifically to 64, 66, 70, and 86). The response refers us to response 7.15 which concerned a clarification of a table for Route 86 modeled ridership. Please address this issue.

Comment 7.24 - Not adequately answered. We are concerned that the ERC plans will conflict with proposals by the DCR to reduce travel lanes and widths. There is no response to this concern. We also noted that the DCR has requested that the proponent plan for a direct connection between East Drive and the Allston I90 ramp. The proponent states that it will be responding to this in its MEPA-required Final Environmental Impact Report. The Task Force would like to see these answers BEFORE the ERC goes before the BPDA Board for approval.

Comment 7.26 - Not adequately answered. There is no answer to the Task Force request for an independent 3rd party facilitator for community engagement because the proponent says this is beyond the 14.2 acre project scope. The Task Force believes this facilitation needs to happen sooner (including for Phase B and the larger ERC area).

Comment 7.28 - We would like to see a clearer plan for connecting the Project Greenway to the Charles River. We realize this won't happen with Phase A, but this is extremely important to the community and understanding these connections within the current and near-term planning process is critical.

Comments 7.31 and 7.32 - Consideration of our suggestion is denied. This concerns the lack of additional greenspace, especially a north-south green corridor. The proponent states that Cattle Drive is the pedestrian north-south corridor. There will be no more greenspace apart from “street rooms” and sidewalk zones of trees and planters. The Task Force needs to see the assurance of much more greenspace in the ERC area before it can approve any current project. Our request is consistent with the Boston Parks and Recreation Commission letter of March, 2021.

Comment 7.33 - We would like to further discuss the massing of the lab buildings on the southern side of the Project Greenway and the concept of how the lobby “extends the Project Greenway”.

Comment 7.34 - Not adequately answered. We requested a detailed response to the Boston Parks and Recreation Commission letter of March, 2021, resubmitted, October, 2021. The proponent puts this on Harvard, Harvard has not responded in the last 10 months. The Task Force needs to see a point by point response to the BPRC letter.

Comment 7.35 - Not adequately answered. We requested to see the proponent’s responses to suggestions by the Mass Department of Energy Resources as outlined in its 10/15/21 letter to MEPA. The Task Force wants to see these responses before the project goes before the BPDA Board for approval.

Comment 7.41 - Not adequately answered. The Task Force joined the Charles River Watershed Association in requesting more tree canopy in the area. The proponent has expanded tree canopy within the Greenway, which we appreciate. However, the proponent is using a metric for calculating tree canopy percentage that is not standard and thus cannot be compared with the city’s goals or other standard tree canopy guidelines. The proponent is calculating tree canopy % for the area “inside the curb, excluding building footprints”. Since this area is very limited, the resulting tree canopy % seems very high compared with the city or the Allston Brighton neighborhood. The Task Force requests that the tree canopy % be calculated using the same metrics as the City of Boston. Otherwise the figures the proponent is giving are meaningless.

Letter 11: Allston Brighton Health Collaborative (ABHC)- The Task Force notes that the section of the ABHC’s Transportation Committee letter pertaining to regional mobility issues is completely ignored. This is a major concern for the Task Force as well as for the community. We understand that this is a larger issue than Tishman Speyer can address on its own. Harvard must be engaged in these discussions as well as the City of Boston and regional and state transportation agencies.

We also note that the proponent does not commit to any TMA shuttles being open to any member of the public. Instead the proponent states that the shuttles will be open to Allston Brighton residents and proof of residency will not be required. Essentially they are saying the shuttles will be open to the public. The proponent should state that.

The ABHC, together with other agencies, have expressed concern about pedestrian/bike connections to the Charles. The proponent essentially replies not to worry, that will come. Clearly community

organizations, city agencies, and the Task Force would like to see alternatives for this connection sooner rather than later.

We join the ABHC in asking that the results of transportation modeling be made public and that it include auto and bicycle trips. The proponent needs to think how this data can be made easily accessible to the public, not just that they are public documents. Please address this issue.

In sum, the Task Force truly wants the Enterprise Research Campus to be a model of urban redevelopment that meets the challenges of our time. Along with numerous community organizations, elected representatives, and individuals who have been active in this process, we ask that Harvard work WITH us to create an equitable, resilient community that will thrive for generations to come.

Respectfully,

Members of the Harvard Allston Task Force

Anthony D'Isidoro

Rita DiGesse

Michael Hanlon

Bruce Houghton

Edward Kotomori

Cindy Marchando

Tim McHale

Millie Hollum-McLaughlin

Barbara Parmenter

Christine Varriale

Brent Whelan

APPENDIX F

Comment letter dated March 15, 2021 from Boston Parks and Recreation Commission
Executive Secretary Carrie Marsh Dixon on Harvard Enterprise Research Campus
Project Notification Form

[see attached, 7 pages]

BOSTON

March 15, 2021

Theresa Polhemus
Boston Redevelopment Authority
One City Hall Square
Boston, MA 02201

RE: PNF for Phase A of the Enterprise Research Campus PDA No. 115 in Allston

Dear Ms. Polhemus;

The Boston Parks and Recreation Department (BPRD) has reviewed the PNF for Phase A of *Planned Development Area No. 115: Harvard University's Enterprise Research Campus* at 100 Western Avenue in Allston. The PDA is 14.2 acres total, sited within the 36 acre Enterprise Research Campus. This PNF is for the development of the first of two phases of the PDA.

Phase A will consist of six acres of developable land with 900,000 sf of mixed-use with 330 residential units. It will include over two acres of open space with a 1.4 acre central landscaped plaza. Phase B is not currently under review but could encompass 4.5 acres and include an additional one million sf of development with 420 residential units, and one acre of open space.¹

The PNF includes conceptual plans and descriptive narrative that states that the open space will serve as a “multi-constituency, multi-seasonal focal point of public realm space and programming as well as building frontage zones, and ‘sidewalk rooms’ that are areas intended to provide expanded sidewalk space.” The open space is intended to serve as a link in the linear greenway corridor that Harvard has envisioned from Ray V. Mellone Park to the Charles River.

The central landscaped plaza will be developed by the proponent and owned by Harvard. The comments below are therefore directed to both entities. The project is considered in the context of the *Institutional Master Plan for Harvard University's Campus in Allston (2013)*; the *Harvard Greenway Planning Memorandum (2014)*; the *Enterprise Research Campus Framework Plan (2018)*; and the *Master Plan for Planned Development Area No. 115 (2018)*.

Context

The PNF site is in one of four contiguous areas totaling hundreds of acres that are controlled by Harvard. These future neighborhoods are north of the I-90 corridor and west of the Charles River, in the northeast section of Allston: Soldier's Field Road Athletic Area; Harvard Business School; ERC (including Allston Landing North, and the Science and Engineering Complex); and the MassDOT I-90 Interchange Improvement Project (including Allston Landing South).

¹ *Developer eyes another million square feet of labs, offices, and apartments for Harvard project.* By Jon Chesto. Boston Globe, 01/21/21.



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Harvard's IMP was approved in 2013. The BPDA notes it is a planning and zoning mechanism for institutional (academic) projects. It does not include the Enterprise Research Campus which receives its zoning and entitlements from the BPDA through separate mechanisms. Harvard owns other significant additional land in Allston that is also not included in the IMP.² Therefore, the open space framework needed to serve hundreds of acres under the control of Harvard is not planned as a cohesive whole and site plans for projects are reviewed discreet from each other.

The four adjacent areas are controlled by one entity, so there is a unique opportunity to create a comprehensive system of open spaces that relate to one another and serve as the framework around which the new neighborhoods can develop. Together with the BPDA's *Western Avenue Corridor Study*, there is an opportunity to provide a world-class open space system for a large area of the city on a scale not seen in Boston since the creation of the Emerald Necklace.

In advance of the renewal of its IMP in 2023, Harvard should provide an open space plan that connects all four neighborhoods around a comprehensive framework of green infrastructure. The plan should be based on an analysis of current needs and future buildout, and an impact assessment on public parks. It should provide for the passive and active recreational needs of the communities it will create, as well as the existing neighborhoods that are currently underserved.

The proponent should explain how the open space meets the needs of the buildout, or mitigate the impacts offsite, as well as contribute to the larger open space planning for the entire area.

Site Configuration and Open Space Acreage

The PNF states that the open space acreage is approximate but well in excess of the requirement in the PDA that 20% of the total developable area be provided as publicly accessible open space. Phase A will be six acres of developable land and Phase B could be 4.5 acres (presumably the remaining 3.7 acres will be streets and sidewalks). The open space in the PNF is therefore in excess of the 2.1 acres that would be required at full buildout of Phases A and B.

However, providing open space as a percentage of developable land area does not necessarily address the demand for open space created by the development. Further, Phase B would occur on areas that were approved as surface parking lots in the PDA. The full buildout could be more than twice the mix of uses, with more than double the residential units, as was approved in the PDA.³ This has significant implications for the need and demand for open space within the PNF.

Further, the open space in the PNF appears to be less than that which was approved in the IMP. Harvard's presentation to the BCDC in 2018 included a comparison of the open space in the 2013 IMP, the 2018 ERC Framework Plan and the 2018 PDA.⁴ The IMP provides greater open space acreage in larger contiguous parcels than the later plans.⁵ The Framework and PDA include open space acreage that appears to be reduced and reoriented compared to the IMP.⁶

² <http://www.bostonplans.org/planning/institutional-planning/higher-ed/harvard-university-allston-campus>

³ Figure 1.8 Full Build Proposed Conditions Plan, *PNF, Harvard Enterprise Research Campus*, 2021

⁴ Enterprise Research Campus presentation to the Boston Civic Design Commission Subcommittee, 01/23/18



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The proponent should provide detailed design of the open space that will serve the passive and active recreational needs of the development; meet the needs of the existing neighborhood; and contribute to a framework plan that will serve Harvard's holdings in Allston at full buildout.

The full buildout plan shows two phases, but the acreage that is delineated in the text is difficult to discern on the plan.⁷ The proponent should clarify how the open space is being measured. Streets, sidewalks, parking etc. are public realm and should not be conflated with open space.

The 20% open space acreage that was negotiated related to the developable area should be defined and confirmed. The difference in open space at this site between the 2013 IMP, the 2018 PDA and the 2021 PNF should be quantified, including new development proposed in Phase B. A reduction in total open space since the 2013 IMP, combined with a significant increase in full buildout, should be mitigated elsewhere in the Allston neighborhood.

Harvard's open space network should increase in relation to projected buildout across the neighborhoods is controls. It should be planned and implemented in the near term so that it serves as an amenity to the existing neighborhood and a framework for future development. That includes the phases of open space proposed in the PNF. This will ensure that the open space is implemented as planned, and is not impacted by revisions to the IMP or amendments to PDAs.

Needs Analysis and Impact Assessment

The City's *Open Space and Recreation Plan 2015-2021* notes that there is currently a need for permanently protected public open space in Allston. This rapidly developing neighborhood will require significant new park land to be set aside in master plans or transferred to public entities in order to meet the needs of current and future residents. At a minimum, there is a need for the creation of a publicly owned park of a regional scale with multiple athletic fields.

Harvard has created a plan for a greenway that knits together publicly owned and privately owned open spaces that will eventually connect the campus to the Charles River. This concept should be based on an analysis of the open space demand and active recreational needs at full buildout of the neighborhoods that Harvard intends to create. It should assess the development impacts of hundreds of acres of property on the existing publicly owned open space in Allston.

The full buildout of the PNF could create almost two million square feet of development and 750 new households – served by 2-3 acres of landscaped plaza space. The unit count was not clear in the PDA but the traffic impact study anticipated 250 units. However, the eventual buildout of both phases could result in 750 units of housing - triple that which was included in the PDA.

⁵ Figure 48: Pedestrian Realm Concept Plan, IMP, 2013

⁶ Figure 24: Long-Term Illustrative Plan, IMP 2013; and Figure 30: Long-Term Open Space Network, IMP, 2013

⁷ Figure 1.8 Full Build Proposed Conditions Plan, PNF, Harvard Enterprise Research Campus, 2021



BOSTON

The anticipated number of residents was not readily available in the PDA or PNF, but can be reasonably estimated at 750 to 3000 people. With only a landscaped plaza onsite, the 750 new households will seek nearby publicly owned open space to meet their active recreational needs.

The proponent should confirm the maximum projected population of residents and other users of the mixed use development, and relevant demographics. The significant increase in projected households since the approved PDA should be considered towards the provision of open space.

This assessment will inform the demand for open space for active recreation use at buildout, compared to the amount of open space to be provided by the project, the resulting impacts to existing public open space in the neighborhood, and the appropriate mitigation of this impact.

The proponent should explain how it is addressing the public open space needs outlined in the City's Imagine Boston 2030, which includes the Open Space and Recreation Plan 2015-2021. The active recreation needs of this new population should be provided for onsite or mitigated offsite so as not to impact already overburdened public parks.

Harvard should address how the proposed greenway meets the public open space needs outlined in the City's Imagine Boston 2030, which includes the Open Space and Recreation Plan 2015-2021. A comprehensive needs analysis and impact assessment should be conducted in order to determine the amount of active and passive open space that Harvard should provide in order to serve its own development; provide amenity to the existing neighborhood which is currently underserve; provide for sustainable development and climate resiliency and set an example for a world-class framework of open space to serve its future development.

This open space planning is beyond the scope of this PNF, but within the scope of the ERC Framework, the pending update to the IMP and the comprehensive planning for land controlled by Harvard. Active recreational space of a regional scale should be integrated throughout the open space framework, along with corridors on the north-south as well as east-west axis.

Diversity, Equity and Inclusion

Recent events in American culture have underlined the need for permanently-protected, publicly-owned and accessible open space that provides for the social justice, environmental equity and public health needs of a community. Projects that retain private ownership of open spaces impact the public's rights inherent in the use of public space. Open space that is privately owned but publicly accessible does not provide the same sense of rights as publicly owned civic space.

The PNF includes a goal to prioritize diversity, equity and inclusion particularly in relation to the planning and design, with a commitment to “foster a diverse community where all are met with a sense of inclusion and belonging, and to provide a welcoming environment to all community members.” The PNF notes that the project will create an open and inviting public realm that aims to connect Allston residents with the Harvard community, employees, residents, and visitors.



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Physical and psychological permeability and connections to existing neighborhoods are critical to inclusivity. The ERC Framework notes that the plan is organized by streets and open spaces which break down impenetrable areas into blocks that guide future growth. However, it is unclear how permeable the PNF superblock will feel from points beyond the site.

Harvard and the proponent should provide detailed information about how DEI strategies will be implemented in the public realm if it is privately owned.

The most effective way to make the open space feel inclusive would be to transfer the ownership to a public entity so that it is owned by all.

The open space in the PNF plan should be designed to be visible and accessible from multiple points outside of the site.

Permanent Protection /Public Ownership and Private Management

Harvard will own the 1.4 acre landscaped plaza at the center of the property.

Open space that is required, negotiated or proposed as impact mitigation for increased zoning or development rights in a PDA, or as a public benefit under regulatory requirements, should be protected in perpetuity through a gift in fee to a public entity or a conservation restriction approved through the Massachusetts Executive Office of Energy and Environmental Affairs (EOEEA). Please note that an easement for public access is not the same level of permanent protection as fee simple ownership or a conservation restriction.

Publicly owned open space may be managed privately. A relevant example is the A Street Park in Fort Point which was created as a public benefit in exchange for development rights in PDA 69. The ownership was transferred to BPRD thereby ensuring permanent protection of the park. A long term agreement was created for the proponents to maintain and improve the park.

There may be subsurface development below open spaces that may occur due to utilities easements, parking garages or private facilities. *Multiple examples exist in Boston of parks built over subsurface uses such as tunnels, parking garages and medical facilities. This should not be a hindrance to the permanent protection of surface level open space.*

Shadows

The PDA allows commercial scale building footprints and heights up to 180 feet. The buildings are immediately adjacent to the full length of the open space, aligned to the north, south and west of the central plaza. The shadows of the height and massing will create year round impact. The creation of open space in exchange for zoning should be evaluated in terms of the desirability to be in the space, and the ability to include a landscape that is more than an impervious plaza.

The shadow impacts on open space should be assessed year round, dawn to dusk and mitigated.



BOSTON

Stormwater

The Charles River Consent Decree requires mitigation of stormwater, of which green infrastructure can play a role. BPDA has identified the PNF site as a priority area for stormwater best management practices.⁸ The IMP and Framework Plan note that at function of the greenway will be to manage stormwater. *The central landscaped plaza should maximize this potential.*

Pets

If pets are to be allowed, they should be accommodated onsite so to not burden the public realm.

Mitigation

The Harvard Public Realm Flexible Fund has made significant contributions to publicly owned parks in Allston as part of its community commitment negotiated during planning and development review. The fund recently contributed to the design and construction of Phase 1 improvements at Smith Field. The second phase will begin in the spring of 2021.

During the IMP renewal in 2023, Harvard should conduct an open space needs assessment and impact analysis for its full buildout. It should evaluate the potential to expand the greenway framework to include north-south orientations, and implement these linear corridors in advance of development. It should assess the opportunity to allocate funding or property to create a new publicly owned park of a regional scale including athletic fields suitable for active recreation.

The proponent should complete an open space needs assessment and impact analysis specific to its project, and mitigate any impacts through a contribution to the City's Fund for Parks. This contribution should be at a level commensurate with the scale of the development.

Sincerely,

Carrie M. Dixon

Carrie Marsh Dixon, Executive Secretary
Boston Parks and Recreation Commission

cc: Ryan Woods, Commissioner, Boston Parks and Recreation Department
Liza Meyer, Chief Landscape Architect, Boston Parks and Recreation Department
Michael Cannizzo, Deputy Urban Designer, Boston Planning and Development Agency
Jill Zick, Landscape Architect, Boston Planning and Development Agency
Nupoor Monani, Senior Planner, Boston Planning and Development Agency

⁸ BPDA Final Report: Green Infrastructure Concept Plan and Design Strategies North Allston Sub-watershed Restoration Plan , 2017



BOSTON

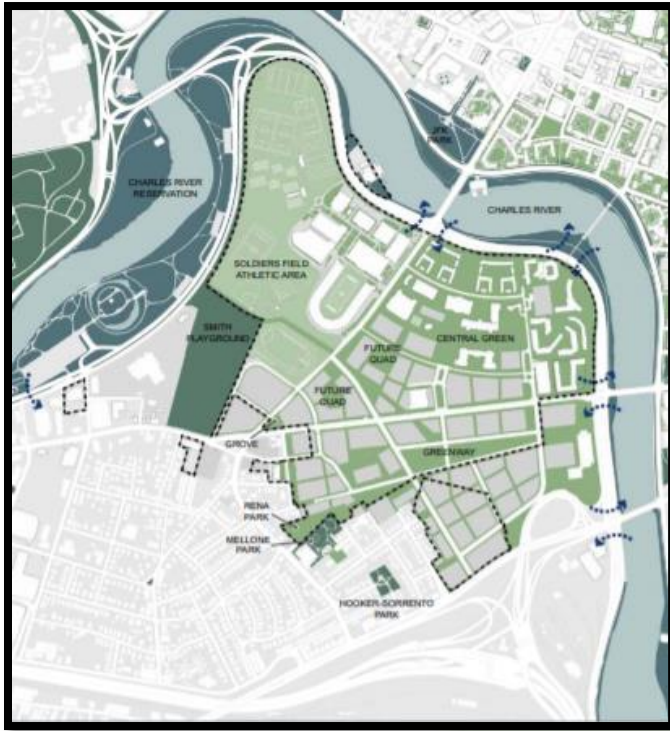


Figure 30 Long Term Open Space, IMP for Harvard University Campus in Allston, 2013

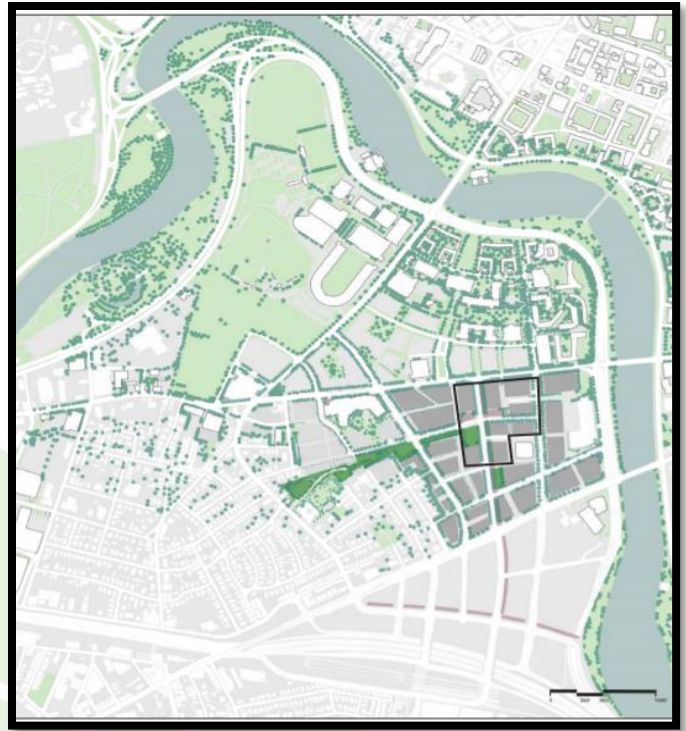


Figure Depicting Framework Plan Area and PDA Area, Master Plan for Planned Development Area No. 115, 2018



Figure 48: Pedestrian Realm Concept Plan, IMP for Harvard University Campus in Allston, 2013



Figure 1.8 Full Build Proposed Conditions Plan, PNF, Harvard Enterprise Research Campus, 2021



APPENDIX G

Harvard Business School Background Note 9-123-456 dated April 8, 2019 and titled
“Allston and the Enterprise Research Campus”

[see attached, 10 pages]



BACKGROUND NOTE

Allston and the Enterprise Research Campus

In March 2018, the Boston Planning and Development Agency board announced its approval for new development of 14 acres of Harvard's Enterprise Research Campus (ERC). Comprising 36 acres of property that for many years had been home to CSX-T property and a trucking facility, the site had since been remediated and was ready for new construction. The University's 2011 Allston Work Team had envisioned it to be a "gateway to a collaborative community" that would include research-focused companies of all sizes, along with green space, residences, and a hotel and conference center—in short, a vibrant addition to Harvard and to the Allston community.

Then, in November 2018, Harvard announced the formation of a wholly-owned subsidiary—Harvard Allston Land Company, or HALC—to oversee development of the ERC, with HBS Dean Nitin Nohria serving as chair of the governing board and Thomas (Tom) Glynn as CEO (see **Exhibit 1** for the Gazette story). Glynn, who had spent six years as head of Massport, had overseen a number of development projects in Boston's burgeoning Seaport District; his prior experience also included leadership roles at the Massachusetts Bay Transportation Authority, as US Deputy Secretary of Labor, as COO of Partners HealthCare, as well as time on the Harvard Corporation's Committee on Facilities and Capital Planning.

HALC would be governed by a board of directors, would be staffed with a lean team of experienced professionals, and would coordinate its development activities with the University's planning, legal, and public affairs departments. Harvard's Corporation laid out a series of guiding principles for the ERC that included attracting "idea intensive" activities and partnering with area Universities (see Exhibit 2).

Harvard's History in Allston

In the 1990s and early 2000s, the University began purchasing land in Allston, expanding its holdings beyond the athletic facilities and Business School. Today, at 360 acres, the Allston campus is one-and-a-half times the size of the Cambridge campus (see **Exhibit 2**).

The University commissioned numerous master planning efforts for Allston and projected significant expansion of its academic footprint. The Allston Science Center (ASC), envisioned as a nearly one-million-square-foot, four-building complex, received City regulatory approval in 2007 and was expected to open in the summer 2011. However, the University paused the project as the global financial crisis unfolded in late 2008 and created the Allston Work Team to evaluate options and recommendations for development. The Work Team's report had five recommendations, which the Corporation endorsed in 2011:

- Resume planning and development on the ASC foundation as an innovative interdisciplinary science center.

This note was prepared for the Board of Dean's Advisors meeting.

- Create an enterprise research campus in Allston Landing North, opening a gateway to a collaborative community for business, investment capital, research, and science development.
- Enhance the vibrancy in Barry's Corner (where North Harvard Street intersects Western Avenue) through new rental housing, retail, and other amenities.
- Enable future institutional growth by preserving land adjacent to the existing campus, and advance academic planning to determine next steps.
- Explore the feasibility of a state-of-the art conference center and hotel to accommodate the academic and research sectors.

In subsequent years, under the leadership of Katie Lapp, EVP and Chief Administrative Officer of Harvard University, several projects were advanced, including the Harvard Innovation Lab (2011), Launch Lab (2014), and Pagliuca Life Lab (2016) as well as community programming including the Harvard Allston Education Portal and the Harvard Ceramics Program. These activities brought new retail tenants into University-owned properties including three new restaurants, a film studio, gyms, and not-for-profit organizations; by 2012, 97% of the University's leasable portfolio in Allston was occupied, up from 64% in 2009.

Harvard Development Projects in Allston

By 2019, Harvard had several other institutional projects well underway in Allston. These included:

Science and Engineering Complex (Fall 2020) – The Science and Engineering Complex (SEC), designed by Behnisch Architekten, will house roughly two-thirds of the SEAS faculty and virtually all its administrative personnel. It will be the primary site for SEAS research, classroom activities, and student space. The eight-story, nearly 500,000-square-foot building will span more than 500 feet of Western Avenue and supply an estimated 32 research labs and 33 varied teaching and learning spaces.

District Energy Facility (Fall 2019) – The District Energy Facility (DEF) is a 65,000-square-foot facility that will house energy production and distribution equipment and systems supporting the heating, cooling, and electric distribution needs of the SEC and future institutional buildings.

ArtLab (Spring 2019) – The ArtLab is a 9,000-square-foot modular, light-weight structure along North Harvard Street that will support cross-disciplinary experimentation by students and faculty. It will be a flexible facility for dance, theater, sound recording, and film and video editing.

Child Care (2020) – An additional child care center will open in Allston at 114 Western Avenue to support SEAS faculty, students, and staff, as well as other University users and community members.

American Repertory Theater – In February 2019, the University announced plans to move the ART to Allston. The ART draws artists from around the world to develop musicals, plays, and operas inspired and enriched by its partnerships with faculty members and Schools across the University; ART director Diane Paulus noted that the new facility will “allow us to envision a sustainably designed center that encourages creative risk-taking in open, democratic spaces that will feel welcoming and porous to the city.”

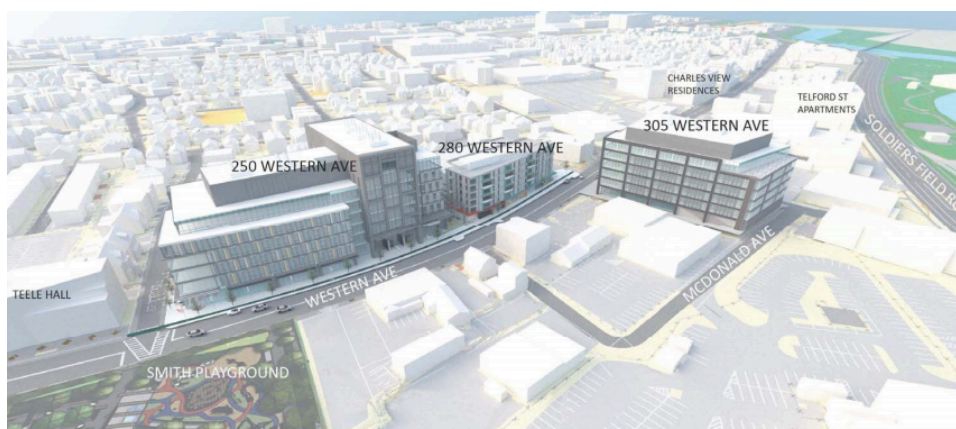
A range of other projects had been completed or were underway in Allston as well, ranging from a multiyear renovation of the University's Soldiers Field Park apartments, to an updating of the Lavietes Pavilion and Bright Hockey Arena for Athletics, to the construction of Tata Hall, the Chao Center, Klarman Hall, and Batten Hall on the HBS campus.

Other Allston Development

In addition to projects on which Harvard was taking the lead, several others projects had been completed and were under development. Some were based on long-term ground leases on land owned by Harvard. Others were on land developers had independently acquired in the neighborhood.

Continuum – In 2015, Harvard executed a long-term ground lease to support the construction of a nine-story residential building in Barry’s Corner comprising 325 market-rate rental units and approximately 40,000 square feet of ground floor retail, including a Trader Joe’s, Starbucks, gym, and restaurant.

NEXUS at the Allston Innovation Corridor – The proposed project is a three-building, 607,900-square-foot biotechnology and life sciences hub along Western Avenue in Allston. Covering 4.3 acres, it is anticipated to include approximately 21,100 square feet of ground floor retail uses, 40 housing units, and approximately 1,900 square feet of civic space.



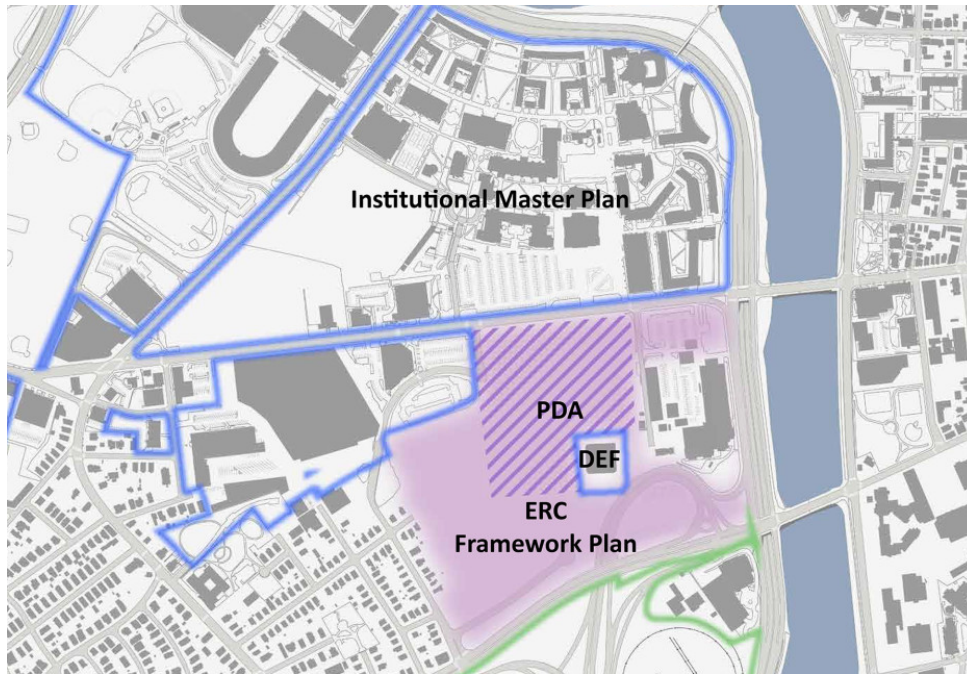
1170 Soldiers Field – Though still in the early planning stages, in Summer 2018 two Boston-area developers signed an agreement to build a new facility for WBZ-TV on a portion of its 8-acre site in Allston; once the new studio is done, the old studio will be torn down and the property redeveloped as a “mixed-use” campus of roughly 1 million square feet.

The Enterprise Research Campus

In March 2018, the University received City of Boston approval of its Planned Development Area (PDA) Master Plan for the first 14-acre phase of the ERC.

In addition to a series of guiding principles that would guide development (see **Exhibit 3**), the plan outlines a number of potential uses:

- 400,000 square feet of office/lab space;
- 250,000 square feet of residential space;
- 250,000 square feet for a hotel and conference center;
- between 800 and 900 below-grade and surface parking spaces; and
- new public open spaces and new roadways.



A large factor in the timing and build out of the ERC would be the project to realign the Massachusetts Turnpike, an undertaking of the Commonwealth of Massachusetts to replace the functionally obsolete Allston viaduct. As owner of the land, Harvard entered into a Letter of Intent (LOI) with the Massachusetts Department of Transportation in Fall 2014, which notes that in exchange for the University’s transfer of land to support the State’s rebuilding of the turnpike project and realignment of commuter rail tracks, the Commonwealth will:

- build a commuter rail station in the area currently called “West Station”;
- demolish the old turnpike ramps and extinguish its easements encumbering that land (~50 acres); and
- provide air rights to the University over the rail tracks.

In Winter 2019 the Commonwealth announced its final plan to put the Massachusetts Turnpike at ground level in Allston and elevate a section of Soldiers Field Road along the Charles River onto a new viaduct above the highway. At present, the Commonwealth expects the project to get underway in 2021; it could take up to eight years to complete. The completion of this project was seen to be crucial to unlocking further development in Allston, as it would provide the public transportation access that would otherwise constrain the amount of development that could be permitted in the area.

Exhibit 1 “Harvard Forms Subsidiary To Advance Enterprise Research Campus” (by Alvin Powell, The Harvard Gazette, November 29, 2018)

Harvard has announced the next step in its efforts to create a 36-acre Enterprise Research Campus in Allston: the formation of a wholly owned subsidiary to oversee development, with Harvard Business School Dean Nitin Nohria serving as chair of the governing board and former Massport CEO Thomas Glynn as chief executive officer.

The campus, across Western Avenue from Harvard Business School and next to the almost-completed Science and Engineering Complex, will include a collection of research-focused companies of all sizes, along with green space, residences, and a hotel and conference center. Initial plans cover the first, 14-acre phase of development.

President Larry Bacow said that the Enterprise Research Campus will foster Harvard’s broader mission by providing a place where students can discover cutting-edge research and by attracting companies that can develop research into products that reach the public.

“Universities exist to do a number of things,” he said. “We educate students, we generate new knowledge, and, through both activities, we seek to create a better world. I think the Enterprise Research Campus gives us an opportunity to accomplish all three of those objectives at a higher level.”

Bacow expects the campus to enliven existing activities in Allston and to amplify the work of Harvard researchers. “I think it’s going to bring enormous energy to Allston and to the academic campus in Allston,” he said. “It will bring different people. It will bring different activities. It will help to bring housing, retail, and other functions.

“Over time, it will prove to be an amplifier for the research that we do in Allston, because it’s our intent to try to recruit idea-intensive businesses to the Enterprise Research Campus that have a natural synergy with the scholarship that’s going on by our faculty and students in Allston.”

Nohria and Glynn are a good pair to lead the project, he added. Nohria, who will chair the governing board, knows both Harvard and the business world, while Glynn has experience across a diverse range of enterprises — hospitals, universities, government — important in Greater Boston and to the new campus’ success.

In March, the Boston Planning and Development Agency (BPDA) approved a planned development area (PDA) master plan for the initial 14 acres of the Enterprise Research Campus, to include infrastructure, streets, and open space supporting an approximately 900,000-square-foot, mixed-use development of office and lab space, residential units, and a hotel and conference center.

In an interview with the Gazette, Nohria and Glynn touched on how the campus will interface with the neighborhood and existing Harvard activities, its alignment with the region’s long history of innovation, and how it sets the table for future development.

Q&A Nitin Nohria and Thomas Glynn

GAZETTE: How would you describe the region’s desire for a project like the Enterprise Research Campus?

NOHRIA: The Greater Boston region has always been a hub of innovation. Starting with the American Revolution, one could say the entire country was invented here. We’ve had an amazing history. Now, as we look at life sciences and what’s happening with continuing advances in information technology, we’re once again at the nexus of an extraordinary period of innovation.

We have Kendall Square, and it’s just amazing to see how quickly the Boston Waterfront has become another innovation hub. We’ve always had Longwood. Allston joining the mix becomes part of the enormous set of possibilities this region has to offer.

GLYNN: I agree. I think that some of the other areas of the city that have been focused on innovation are becoming more mature, and this is an opportunity to start a new innovation area and a new neighborhood. So it’s an unprecedented opportunity.

GAZETTE: What’s the rationale? Why use the land this way and not for more dorms, classrooms, and museums?

NOHRIA: Harvard has close to 190 acres in Allston dedicated to institutional uses — there's plenty of land available for Harvard to pursue its most important institutional projects and collaboration across the University.

The companies we hope to attract to the ERC might be places where our students find exciting internships and jobs. They may inspire students to create new companies. They may be research enterprises with which our scholars will forge productive collaborations.

But we want to [create] a place that is not an island unto itself. We want to be connected to other institutions — to arts institutions and culture, to neighborhoods in which people live and work. And we have the ability to create this in this enterprise zone.

If you create a lively ecosystem of which the University is a part, it makes everyone better — it makes the people who are here feel they benefit from being part of the University and makes the University benefit from having these interactions with people who are beyond the University and yet connected to it.

GAZETTE: If the development is a success, what will it look like in five or 10 years?

NOHRIA: This is a project that will operate on multiple timescales. It's worth noting that it's taken Harvard almost 400 years to develop 214 acres in Cambridge. So we should not be impatient.

But in the short run, we think that Western Avenue, and the land adjoining Western Avenue, is probably the first place where, in the five-to-10-year horizon, we should start to see significant action. We already have the engineering school on one side of Western Avenue, and there are commercial and retail projects like the Continuum [apartments] around Barry's Corner.

There'll be other things occurring, maybe in the background, but not less important. We want to take advantage of the immediate opportunities, but also use these five to 10 years to create opportunities for the future.

GLYNN: I think that a lot has been done in the last 10 years, as the dean just indicated. The Continuum project, the SEAS building, innovation — the three innovation labs — and some of the new retail. ...

NOHRIA: The arts lab will also open soon.

GLYNN: That's right.

NOHRIA: And then there's the Harvard Ed Portal, bringing various education and enrichment programs directly to the Allston community, as well as the Office for the Arts Ceramics Program next door. It feels like these are projects where the parts and the whole have not yet come together. In the next five to 10 years you'll begin to see what feel like singular projects get united into a more coherent whole.

GAZETTE: What will be the daily life of the campus? Are residents walking their dogs or do you see people driving to work and going into labs and coming back out and driving home?

GLYNN: The hope is that it's all of the above. People will be coming to work there, but also people will be at play in the neighborhood. They'll be walking their dogs; people from the Allston residential neighborhood will be taking a walk on the green space. So it should be open to all — employees, students, and people from the neighborhood. I think that would be the hope.

NOHRIA: I think that if this does not feel like an integrated neighborhood we will have failed. By integrated, I mean integrated in terms of life and work, integrated in terms of current Allston residents and the new people who will come. Integrated in terms of Harvard and other members of the community.

GAZETTE: Will the Enterprise Research Campus advance Harvard's teaching and research mission, or is it seen as apart from that?

NOHRIA: I think it has to be integral to that. Our goal is to invite into the Enterprise Research Campus companies that have a research and intellectual intensity. It's not called the commercial zone, it's called the Enterprise Research

Campus, and I think the word “research” should not be taken lightly. It will become quite intimately tied to the research and teaching enterprise of Harvard University.

GAZETTE: Will students be doing internships there? Will there be faculty research?

NOHRIA: I hope they’ll be doing internships and getting full-time jobs when they graduate. We hope that faculty members will join research projects. There’s already a fair amount of sponsored research across the University. We imagine more of that will occur.

We have one of the most fertile startup ecosystems now at Harvard. Many of these companies, when they grow up, we hope might find a home on the Enterprise Research Campus. They would have natural connections to our faculty, students, and alumni.

GLYNN: I think the investment the University has made in the SEAS building will provide intellectual seed capital to attract companies that are compatible in the way the dean is describing. So I think we will be picking among organizations that all want to be part of this next chapter.

GAZETTE: And do you see a particular size company?

NOHRIA: It’s really important to have a portfolio — to get a good distribution of startups to midsized companies to large companies with research labs here.

GAZETTE: Has this model been used in the past? What other areas could you point to as examples?

GLYNN: I think there’s a lot to learn from the success MIT has had in Kendall Square. I know Brookings did a study four or five years ago that looked at other examples across the country. But Allston is a unique situation where you have available land adjacent to a great university. Most other places have to knock something down to put something up or are more distant from a university.

GAZETTE: Will this strengthen connections with other institutions?

NOHRIA: Absolutely. Once the turnpike project is completed, we will abut Boston University. In some 20- to 30-year future, we will walk across a bridge and take the Green Line. Imagine a University that is connected to the Red Line on the one hand and the Green Line on the other. In a world of autonomous driving, we could get connected even more quickly than through big infrastructure projects. I don’t know what the world looks like 20, 30 years from now, but there’s no other place with the same potential as Allston.

Just think of some of the big centers of innovation on the West Coast that are miles apart. Here, we’re talking about four major innovation districts that are within a few miles of each other: Longwood, the waterfront, Kendall Square, and Allston. The Tufts and Porter Square neighborhood isn’t much farther away. It’s a pretty rare thing to have this much density in one location.

GAZETTE: What are the first steps to getting going?

GLYNN: Nitin and I are having conversations about the [subsidiary’s] structure, the staffing, the budget, how the board is going to interact with staff. While we’re doing that, we can’t afford to let the [planning] work not progress. A lot of great work has been done. We’re not starting from scratch.

NOHRIA: The goal is to create a lean and effective organization. Then there are developers to be found. There’s an RFP that has to be developed. We already have about a million square feet approved by the city. We want to get moving on that work [of creating the research campus infrastructure and buildings]. And then it’s about inviting companies [to work there]. How do we select them? How do we make this compelling so we get the broadest reach?

Then, since there will be residential development as well, what should the street life look like? What does after-hours look like? We would like it to be lively. How do we make sure that that happens? So, that’s the execution side of this.

And then, there’s always long-run planning that we need to continue to do. These 14 acres are Act I. And there isn’t an Act II unless you start planning for Act II even as you’re doing Act I.

GAZETTE: Tom, what attracted you to this opportunity?

GLYNN: Well, there was the opportunity to work with Larry Bacow, who I've known for a while; to work with Nitin; to work with [Executive Vice President] Katie Lapp. I've been following [Harvard's Allston development] as a citizen of Boston for a while. I was, for a couple of terms, on the Harvard Corporation's Committee on Facilities and Capital Planning, so I followed it then. It is a great opportunity to work with great people, and was an easy decision.

NOHRIA: We were attracted to Tom because he's someone who's done amazing projects in this city. It's rare to find someone who's worked in every institutional setting — with the major hospitals, the major universities, with the state itself. Tom brings a unique set of capabilities and has seen this from all different angles.

Exhibit 2 Allston Overview

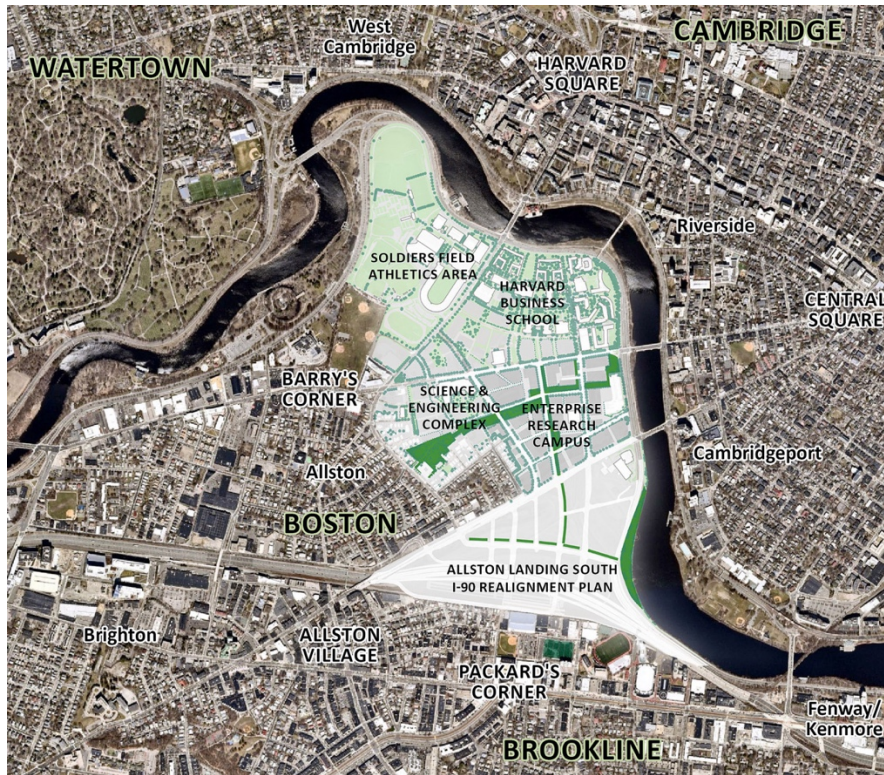


Exhibit 3 Principles Guiding the Development of Harvard's Enterprise Research Campus in Allston

1. Advance Harvard's interests and goals

Future development should be consistent with the University's larger interests and priorities regarding Allston, Boston, Cambridge and the Commonwealth. It should reflect University academic planning, including planned uses of adjacent academic space.

2. Attract "idea intensive" activities

The ERC is intended to serve as a focus for the generation and implementation of new ideas that will improve the world in practical, tangible ways. The specific organizations that it attracts are likely to include for-profit companies of various sizes and stages of development; all should share a commitment to innovation that will draw upon the many resources to be found in the Boston area, especially the rich intellectual milieu represented by its universities and knowledge-intensive industries.

3. Benefit the region

The development should contribute to the economic and intellectual life of the Boston-Cambridge area.

4. Partner with area universities

Although Harvard should maintain overall control of the ERC, the development of the ERC will be accelerated and its success will be more complete if it builds upon the active engagement of other nearby universities. The connections to MIT and BU, our immediate neighbors, are particularly important. Opportunities for programmatic and possibly financial connections should be explored, giving the partner universities a real stake in the ERC.

5. Plan with flexibility

Any structure should preserve our flexibility to adapt to changes in likely future uses to respond to changes in market conditions. For example, we should be able to preserve the option of repurposing land originally designated for commercial development for academic use. This will require us to think about both process and transfer pricing. Given the large scale of the ERC as well as the long potential build out, we should not try to fully anticipate and prescribe likely uses in advance.

6. Maintain University control of placemaking guidelines.

Placemaking guidelines for the Enterprise Research Campus should remain under the control of the University, to ensure that the physical development of the ERC will be consistent with the extension of the academic campus into Allston and with our vision for a vibrant 24/7 urban community.

7. Generate financial resources to support Harvard's academic mission and goals

In balancing the development of the ERC with the University's academic interests, the University is also seeking to generate financial resources for the University leadership to advance Harvard's overarching goals and objectives.

8. Protect University operating budget

Development of the ERC should be done in a way that does not put the university operating budget at risk. Put another way, the ERC should be financed off balance sheet by raising capital specifically for the purpose of underwriting this commercial venture.

9. Entrust day-to-day decision making to professionals

Day to day decision-making about the development of the ERC should be in the hands of seasoned real estate professionals operating in accord with these guidelines, with oversight from University officials.

APPENDIX H

“Access and Opportunity Committees (AOCs): Best practices for monitoring project workforce diversity,” one-pager produced in July 2020 by PGTI: The Policy Group on Tradeswomen’s Issues

[see attached, 2 pages]



Access and Opportunity Committees (AOCs): Best practices for project workforce diversity

Starting a new AOC

*“That which gets measured gets done.”**

Since 2008, [***PGTI: the Policy Group on Tradeswomen's Issues***](#) has partnered with over 100 owners, developers, contractors and building trades unions in Massachusetts to expand the demand for historically excluded workers in high skill, high demand union construction careers. Through the use of project-based **Access and Opportunity Committees (AOCs)**, tradeswomen's work hours have exceeded legally mandated targets for diverse workers on over \$6.7 billion of construction work in Massachusetts since 2012. PGTI's "how to" manual on meeting workforce goals, [***Finishing the Job: Best Practices for a Diverse Workforce in the Construction Industry***](#), provides detailed checklists for each of the stakeholder groups that are responsible for workforce diversity on construction worksite.

What is an Access and Opportunity Committee (AOC)?

Access and Opportunity Committees (AOCs) are multi-stakeholder workforce diversity monitoring committees that meet regularly—at least monthly-- to enforce workforce diversity compliance on one or more construction projects. These committees are generally convened by the project owners and involve close collaboration between project GCs/CMs, unions, community groups and other stakeholders in tracking workforce participation for women and people of color to ensure that workforce goals are met or exceeded. The work of the AOC is to:

- closely review diversity compliance reports across the project(s) and for each subcontractor and trade.
- mandate and review detailed corrective action plans and other best practices to ensure the project meets or exceeds goals for a diverse workforce.

PGTI's focus is on increasing women's access to the construction trades because women have historically been the population most excluded from these good jobs. In Boston, 50% of the women working in the trades are women of color. [Our data show that moving gender also moves race.](#)

Who is on an AOC?

AOCs should be convened and chaired by the lead decision maker for the project, for example, the developer or owner on a private project or the lead agency or authority on a public project. Committee members should represent all project stakeholders who have an interest in ensuring a diverse workforce including, but not limited to, the General Contractor/Construction Manager and subcontractors, area construction unions and apprenticeship (JATC) programs and community and civic groups.

* Congresswomen Ayanna Pressley (then Boston City Councilor) in 2011 when partnering with PGTI to make data on women in the construction trades more transparent and accessible.

Proven best practices and extensive supporting documentation are available at policygroupontradeswomen.org
Technical Assistance can be arranged by emailing tradeswomenissues@gmail.com

When should AOC begin?

The AOC can begin as soon as the project is prepared to bid and should definitely be convened by the time the GC/CM is designated. The first business of the AOC should be:

- Identify committee designees from each stakeholder group and secure a commitment to their regular participation.
- Agree on a regular schedule and time of meetings.
- Review the proven best practices for each stakeholder group that are documented in [***Finishing the Job Best, Practices for a Diverse Workforce in the Construction Industry***](#).

The GC/CM should describe in detail how they have or will prepare all subcontractors to comply with their contractual obligations for a diverse workforce, including subs of subcontractors. PGTI is funded by the US DOL to provide Technical Assistance on workforce diversity in construction and is available to do training for new AOCs on undertaking and implementing [***Finishing the Job***](#).

What does the AOC do?

- **REPORT:** Before each meeting of the AOC, the GC/CM prepares a report on their workforce data. The report includes a spreadsheet with work hours for the recent month and project-to-date, sorted by contractor and by trade. Detailed examples of AOC Presentations and Reports from PGTI's Targeted Projects with the UMass Building Authority and the Mass Gaming Commission are available on our website at [***Access and Opportunity Committees \(AOC\) report examples and sample contract language***](#).
- **REVIEW:** At each AOC meeting, the GC/CM presents their report including the project progress (stage, workforce projections, timeline), the workforce data and any other relevant information on diversity progress. AOC members review the data using the Compliance Monitoring Tools described in Appendix 3 of [***Finishing the Job***](#). The AOC's goal is to identify subcontractors and trades that need special attention as well as recognizing and better understanding the practices of those who are reaching the goals.
- **CORRECTIVE ACTION:** The GC/CM implements and reports to the AOC on corrective action practices to improve the diversity of those subcontractors who are below the goals. Corrective action steps are described in [***Finishing the Job***](#) and should include frequent meetings with non-compliant subcontractors, bringing the relevant union reps into one-on-one meetings with subs, requiring the company owner to attend meetings, requiring letters on the diversity needs of the industry to Apprenticeship personnel and their Trustees and, first and foremost, documenting ALL efforts in writing.

LEARNING COMMUNITY: Access and Opportunity Committees are multi-year commitments that follow a project or a group of projects from start to finish. Initially, members may not know and/or trust each other's motives for participation. The most successful AOCs have been those where the Committee has developed strong working relationships, where members recognize that they are in a unique learning environment and where the group grows to share a commitment to making real change in an important industry.

APPENDIX I

Boston City Council “Resolution to Support Commitments of Harvard University Sought by the Coalition for a Just Allston-Brighton,” adopted on March 16, 2022

[see attached, 3 pages]

Offered by Councilor Liz Breadon, Mejia, Louijuene, Lara, Murphy, Arroyo, Bok, Fernandes-Anderson, Worrell and Flynn



CITY OF BOSTON IN CITY COUNCIL

RESOLUTION TO SUPPORT COMMITMENTS OF HARVARD UNIVERSITY SOUGHT BY THE COALITION FOR A JUST ALLSTON-BRIGHTON

- WHEREAS,** The President and Fellows of Harvard College d/b/a Harvard University and its various subsidiaries, including the Harvard Allston Land Company and Harvard University Beacon Yards LLC (collectively, “Harvard”), own approximately 360 acres of land in the Allston and Brighton neighborhoods of the City of Boston, making Harvard the single largest landholder in Allston-Brighton, with its landholdings representing one-third of all land in Allston; *and*
- WHEREAS,** Harvard is the wealthiest university in the world with a fiscal year 2021 endowment of \$53.2 billion, a \$11.3 billion (27 percent) increase from the prior year, and the Harvard Management Company recorded a 33.6 percent investment return on endowment assets; *and*
- WHEREAS,** With approximately 170 acres of its land available for development in Allston and Brighton, Harvard has expressed its intent to develop its landholdings on a scale equivalent to that of the Seaport or Suffolk Downs districts, with hundreds of acres available for the construction of mixed-use life science, commercial, and residential development; *and*
- WHEREAS,** Three projects on Harvard-owned land in Allston-Brighton are currently undergoing the City’s development review process, namely the Harvard Enterprise Research Campus, 176 Lincoln Street, and 180 Western Avenue, representing only a fraction of Harvard’s landholdings; *and*
- WHEREAS,** The Coalition for a Just Allston + Brighton (CJAB) formed in August 2021 to unite residents, neighborhood-based organizations, community members, and elected officials with an interest in the future of Allston-Brighton, while engaging citywide Boston-based organizations; *and*
- WHEREAS,** As Harvard pursues development of its land in Allston and Brighton, CJAB delivered a letter to the Mayor outlining commitments sought of Harvard in community outreach, comprehensive planning, housing, sustainability, transit and mobility, open and green space, retail and commercial space, education, arts and culture, and labor and workforce development; *and*
- WHEREAS,** In community outreach, CJAB seeks Harvard’s commitment to a robust system for outreach to engage Allston-Brighton’s diverse population, which is implemented by an independent firm, incorporates community feedback, and involves participation of Harvard’s senior officials; *and*

- WHEREAS,** In comprehensive planning, CJAB seeks Harvard’s commitment to creating a framework plan encompassing all Harvard-owned land intended for development (rather than fragmented, project-by-project proposals), taking accountability for all projects on Harvard-owned land rather than through ground lease agreements, and selecting a new Harvard Allston Land Company leader committed to housing affordability, sustainability, and transit equity; *and*
- WHEREAS,** In housing, CJAB seeks Harvard’s commitment to including significant housing units across all development on Harvard-owned land in Allston and Brighton, ensuring one-third (33%) of all on-site housing units are income-restricted from 30 to 80 percent Area Median Income, fully complying with Affirmatively Furthering Fair Housing rules across all projects, and contributing to the establishment and operation of an Allston-Brighton Community Land Trust; *and*
- WHEREAS,** In sustainability, CJAB seeks Harvard’s commitment to outlining strategies to meet the City’s Building Energy Reporting and Disclosure Ordinance (BERDO 2.0) for all projects on Harvard-owned land, supporting green infrastructure projects in Lower Allston and North Brighton, and conducting needs assessments focused on environmental justice communities; *and*
- WHEREAS,** In transit and mobility, CJAB seeks Harvard’s partnership with the City, the Commonwealth, and the MBTA to significantly reducing reliance on cars as a means of transportation to and from Harvard-owned developments in Allston and Brighton; *and*
- WHEREAS,** In green and open space, CJAB seeks Harvard’s commitment to creating a comprehensive plan for Harvard-owned land in Allston-Brighton, envisioning a robust network of green space connecting the neighborhood to the Charles River, and achieving a tree canopy coverage above and beyond the City mean of 27 percent across Harvard-owned property; *and*
- WHEREAS,** In retail and commercial space, CJAB seeks Harvard’s commitment to designating at least 33 percent of retail and commercial space within each development constructed on Harvard-owned land as affordable and reserved for small-scale, Boston-based businesses; *and*
- WHEREAS,** In education, CJAB seeks Harvard’s commitment to working cooperatively with the City, the Boston Public Schools, the Boston Teachers Union, and school communities to expanding existing partnerships with the Gardner Pilot Academy and the Gardner Adult Education Program, and establishing an extensive partnership with Brighton High School; *and*
- WHEREAS,** In arts and culture, CJAB seeks Harvard’s commitment to including significant income-restricted artist live/work units across all residential developments and dedicated creative industry workspace within projects constructed on Harvard-owned land; *and*
- WHEREAS,** In labor and workforce development, CJAB seeks Harvard’s commitment to training programs for jobs in the life sciences industry for Boston residents, particularly Black, Indigenous, People of Color (BIPOC) historically excluded from such opportunities, stringently complying with the

Boston Resident Jobs Policy through Access and Opportunity Committees for construction on Harvard-owned land, and using unionized labor during and after construction; *and*

WHEREAS, The Coalition for a Just Allston + Brighton, residents, neighborhood organizations, community members, and elected representatives seek a cooperative and mutually beneficial relationship with Harvard amid an unprecedented and decisive moment in the history of Allston-Brighton, with much at stake to plan for a future which realizes a more equitable, affordable, and inclusive Allston, Brighton, City of Boston, and region as a whole; *NOW, THEREFORE BE IT*

RESOLVED: That the Boston City Council, in meeting assembled, goes on record to support the commitments of Harvard University sought by the Coalition for a Just Allston-Brighton, as outlined in the Coalition's March 12, 2022 letter to the Mayor; *AND BE IT FURTHER*

RESOLVED: That the Boston City Council, in meeting assembled, hereby urges the President and Fellows of Harvard College and its affiliates, including the Harvard Allston Land Company, to diligently meet commitments sought by the Coalition for a Just Allston + Brighton; *AND BE IT FURTHER*

RESOLVED: That the Clerk of the City of Boston be, and hereby is, respectfully requested to transmit a suitably attested copy of this Resolution to the Mayor of the City of Boston, the Allston-Brighton delegation to the General Court, the President and Fellows of Harvard College, the Harvard Allston Land Company, and members of the Harvard Allston Task Force.

Filed in City Council: March 16, 2022

In City Council March 16, 2022. Adopted.

Attest:



Alex Geourntas
Interim City Clerk

APPENDIX J

- i. Cassidy, Tina, and Don Aucoin. "Harvard Reveals Secret Purchases of 52 Acres Worth \$88m in Allston." *The Boston Globe*, 10 June 1997, pp. A1–A35, <https://bostonglobe.newspapers.com/image/441985021>. Accessed 23 June 2022.
- ii. Cassidy, Tina, and Don Aucoin. "Harvard Says Its Purchases Violated Trust." *The Boston Globe*, 11 June 1997, pp. A1–A22, <https://bostonglobe.newspapers.com/image/441356009>. Accessed 23 June 2022.
- iii. "Harvard's Stealthy Land Grab." *The Boston Globe*, 11 June 1997, p. A26, <https://bostonglobe.newspapers.com/image/441356262>. Accessed 23 June 2022.
- iv. McNamara, Eileen. "A Hard Lesson, Harvard-Style." *The Boston Globe*, 11 June 1997, p. B1, <https://bostonglobe.newspapers.com/image/441356290>. Accessed 23 June 2022.
- v. Walker, Adrian. "Harvard Deal May Hurt City's Efforts." *The Boston Globe*, 12 June 1997, pp. B1–B10, <https://bostonglobe.newspapers.com/image/441357222>. Accessed 23 June 2022.
- vi. Cassidy, Tina. "Pressured to Compensate, University Says It Does Plenty." *The Boston Globe*, 12 June 1997, pp. B1–B10, <https://bostonglobe.newspapers.com/image/441357222>. Accessed 23 June 2022.
- vii. Vennoch, Joan. "The Truth Hurts." *The Boston Globe*, 13 June 1997, p. E1, <https://bostonglobe.newspapers.com/image/441358753>. Accessed 23 June 2022.
- viii. Brellis, Matthew. "Harvard Purchases Test Town-Gown Ties." *The Boston Globe*, 14 June 1997, pp. B1–B8, <https://bostonglobe.newspapers.com/image/441358919>. Accessed 23 June 2022.
- ix. Doscher, Christopher. "Harvard Land Deals Prompt Call to Renew Monitor Board." *The Boston Globe*, 15 June 1997, p. B3, <https://bostonglobe.newspapers.com/image/441359795>. Accessed 23 June 2022.

[see attached, 16 pages]

Harvard reveals secret purchases of 52 acres worth \$88m in Allston

By Tina Cassidy and Don Aucoin
GLOBE STAFF

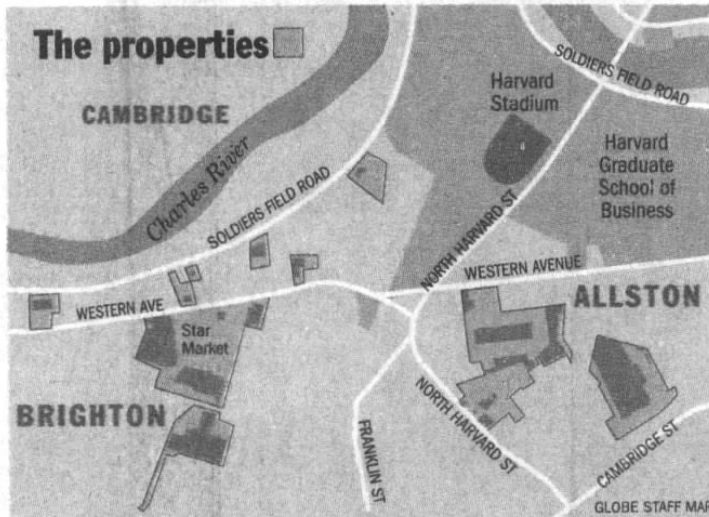
Harvard University has bought 52 acres in Allston during the past nine years in a secret buying spree that increases the school's land in Boston by more than a third.

Working through the Beal Cos., a prominent real estate development company, Harvard spent \$88 million to buy 14 separate parcels in the area near its Graduate School of Business as they became available.

The university now owns nearly as much land in Boston - 192 acres - as it does in its home city of Cambridge, where it has 220 acres.

Harvard officials said the university made the purchases without revealing its identity to the sellers, residents, local politicians, or city officials because property owners would have drastically inflated the prices if they knew Harvard was the buyer.

"We were really driven by the need to get these properties at fair market value" and avoid "overly inflated acquisition costs," said James H. Rowe, vice president for



public affairs at Harvard. Rowe argued that it is "normal" for non-profit organizations to conceal their role in the purchase of properties to guard against overly high costs.

But those who were left in the dark - including Mayor Thomas M. Menino - weren't buying it.

"That's absurd," Menino scoffed. "Without informing anyone or telling anybody? That's total arrogance."

Menino was so incensed that

he adopted a mocking sing-song tone to mimic his view of Harvard's attitude, saying: "We're from Harvard, and we're going to do what we want."

The mayor also warned that unless Harvard gives the city a better indication as to how the university wants to use the land, the Boston Redevelopment Authority could make it difficult for the school to proceed with any current redevelopment plans it has for its

HARVARD, Page A34

THE BOSTON GLOBE • TUESDAY, JUNE 10, 1997

'As far as I'm concerned, they practiced a deception. There are a lot of people who are going to say we can't trust them.'

RAY MELLONE
Chairman of Harvard University / Allston-Brighton Task Force

Harvard reveals Allston property

■ HARVARD
Continued from Page A1

other property. Community activists and other residents also were stunned by news that the purchases — made from 1988 to 1994, many in the trough of the real estate recession — had been made at the behest of Harvard, one of the richest universities in the world.

Only in the past few days did university officials quietly reveal Harvard's role.

"As far as I'm concerned, they practiced a deception," said Ray Mellone, chairman of the Harvard University / Allston-Brighton Task Force. "There are a lot of people who are going to say we can't trust them. We have to make the process work, and that means making the neighborhood involved, not having deals made in a back room and then coming to us and saying: 'Take it or leave it.'"

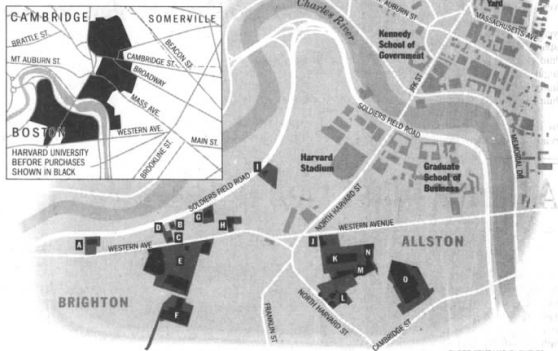
Paul Berkeley, president of the Allston Civic Association, said university officials told him Harvard would have paid two to three times more for the land if its role were known. In the end, however, Berkeley predicted Harvard will pay a

Recent Harvard acquisitions

The Beal Companies, acting on behalf of Harvard University, have been buying property in Allston since 1988.

| Address | Tenant | Use |
|--|----------------------------|------------------|
| 1360 Soldiers Field Road | Kinko's Graphics | Manufacturing |
| 1266 Soldiers Field Road | A & R Sales | Office |
| 367 Western Avenue | Blockbuster Video | Retail |
| 1274 Soldiers Field Road (back of Blockbuster) | McGarr Service Corporation | Office |
| Western Ave. shopping center | Caldor, Inc. | Retail |
| | Star Market | Restaurant |
| | McDonald's | Bed & Bath |
| 100 Holton St. | Diamond Window & Door | Manufacturing |
| | Commonwealth Lithosine | Warehouse |
| | High Output, Inc. | Retail/Warehouse |
| | Boston Auto Works (Carco) | Auto Service |
| | HNG Automotive Specialists | Auto Service |
| | Nantucket Allserve | Warehouse |
| 1230 Soldiers Field Road | Infographics, Inc. | Manufacturing |
| 287 Western Avenue | Baynes Electric Supply Co. | Retail/Warehouse |
| 1120 Soldiers Field Road | Smith Community Health | Health Clinic |
| 168 Western Avenue | Boston Volkswagen | Warehouse |
| 28 Travis St. | Cablevision of Boston | Office |
| | WGBH Educ. Foundation | Office |
| | SMS, Inc. | Office |
| 288 N. Harvard St. | Beal Employee | Residential |
| | Hanon/McMasters | Residential |

| Address | Tenant | Use |
|-------------------|----------------------------------|---------------|
| 90 Windsor St. | Sa's Auto Body | Auto Service |
| | Broadway Foreign Auto | Auto Service |
| | Cablevision of Boston | Warehouse |
| | Michael Crowley Trucking | Auto Service |
| | Fastnet Foreign Automotive | Auto Service |
| | Amtrak Auto | Auto Service |
| | Alla Auto | Auto Service |
| | America Home Heating | Office |
| | Chicken and Shakes Automotive | Auto Service |
| 100 Windsor St. | WGBH | Warehouse |
| | P.A. Bodor Auto | Auto Service |
| | Tripoli Auto Center, Inc. | Auto Service |
| | Art Sign Express, Inc. | Manufacturing |
| | Dabco Diagnostics, Inc. | Manufacturing |
| | Mobile Auto Repair | Auto Service |
| | Sand Castleman | Manufacturing |
| | Alarms Distributors, Inc. | Manufacturing |
| | Bertram Libon | Office |
| | Cambridge Television Productions | Warehouse |
| | Linda Harrar | Office |
| | Bostonian Foods | Warehouse |
| | Gerard Smyth/Supreme Auto Body | Auto Service |
| 115 Cambridge St. | Hillary Freight | Warehouse |
| | Herb Chambers Honda | Warehouse |
| | CBO Enterprises | Warehouse |
| | Conrail | Warehouse |



GLOBE STAFF MAP/O. BUTLER

public-relations price for not coming clean sooner with residents.

"If you're going to deal openly and honestly with somebody, you tell them the truth. That didn't happen here," Berkeley said. "If Harvard wants to be believed and trusted,

they have to earn that."

The purchases make Harvard the owner of a diverse assortment of parcels, whose tenants include the Western Avenue shopping center that contains Star Market, Caldor, and McDonald's; Cablevision of Boston; WGBH Educational Foundation; Herb Chambers Honda; Blockbuster Video; a Conrail warehouse; the Joseph M. Smith Community Health Clinic; and a two-family house.

University officials say they don't know yet how they will use the land, only that nothing will change right away. They say they will evaluate Harvard's space needs in a few years, and then determine when and how to use the property. Until then, it will stay on the city's tax rolls.

Rowe said the university pledges to be very sensitive to community interests in determining the future use of the properties.

Rowe also said officials do not know how much Harvard saved by concealing its role in the purchase of those properties. State Senator Warren Tolman, a Watertown Democrat who represents part of the area in question, scoffed at the argument that Harvard worried about being gouged.

"If you're a university with a \$9 billion endowment, how often do you have to worry about being squeezed

by an Allston landowner?" he asked.

Boston Redevelopment Authority director Thomas O'Brien said last night that he was frustrated to learn about Harvard's role nine years after the purchases began.

"It does not make for good-neighbor policy if you keep a secret of this magnitude from the people who live next door to you," said O'Brien.

Harvard paid Beal a fee for making the purchases, but neither side would disclose the amount. Beal's purchases have created a buzz for years in the neighborhood, where politically savvy residents have learned to keep their antennae tuned to any real estate goings-on. "He seemed to be grabbing everything that went available in Allston," Berkeley said.

Quipped Tolman: "They're buying so many auto body shops. I thought they might want to start a vocational school at Harvard."

Meanwhile, at City Hall, BRA staff had also been tracking Beal's purchases, wondering what the buyer's motive was.

O'Brien, the BRA chief, said he is concerned about the possibility of the properties reverting to nonprofit status, at which time they will be taken off the city tax rolls. But his more immediate worry, he said, is how to worry about being squeezed

Continued on next page

given 40 mg pravastatin as measured by AUC. The oral administration of 10, 20, or 40 mg pravastatin shows dose levels approximately 0.5 to 5.0 times the human drug levels at 40 mg of pravastatin in mice for 22 months resulted in a statistically significant increase in the incidence of malignant (neoplastic) lesions when all treatment groups were pooled and compared to controls (p < 0.05). The incidence was not dose-related and male mice were not affected. A chemically similar drug in this class was administered to mice for 27 months at 20, 100, and 400 mg/kg body weight, which resulted in most tumor drug levels approximately 3, 15, and 53 times higher than the mean human serum drug concentration (as total inhibitory activity) after a 40 mg oral dose. Liver carcinomas were significantly increased in high-dose female and male and high-dose males, with a maximum incidence of 80 percent in males. The incidence of adenomas of the lung was significantly increased in male and high-dose female mice. Drug treatment also significantly increased the incidence of lung adenomas in male and high-dose female mice and female mice. No evidence of multiplicity was observed in vitro with or without low-level radiation. In the following studies: micronucleus, micronucleus tests, using treated strains of *Salmonella typhimurium* or *Escherichia coli* and a forward mutation assay (L5178Y TK +1 mouse lymphoma cells); a chromosomal aberration test in human cells; and a gene conversion assay using *Saccharomyces cerevisiae*. In addition, there was no evidence of mutagenicity in either a conventional test in mice or a micronucleus test in mice in a study in rats, with daily doses up to 500 mg/kg, pravastatin did not produce any adverse effects on fertility or general reproductive performance. However, in a study with another HMG-CoA reductase inhibitor, there was decreased fertility in male rats treated for 34 weeks at 25 mg/kg body weight, although this effect was not observed in a subsequent fertility study when the same dose was administered for 11 weeks. The acute cycle of spermatogenesis, including epididymal maturation in rats treated with this same reductase inhibitor at 150 mg/kg/day, semelparous female degeneration, and loss of spermatogenic epithelium was observed, although not seen with pravastatin. Two similar drugs in this class caused drug-related testicular atrophy, decreased spermatogenesis, spermatogenic degeneration, and germ cell formation in dogs. The clinical significance of these findings is unclear. **Pregnancy Category C** — See **CONTRAINDICATIONS**. Safety in pregnant women has not been established. Pravastatin was not teratogenic in rats at doses up to 1000 mg/kg daily or in rabbits at doses of up to 50 mg/kg daily. These doses resulted in 250 (control) or 2400 (at the human exposure based on surface area (mg/m²)) fetuses, in studies with another HMG-CoA reductase inhibitor, skeletal malformations were observed in rats and mice. There has been one report of severe congenital body deformities, tracheo-esophageal fistula, and anal stricture (fetal associations) in a baby born to a woman who took another HMG-CoA reductase inhibitor with debrisoquine sulfate during the first trimester of pregnancy. **PRECAUTIONS**: Concomitant therapy should be administered with caution because potential only when each patient is highly unlikely to consume and have been informed of the potential hazards if the woman becomes pregnant while taking PRASVACOL. **CONTRAINDICATIONS**: It should be discontinued if the patient should again be in the potential hazards to the fetus. **Warning Mothers** — A small amount of pravastatin is excreted in human breast milk. Because of the potential for serious adverse reactions in nursing infants, women taking PRASVACOL should not nurse their infants. **CONTRAINDICATIONS: Pediatric Use** — Safety and effectiveness in individuals less than 18 years old have not been established. Hence, treatment in patients less than 18 years old is not recommended at this time. **ADVERSE REACTIONS**: Pravastatin is generally well tolerated; adverse reactions have usually been mild and transient. In 4-month long placebo-controlled trials, 1.7% of pravastatin-treated patients and 1.2% of placebo-treated patients were discontinued from treatment because of adverse reactions attributed to study drug therapy. This difference was not statistically significant. In long-term studies, the most common reasons for discontinuation were asymptomatic serum transaminase increases and mild gastrointestinal complaints. During clinical trials the overall incidence of adverse events in the elderly was not different from the incidence observed in younger patients. **Adverse Clinical Events** — All adverse clinical events (regardless of attribution reported) in more than 2% of pravastatin-treated patients in the placebo-controlled trials are identified in the table below, also shown are the percentages of patients in whom these events were believed to be caused or possibly related to the drug.

| Body System/Event | All Events | | Events Attributed to Study Drug | |
|-------------------|-----------------------|-------------------|---------------------------------|-------------------|
| | Pravastatin (N = 308) | Placebo (N = 411) | Pravastatin (N = 308) | Placebo (N = 411) |
| | | | | |

Neighbors stunned by disclosure

Continued from preceding page

the potential for a negative impact on a close-knit residential neighborhood.

"Here's an institution we want to make certain is a good neighbor to the people who live in this neighborhood," said O'Brien.

Harvard officials made the revelation of their role one month before the university is scheduled to present its revised master plan for expansion to residents and city officials. Rowe said Harvard wanted to be upfront about the purchases before that meeting to give context to the current discussions. He said that none of the land bought by Beal will be used to carry out that revised plan.

Nonetheless, the revelation does seem to put the university on a collision course with community activists who don't want any more institutional development in the area.

"If it's going to be an institutional use, that's a major concern," Mellone said. "They're not going to put students in there. They're not going to encroach on the neighborhood any other way."

Neighborhood activists were immediately alarmed at the prospect of losing one of the only grocery stores in the area.

However, Beal said it is unlikely Star Market would be moved out anytime soon because the grocer has a 25-year lease that would be enormously expensive to buy out.

The property - which generates about \$1.5 million a year in taxes to the city of Boston - will become tax exempt only if Harvard begins redeveloping the land for its own use. Even then, school officials said, it is likely that Harvard will make payments to the city in lieu of taxes.

Bruce Beal, president of the Beal Cos., began acquiring the property on Harvard's behalf in 1988 with the intention of eventually transferring title to the university.

Beal said his company did the same thing many years ago for the trustees of the Boston Public Library when they wanted to expand the facility behind the McKim building in Copley Square. The Beal Cos. purchased the buildings on the site

without the owners knowing it was to be used for the library.

Unlike in the more crowded and pricey Cambridge, the land in Allston was both available and relatively inexpensive.

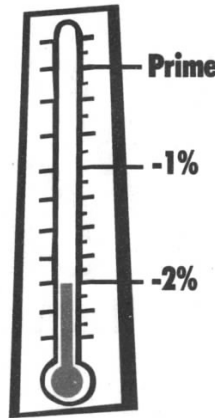
Harvard says it chose Allston not only for those reasons, but also with the neighborly intention of revitalizing the area. Beal said the company spent \$1 million to clean up a site that was just recently turned over to the city free of charge in order to

build an Allston library branch.

Tenants were to be notified yesterday. Beal will continue to maintain and lease the property until Harvard develops it.

Beal said Harvard never discussed a set amount of acreage to be acquired. The school simply "decided it was enough," Beal said, adding that he recently turned down offers to purchase adjacent property because he felt the price was too high.

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Harvard says its purchases violated trust

Menino demands scholarships in return for Allston land buys

By Tina Cassidy and Don Aucoin
GLOBE STAFF

A Harvard University official yesterday said the school was guilty of a "breach of trust" in secretly purchasing 52 acres over the last nine years in Allston, and Mayor Thomas M. Menino demanded that the university compensate the city through scholarships in return for the large-scale move into Boston.

As Harvard's public relations problems continued to snowball, Kevin McCluskey, the university's director of community relations, said Harvard does not have any plans for the 14 parcels it bought for \$88 million from 1988 to 1994. But McCluskey admitted Harvard had erred in the way it made the purchases.

"For anyone to pretend there hasn't been a breach of trust, that's ridiculous," said McCluskey. "There has been."

He added, however, that Harvard intends to do its utmost to "repair the breach" by consulting constantly with residents on any future plans for the properties.

Menino sent a letter to Harvard president Neil Rudenstine pledging to work on behalf of Allston-Brighton residents to protect them from "major disruptions due to rampant institutional expansion."

Bentley College in Waltham contributes more in scholarships to local students than does Harvard.

"Other universities are giving a lot in scholarships and other contributions to the city," Menino said. "I want to see how these [Harvard] acquisitions can better benefit the community."

Clearly, Harvard has a lot of ground to make up with some community residents who were incensed to learn that the university con-

HARVARD, Page A22



Kevin McCuskey, the university's director of community relations, said Harvard does not have any plans for the 14 parcels, including ones on North Harvard Street, it bought for \$88 million from 1988 to 1994.

Harvard admits acquisitions a violation of community trust

HARVARD
Continued from Page A1
ceded its role in major land purchases for nearly a decade.
John Nolan, head of the Brighton-Allston Improvement Association, said the neighborhood has "lost faith" in Harvard because the university violated an understanding that all major projects would be discussed with a community task force.

"My phone was ringing off the hook this morning, and the reaction was, 'How dare Harvard!'" said Nolan.
Nolan said she will seek a meeting with City Hall officials to discuss the neighborhood's options.
At the Joseph M. Smith Community Health Center, an Allston clinic that is a lifeline for many neighborhood families, there was uncertainty. It is a future that seemed bright

after the clinic spent \$1 million on a new facility. But yesterday clinic workers learned that the new clinic, like the current site, sits on property owned by Harvard.
"This could be good; it could be bad. We just don't know," said Matt Glynn, clinic executive director, as he throws things into uncertainty.
Elsewhere in Allston, reactions varied.

Some, such as 43-year-old Linda Crehan, said Harvard will help revitalize the area. "As far as I'm concerned, if Harvard wants to buy up properties and fix them up, more power to them," she said.
Others, such as 80-year-old Joe Doyle, were still angry at the veil of secrecy surrounding the purchases.
"There should have been some sort of public hearing," said Doyle. "They shouldn't just be allowed to do as they please. God knows what they're going to do with all those properties."
Still others adopted a stance of resignation. "Big fish always eat small fish," said Angel Ross, a laborer at Sal's Auto Body on Winthrop Street in Allston, one of the properties purchased by Harvard. "We can't do anything about it. It's up to powerful people, what they want to do."

Even some residents who support Harvard were a bit taken aback by the scale of the land purchases. "Soon the whole town is going to be owned by them," remarked Adiana Arredondo of Allston.

But Harvard news director Joe Wrinn reiterated that the university "will not do development there unless the community is involved in the planning process."

At 79, Elizabeth Hanlon is a bit old for surprises. But the Allston resident got a big one Monday night when her son returned home from a meeting and told her: "Ma, Harvard owns our house."
It was true. The brown duplex where Hanlon has lived for 42 years, raising six children along the way, has been part of Harvard University's vast holdings for more than three years, unbeknownst to Hanlon. It is the only residential property in the secret buying spree that came to light yesterday.

Elizabeth Hanlon says she doesn't care who owns the house and has nothing against Harvard, but she confided that she hopes the university - whose endowment is \$9 billion - might do something about her damaged gutters and the peeling paint on her window trim. And she says she is not going anywhere.
"They'd have a job to get me out," Hanlon said yesterday on her front porch. "They'd have to pull me out by the feet."

Richard Chacon of the Globe staff also contributed to this report.

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Harvard's stealthy land grab

Harvard University has elevated anxiety levels in Boston's Allston neighborhood while enlarging its real estate holdings by 52 acres. The secret land purchases, mostly along Western Avenue, took place by proxy over several years without the knowledge of abutters or city officials. The university's desire to buy low apparently outweighed its obligation to establish trust with its neighbors.

Harvard is at risk of becoming a prisoner of its own secret. Public speculation grows as to why Harvard speculated in Allston real estate to the sum of \$88 million. Everything is in play: research alliances with commercial enterprises; Business School expansion; administrative buildings; residential high-rises; new schools; athletic fields; parking lots; laboratories; museums. Harvard officials said yesterday that they have no firm plans for any of the commercial and industrial parcels. Historically, they say, the university conducts large land acquisitions well in advance of specific needs.

If Harvard is indeed thinking 20 or 50 years into the future, then its land acquisition strategy

could work out. But dealing behind the backs of neighborhood groups, the Boston Redevelopment Authority, and the mayor won't help the institution if it plans to reuse the parcels much sooner. Harvard is capable of many things, but creating city building and occupancy permits is not among them.

The land acquisition is a done deal. What matters most now is that the university commit itself to a thoroughly open planning and review process with Allston neighborhood groups and city officials regarding what goes on the land. The university can bring attractive, job-generating uses that are compatible with Allston's needs provided it collaborates with its neighbors. Harvard should also increase its current \$1.2 million payment in lieu of taxes to Boston and its roughly \$1 million in scholarship aid to the city's public school students.

As wealthy as it is, Harvard cannot afford a repeat of the kind of town-gown clashes that disrupted Mission Hill and Cambridge during earlier expansion efforts. The Allston land acquisitions need not be more of the same.

EILEEN McNAMARA

A hard lesson, Harvard-style



JIGSY MADDEN IS USED to being squeezed.

Forces bigger than a small businessman have pushed him all over Allston since he bought his first dump truck after he got out of the service in 1947.

Construction of the Massachusetts Turnpike pushed Madden Asphalt Co. off Lincoln Street. The siting of a public housing project bumped it off Portsmouth. Financial pressures forced him to sell his property on Windom Street.

A few years back, Madden Asphalt worked out of a mostly empty 13,000-square-foot building Jigsy owned on Holton Street. No one wanted to rent the vacant space for its approved industrial use, but Boston zoning rules prohibited him from converting to office space.

"I couldn't convert the place. I couldn't rent it. I couldn't do what I wanted with the property," he remembers. "That really screwed me up good. I was heavily mortgaged. Then, Beal came along."

That would be Bob and Bruce Beal of Beal Cos., the real estate development firm. They offered to take 100 Holton St. off Jigsy's hands. The alternative was bankruptcy. Jigsy Madden had considered bankruptcy, but that wasn't the way St. Columbkille's taught him to settle his debts.

"Everyone thought I'd hit a home run," he says of the sale that netted him peanuts after he paid off the banks and the tax collector. "When you're hurting, when you're under the gun and the banks are bugging you, you take a beating just to get out from under. I wanted to do the right thing."

And now, all these years later, Jigsy Madden learns that the Beal brothers weren't doing him any favors. They were fronting for Harvard University, a neighbor across the Charles River, which spent the last decade secretly buying up 52 acres in Allston. Harvard says it couldn't sign its own purchase and sale agreements for fear of getting fleeced by the likes of Jigsy Madden.

That Harvard turns out to be real buyer of his three acres on Holton Street came as a shock to

That Harvard turns out to be real buyer of his three acres on Holton Street came as a shock to Jigsy, who was too busy working yesterday to pay much attention to the newspapers.

"My right hand to God, we never thought it was Harvard. We aren't stupid. We saw Beal buying up everything he could get his hands on. We thought it was Japanese pension money, although I couldn't understand for the life of me what the Japanese would want in Allston. But Harvard? We had no idea."

Now that he knows, Jigsy Madden has a few ideas of his own about why Harvard might have wanted to keep its name out of its real estate transactions. His theories have nothing to do with fear on the part of the nation's oldest and richest university that it would be taken to the cleaners by sellers like himself. "Harvard don't get gouged, believe me," he says. "If they want something, they can afford to pay for it; they've got deep pockets."

It wasn't fear of Allston's auto shop and asphalt company tycoons holding out for more money that made Harvard hide its hand, Jigsy suspects. It was fear of being turned down flat.

"The neighborhood got aced out, is what happened. Allston would have put up a fight if it knew Harvard was behind all this buying," he says. "Did they take advantage of me when I was down on my luck? I don't know, but they must have known I was having trouble. They find out these things."

Madden Asphalt stayed on as a tenant at 100 Holton St. after Jigsy sold the property, but the rent got too high. Three years ago he moved one more time. The business is on Norfolk Street in Dorchester now. A new neighborhood where, at age 70, Jigsy Madden has made a fresh start. His three children - Ed, Mark and Linda - work with him. Madden Asphalt is his legacy.

Jigsy still operates on a handshake, the kind of guy, his friends say, who'll price a job at \$600 but consider knocking it down to \$400 if you offer to pay cash up front.

He misses Allston, but suspects that what's left of the neighborhood he remembers from growing up in Oak Square won't be around much longer. Harvard is encroaching from one direction, Boston University from another, Boston College from yet another. The march of higher education.

Allston could get squeezed right out of existence, he says, and getting squeezed is an experience Jigsy Madden knows something about.

THE BOSTON GLOBE • THURSDAY, JUNE 12, 1997

Harvard deal may hurt city's efforts

Pressured to compensate, university says it does plenty

By Tina Cassidy
GLOBE STAFF

As Mayor Thomas M. Menino yesterday intensified his efforts to extract reparations from Harvard in exchange for allowing the university to proceed with development plans in Allston, school officials said they already do a great deal of good in the community.

Harvard spokesman Joe

Wrinn said the university has always been a good neighbor, making its athletic facilities and museums available to the community at certain times.

A day after Menino demanded that Harvard compensate Boston through scholarships, Wrinn indicated that Harvard is unlikely to change its policies to allow such a preference. The university, he said, is one of the few "blind ad-

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By Adrian Walker
GLOBE STAFF

Allston Landing is a landscape dominated by small businesses and railway yards, and for city planners it has long been a field of dreams.

But Harvard University's surreptitious purchase of 52 acres of neighborhood real estate may well undermine plans to transform the area into a center of biotechnology and light industry. Harvard's moves, and the city's inability to realize them, have left observers questioning whether the city is safeguarding its future and the course of development.

As for the Harvard property in Allston, it became apparent yesterday that the city's role may have far less to do with planning development than with cajoling the university to disclose what it intends to do.

The city's chief economic development officer said he does not believe Harvard's claims that it

has no specific plans for the Allston property, and he said the city would soon ask the university for a full accounting.

"Our expectation is that there is a plan somewhere in this," said Thomas O'Brien, director of the Boston Redevelopment Authority. "We will continue to work with the neighborhood to ascertain what this plan is."

The city had become concerned several years ago that the Beal Cos. seemed to be purchasing important parcels in the neighborhood, O'Brien said. But he acknowledged that the identity of the true buyer in the deals, which took place over six years, had been easily concealed from the city's planning agency.

"We looked into it and there were no names, nothing from Harvard anywhere near it at all," he said. "Obviously, we're frustrated by the secretive way these transactions were made."

Though the city has floated various plans to
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THE BOSTON GLOBE • THURSDAY, JUNE 12, 1997

University says it does plenty for Boston already

■ HARVARD

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mission" schools in the country, handing out scholarships based on need rather than preferences for athletics, academics, or geography.

About 60 undergraduates — those who listed Boston as their residence on the admissions application or who list their permanent address as Bos-

ton — receive \$1.5 million in aid, while graduate students living in Boston are getting about \$2.5 million in assistance. Those recipients would have gotten the financial awards regardless of where they came from, Wrinn said.

Undergraduate tuition, room, and board at Harvard will top \$30,000 next year.

Meanwhile, Menino wants the

university to be "creative" in its charity to the community.

"What the mayor is looking for is more than scholarships — possibly some sort of a prep school program, or where medical students go into a housing development, where the endowment helps give mortgages," said Jacques Goddard, a spokeswoman for Menino. "We feel there's a lot of creative ideas out there . . . and we would like Harvard to take a look at them if they're serious about doing things for the community."

Wrinn said Harvard contributes to the neighborhood in other ways.

It sponsors the Allston/Brighton skating party, a youth hockey league clinic, and a music group that performs concerts annually, he said. It has reconstructed and helps maintain two baseball diamonds that the Allston Little League uses. It provides scholarships for summer camps conducted by its athletic de-

partment. And it provides financial support for the local senior center and health center, as well as St. Anthony's parish and school.

Harvard students also participate in community service, and the university spends \$115 million a year on goods and services in Boston, Wrinn said. Also, 2,600 Boston residents work for Harvard, and the university pays the city \$1.2 million in lieu of taxes.

Menino sent a letter to Harvard president Neil L. Rudenstine on Tuesday condemning the university for its "arrogance" in secretly buying 52 acres of land in Allston — worth \$88 million — from 1988 to 1994 and alerting the neighborhood and city officials of that fact only last weekend.

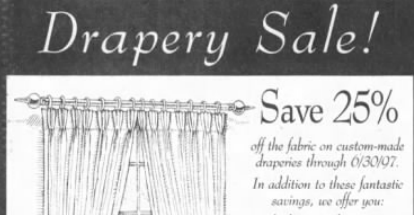
The mayor asked Rudenstine to "explain why Harvard suddenly thinks" that Allston "is suddenly such a good investment."

"Clearly," Menino added, "Harvard has shown minimal interest in our city in the past — suburban Bentley College invests more in scholarships for Boston kids than Harvard and Simmons College doubles Harvard's commitment — our people should be of as much interest to you as our property."

Wrinn said the mayor's message was understood, but he declined to say much more.

"I'm not going to talk about specifics of the letter," Wrinn said. "The bigger point is that we should be judged on how we move forward with the community and how we act responsibly within the community."

Harvard hired the Beal Cos. to purchase parcels on and around Western Avenue as they became available. Only last Friday was it disclosed that Beal was a front for Harvard.



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Harvard deal may hurt city efforts

■ PROPERTIES
Continued from Page B1

transform Allston Landing since 1991, when Genzyme Co. was persuaded to move into an abandoned rail yard, any hope for a general blueprint for development of the area now appears dashed.

"I don't see how you're going to be planning a biotech park with Harvard as the landlord," said former city councilor Michael McCormack, who once represented the area. "You lose a whole lot dealing with this amorphous institution."

"The Allston neighborhood doesn't bring a lot to that battle," he continued. "It's bows and arrows against nuclear weapons."

Neighborhood groups and city

officials will hold virtually no leverage over the university, and will have limited authority to prevent Harvard from pursuing development plans or simply holding onto the parcels until converting them to an educational, tax-exempt use, observers agreed.

But Harvard may have little incentive to go through a difficult neighborhood process to develop the properties — and may not have to, some city officials and others believe. Though Harvard may have to secure some routine zoning approvals, the city and resident groups enjoy far more leverage when property is being conveyed than they do years later.

According to former BRA direc-

'The Allston neighborhood doesn't bring a lot to that battle. It's bows and arrows against nuclear weapons.'

MICHAEL McCORMACK
Former city councilor

tor Stephen Coyle, Genzyme arranged at least one private dinner with neighborhood activists and went through a lengthy process of lining up support for the project among neighbors.

"They felt like they were part of shaping the plan," Coyle said. "This knocks away five or 10 years of building up trust with the community. People have to address that issue and address it as soon as possible."

With most of the property zoned for commercial use, Harvard's options are extensive. It could build classrooms or dormitories, lease parcels to developers for biotech or other industries, or leave them as they are for generations. The uncertainty contributes to the city's frustration.

Linda Haar, director of planning for the BRA, called it "astounding" that for years, the sales took place without Harvard's involvement being uncovered.

"How do you keep a secret like that?" she asked. "We've been working with Beal to discover institutional uses for these properties, and this was never mentioned."

Nonetheless, some observers say the wide-scale encroachment of such an institution into a residential neighborhood will likely transform it in time.

The area bordering Soldiers Field Road and Cambridge Street where the purchases are concentrated has long been coveted by institutions, including Boston University, who hoped to convert it to other uses.

Allston's district city councilor, Brian J. Honan, said the residents will keep close watch over the parcels, particularly the larger ones, waiting for any signs of Harvard's expansion.

"Although Harvard claims that for the foreseeable future these properties will remain taxable, they bought the land for a reason," Honan said. "We've got to make sure the community is involved. Obviously, Harvard wasn't upfront."

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THE PRIVATE SECTOR

Joan Vennoch

The truth hurts

HERE'S THE STRAIGHT VERITAS. Harvard University's stealth buying spree in Allston violates more than some amorphous sense of community trust, as the school this week conceded.

It also violates the spirit, if not the letter, of specific agreements Harvard has with the City of Boston. Indeed, it makes a mockery of those agreements because the university was buying property at the same time its representatives were negotiating terms about institutional expansion in city neighborhoods.

"This violates the integrity of the process that all the parties agreed to. It's a significant breach, and it calls for a specific and significant remedy," says Stephen Coyle, a former director of the Boston Redevelopment Authority who negotiated major planning compacts between the city and various nonprofit institutions.

In 1989, with Coyle in command, the city adopted an institutional master plan review, requiring universities and hospitals to inform the city and the neighborhoods affected of all existing property and uses and provide a description of any proposed future projects.

Harvard played a major role in the negotiations and was held up as an example for others, recalls Coyle. All the while, the university was assembling property in Allston, where its business school is located, through a straw buyer, Beal Cos.

The university went on to negotiate its own master plan with the BRA, which allowed Harvard to construct several new buildings. The master plan set clear boundaries to make sure Harvard didn't infringe on the neighborhood.

Yet, soon after the master plan was approved, Harvard purchased a small office building at 230 Western Ave. that wasn't part of the plan. With the neighborhood in an uproar, the university, represented by Kevin McCluskey, Harvard's director of community relations, and Kathy Spiegelman, Harvard's vice president of planning and real estate, undertook another round of detailed negotiations with city planners.

Memories differ as to the outcome of those discussions.

Memories differ as to the outcome of those discussions.

As Spiegelman and McCluskey recall, no commitment was made to notify the city about acquisitions. The talks were simply about "land use and institutional development zoning controls," says Spiegelman.

As Paul Barrett, another former BRA director, recalls, Harvard, along with Boston College and St. Elizabeth's Medical Center, agreed to notify the BRA and the Allston neighborhood of any acquisition in the designated area. He says the agreement was executed in 1993 as part of an Allston rezoning package.

"The issue kept reemerging. How can we trust these institutions?" says Barrett.

In the case of Harvard, we couldn't.

The university wants to argue away the truth on technicalities.

There was no violation of the master plan agreement filed with the city, Harvard officials say, because the university is only required to disclose its plans for institutional development; and at the time, there were no specific plans for the 52 acres it purchased secretly.

The university also wants us to forget the past.

"The test for us is not whether we can rewrite the past history of these acquisitions. It's whether we can work collaboratively in a positive way with the community, into the 21st century," says Harvard spokesman James Rowe.

Since Harvard brings it up, what is the proper remedy?

Mayor Thomas M. Menino is talking about more Harvard scholarships for Boston students.

But Coyle says he would demand more. "In this case, consideration might be given to divesting of some of these properties, or contribution of some of these properties to a housing and development land trust," suggests Coyle, who is now chief executive of the AFL-CIO Investment Trust in Washington.

The whole point, after all, behind the years of negotiating an appropriate balance between town and gown was to develop rational plans for orderly growth.

Harvard was negotiating in public and expanding in private. That's bush league, not Ivy League.

Harvard purchases test town-gown ties

Allston action revives longstanding concerns

By Matthew Brelis
GLOBE STAFF

CAMBRIDGE — City Councilor Michael Sullivan recalls his father, former Mayor Walter Sullivan, telling him a Depression-era legend: Harvard students would heat pennies on a stove and throw them on the street and laugh as young Cantabrigians burned their fingers trying to pick up the coins.

Whether or not the story is true, no one blames Harvard for scorching fingers in Cambridge any more. But the long-running debate of whether Cambridge would be better off without Harvard heated up again this week following the disclosure of Harvard's clandestine land grab in Allston.

Harvard President Neil L. Rudenstine and Boston Mayor Thomas M. Menino have set a meeting for next week to discuss the issue. Menino, who was harshly critical of Harvard's purchases in Allston, has said that the city should receive some consideration from the school in return for launching any major development in the area.

People in Cambridge, meanwhile, say Harvard's image as a neighbor has improved

dramatically in the last decade or so.

City officials such as Mayor Sheila Russell point to numerous examples, including:

- This year, the university sold 100 units of formerly rent-controlled housing to the city at \$30,000 each to create a permanent affordable housing stock in Cambridge, which is still feeling the effects of the end of rent control.

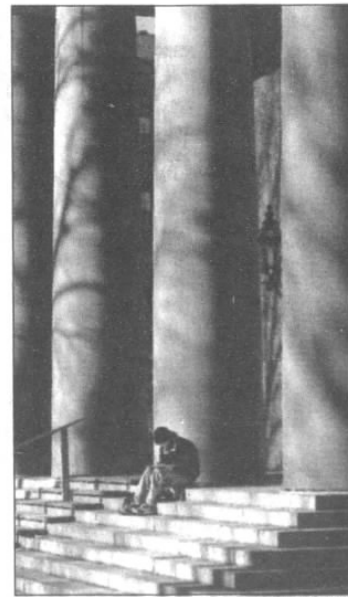
- The dozens of programs in the city school system, ranging from tutoring and mentoring to dance classes and dental care and the high number of Cambridge Rindge & Latin graduates who are accepted at Harvard and Radcliffe each year.

In addition, Harvard says it has documented its financial contributions to both Cambridge and Boston.

- In 1995, the school says, about 3,300 residents of Cambridge and 2,600 residents of Boston were employed, at a total annual payroll of more than \$165 million. The school buys \$60 million worth of products from 2,358 vendors in Cambridge, and \$184 million worth of goods from 2,670 vendors in Boston.

- In the same year, Harvard says it paid

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GLOBE FILE PHOTO

Land buys in Allston have sparked new debate surrounding Harvard University.

Harvard's Allston purchases revive debate

■ HARVARD

Continued from Page B1

an annual total of \$17 million in real estate taxes, voluntary payments in lieu of taxes and for the purchase of municipal services in both cities.

"I can't knock them," said Russell. "We always think there is more they can do because they are such a wealthy institution, but they do a lot more than they used to."

Harvard says it tries hard to be a good corporate citizen, but cannot stray from fulfilling its academic mission.

"We try to strike the appropriate balance," said James H. Rowe, vice president for government, community and public affairs. "Transitioning at the end of rent control is an area where we worked effectively. We had to be cognizant that some units would be for affiliated students and faculty, but we also worked hand in glove with the city to fashion an affordable housing program and we have extended rent control protection to income disadvantaged, the disabled and the elderly."

But Cambridge residents are not surprised that Allston residents are outraged at the university — which has a \$9 billion endowment — was clandestinely buying up 52 acres of land in the Boston neighborhood from 1988 to 1994.

"That type of thing has been going on for more than 100 years," said former Mayor Alfred Vellucci, who in 1956 authored and almost succeeded in passing a resolution to

pave Harvard Yard. He was motivated by the university's suggestion that the city help ease student parking problems.

But the town-gown relationship was unraveling long before the 1950s, just as Harvard has been expanding long before its recent foray into Allston.

"Harvard has been expanding for its entire life, since 1636," said Charles M. Sullivan, executive director of the Cambridge Historical Commission. "It did not really become a problem until the end of the 19th century when Cambridge became developed."

It was Harvard that suggested and helped pay to turn the Cambridge Common from a grazing area for livestock headed to slaughterhouses in Brighton into a park.

Whether it was the desired effect or not, when the school began walling Harvard Yard with brick in the 1890s and building dormitories inside the wall as a perimeter, it sent a message to Cambridge residents: Keep out.

Sullivan said that when the city began taking riverfront property by eminent domain in 1892 to create a park system, word was out that it would soon be an area with pretty vistas. Harvard alumni, a few years later, began buying parcels of land between Harvard Square and the river and then turning them over to the university.

From 1955 until about 1970, the university expanded into neighbor-

| | |
|------------------|--------|
| Endowment | \$9b |
| Operating budget | \$1.5b |
| Faculty | 2,100 |
| Enrollment | 18,600 |
| Staff | 12,000 |

SOURCE: Harvard University
GLOBE STAFF CHART

hoods, including Riverside, to build the Peabody Terrace apartments.

That final push brought several reactions, not the least of which was Sandra Graham storming the stage at the 1970 commencement in protest, brick wall or no brick wall.

About the same time, the city then got the university to agree to limit most of its purchases within defined areas. And in 1974, Cambridge won a battle to change state zoning laws, allowing the city to have more control over Harvard's development.

For its part, Harvard says it takes its obligations to Cambridge and Boston seriously. Since 1928, the university has been making payments in lieu of taxes to Cambridge. Last year, that figure was nearly \$1.4 million, and the university paid another \$3.9 million in taxes on its property that is not exempt. But Harvard's tax-exempt property, if it were taxable, would bring in about \$50 million a year to Cambridge.

Boston received about \$1.2 million in lieu of taxes last year from Harvard, and \$4 million for Mission Park and the Medical Area Total Energy Plant, a highly controversial power plant completed in 1981 at Mission Hill.

With about half of all land in Cambridge non-taxable, the city must be wary of future institutional expansion, said Michael Sullivan.

"If it continues, the burden will be too great for us to carry. We get off-shoot companies and start-ups from graduates who want to stay in the area, mostly from MIT, but there is a benefit to having Harvard here. Their students help out in our schools and if we are able to educate our children better, that is the best thing for the future."

Harvard's Rowe said the university's ability to be a good neighbor will not be tested "in whether we can re-write the past history of the acquisitions, but whether we can script a positive future for Allston and Brighton. We don't have specifics plans about any of the parcels and we are going to have a lot of time to go over this with the community."

While Cambridge officials praise Harvard's actions in the 1980s and 1990s, Allston residents would nod knowingly at Sandra Graham's 1986 reflection on the university: "Don't forget. They're an institution and I'm a human being. I'm going to die; they can afford to wait."

Harvard land deals prompt call to renew monitor board

By Christopher Doseher
GLOBE CORRESPONDENT

In response to the secret purchases of land in Allston by Harvard University, two city councilors are seeking to reestablish a city panel formed amid the construction boom of the 1980s to monitor the expansion of local colleges and other institutions.

The nine-member Institutional Expansion Board was created in 1983 to give residents a voice in expansion plans, but it has not been active since 1987, when the members' terms expired.

The board was charged with investigating the expansion plans of schools, hospitals, and other institutions. It was responsible for gauging the impact of new construction on housing and for publishing reports and conducting hearings on any such plans.

City Councilor Brian J. Honan (Brighton), who made the proposal to revive the committee along with Councilor at Large Stephen J. Murphy, said Harvard's surreptitious purchase of 52 acres of real estate in Allston for \$88 million between 1988 and 1994 might have been avoided had the board remained active.

"I think it's important that a board has some say and input in what institutions are doing throughout Boston," Honan said.

Murphy said Harvard's purchase of the property in Allston would have serious implications because nearly 52 percent of land in Boston is owned by tax-exempt institutions.

"There's a danger there, because 48 percent is paying the whole load,"

Murphy said. "I think, had it been active, we may have been tipped off" about the Harvard purchases.

Representatives on the board would come from Allston-Brighton, Audubon Circle, Back Bay-Beacon Hill, Chinatown, Dorchester, the Fenway, and Mission Hill. Members would be appointed by the mayor and confirmed by the City Council.

Spokesmen for Harvard, which opposed the formation of the board in the 1980s, did not return calls Friday. A spokesman for Boston Uni-

'It's important that a board has some say and input in what institutions are doing in Boston.'

BRIAN J. HONAN
City councilor

versity declined to comment, saying officials had not seen the proposal.

However, a spokeswoman for Northeastern University, which is planning new construction in Roxbury, said the school would support the reestablishment of the board.

"We value community input and any structuring the city provides," said Janet Hookailo.

She said Northeastern went before the original board when planning construction of the university's \$34 million Snell Library, which was completed in the spring of 1990.