

**Harvard Allston Task Force
Meeting Minutes
Wednesday, January 9, 2008
Honan-Allston Library
6:30 p.m.**

I. Attendance

Harvard Allston Task Force

Paul Berkeley
John Bruno
Cathi Campbell
John Cusack
Rita DiGesse
Michael Hanlon
Millie Hollum McLaughlin
Bruce Houghton
Ray Mellone, Chair
Harry Mattison
Brent Whelan

Harvard University

Harris Band
Monika Bankowski
Mary-Helen Black
Will Donham
Chris Gordon
Peggy Hayes
Kevin McCluskey
Kathy Spiegelman
Maile Takahashi

City of Boston

Gerald Autler, Boston Redevelopment Authority
Michael Glavin, Boston Redevelopment Authority
City Councilor Marc Ciommo
Paul Holloway, Mayor's Office of Neighborhood Services

Harvard Allston Task Force Chair Ray Mellone began the meeting at 6:36pm. He congratulated Mille Hollum McLaughlin, who is a new Director of the Veronica Smith Senior Center.

John Cusack gave an update from the Mitigation Sub-Committee meeting. The final version of the Construction Mitigation Plan will be ready around January 30th, 2008. Boston Transportation Department (BTD) has been invited to the next Sub-Committee meeting. The next meeting date/time will be announced as soon the meeting location is confirmed.

Ray Mellone said that on Monday, January 7th, 2008 there was an open executive session, where members of the Task Force came together to discuss the draft language of the Cooperation Agreement. He said that the Task Force members were dissatisfied with the language in the Cooperation Agreement. The Task Force came up with three possible positions:

- 1) accept the language in the Cooperation Agreement as is
- 2) revise the Cooperation Agreement
- 3) regard as something not acceptable

Ray said that the final word regarding the Cooperation Agreement belongs to the BRA who is responsible for approving and signing the document regardless of whether or not the Task Force agrees with it. He explained that the reason the Task Force is dissatisfied with the Cooperation Agreement because the proposed \$21.2 million worth of benefits will not go entirely to the Allston/Brighton community. Ray said that it is a problem of definition. The Task Force needs to think of a way to not repeat the same mistakes again in the future. The Task Force has come up with the following principles:

- 1) having a constructive and timely discussion with a method for tracking responses, research and discussion
- 2) Task Force has to have enough time to look at the proposals ahead of time – Ray proposed to the Task Force to hold executive sessions that are open to the public
- 3) community benefits must be strictly defined as community benefits
- 4) mandated payments to be excluded from the community benefits
- 5) balance between the IMP and Strategic Development Plan for the community

Ray said that the Task Force suggested that they should meet with the BRA without representatives from Harvard to further discuss the community benefits package associated with the Cooperation Agreement. Ray asked the BRA to meet the week of January 14th, 2008.

There was a short discussion between Michael Hanlon and Gerald Autler about the pilot program and linkage payments. Gerald said that the BRA will try to work out a terminology that everyone is comfortable with to separate money that Harvard spends on projects in the neighborhood versus money that Harvard is paying in linkage payments.

Ray Mellone said that the payments are mandated by the City and nothing can be done about it.

Michael Hanlon said that he appreciates Harvard contributing the money and the community is counting on the City to keep the money in the Allston/Brighton neighborhood.

Gerald Autler said that when BRA added all the elements that they agreed to with Harvard the figure came to \$21.2 million. He said that the BRA realizes that the community does not consider the linkage payments to be a part of the community benefits package. The linkage payments are very important to the City and they are a part of what the BRA asks for from developers. The \$21.1 million is the package that the BRA has negotiated with Harvard and it is the package that the BRA is intending to sign. The BRA will clearly define next time around what is a part of the community benefits package and what is not.

John Cusack asked if there is any preference or any open commitments as to if the projects that can be created in the Allston/Brighton neighborhood.

Gerald Autler said that what was said in the past and what is reflected in the Cooperation Agreement is that the BRA is committing to help the community to identify and support projects that are eligible for that funding. If there are housing projects that seem to be the right fit for Western Ave. or other parts of the community the linkage money can definitely be used for those projects. The Task Force should help the BRA identify the types of housing projects that will support the low & moderate-income housing. Everyone should keep in mind that the money is very restricted as to how it can be used.

Michael Hanlon said that the community is not looking for low-income housing, they are looking for housing to stabilize the neighborhood.

Gerald explained that the linkage fund can only be used for the low- and moderate-income housing projects. He said that the BRA will be happy to meet with the Task Force to talk about this issue in a greater detail. He said that the Task Force should talk among its members what their goals are and prepare their ideas in one single format.

Millie Hollum McLaughlin said that the Task Force has not had enough time to discuss issues ahead of time and be ready to respond at the Task Force meetings.

Gerald said that we will have to figure out how to use the meeting time the most effectively. He said that the portions of this review are looked at very closely by the City's departments and he suggested that representatives from different City departments could come and talk to the Task Force to clarify some of the questions and concerns rather than the Task Force spending a lot of time discussing issues that may not be the highest priorities.

Ray Mellone added that the executive sessions have helped the Task Force to organize their ideas.

Harry Mattison asked if there should be a discussion about the issues before the Cooperation Agreement is signed.

Ray Mellone said that there should be a meeting between the Task Force and the BRA.

Michael Glavin (BRA) said that the document that was distributed to the Task Force on Friday, January 4th, 2008 was a second draft of the description of the community benefits that are being proposed to be associated with the Science Project. He said that a later discussion will be about planning how we work together to start to develop a Master Plan for the community benefits associated with the entire campus planning project. He said the Task Force meeting was supposed to be the time to discuss the issues and concerns that the Task Force had before the Cooperation Agreement is signed. He added that the second draft of the public benefits description represents what the BRA believes to be the full program of benefits that the BRA is prepared to move forward. However the BRA wants to hear the comments, questions and

concerns that the Task Force members have in regards to this agreement. He said that Harvard was well represented at the meeting to also hear comments, questions and concerns. Based on the comments and concerns, the document will be finalized and the BRA will sign it and distribute it. He said that the Cooperation Agreement should be signed within the next two weeks. He said that BRA's goal was not to argue for or against any particular category or area but to mitigate the impacts of this project, improvements that can be made to the project, to the area, and in the area of social service benefits. He said that the goal of the Cooperation Agreement was to capture those categories. He said that the BRA will be happy to meet with the Task Force within the next week to further discuss the agreement.

Brent Whalen said that the Task Force has not been satisfied with either the first or the second drafts of the Cooperation Agreement. He said that after the first draft was distributed to the Task Force members, the Allston/Brighton North Neighbors Forum (ABNNF) brought an additional list of proposals and none of those suggestions were incorporated into the second draft of the Cooperation Agreement.

Gerald Autler said that a lot of the ABNNF proposed things are already incorporated into the Cooperation Agreement. He said that many public realm improvements are already incorporated into the agreement. He also said that there is money set aside for other projects if they turn out to be priorities to the community.

Brent Whalen said that \$400,000 per year over a 10 year period seems to be a small amount of money. He said that the proposal had asked for a community school and in place of that, the community is getting an educational portal.

Gerald Autler said that the BRA is fully supportive of exploring the idea of a community school, but some ideas cannot be accomplished within this timeframe. He said that the idea is to create a package of benefits that can benefit the residents of the Allston/Brighton neighborhood right away and in the meantime lay out the groundwork for a more ambitious agenda. He said that the members of the Task Force, through the matrix, also recognized that in association of the Science Complex there was a set of educational benefits that is almost identical to the set of benefits proposed in the Cooperation Agreement. He said that the big ideas like major renovations of schools or new schools were longer-term benefits that shouldn't be expected to be associated with the Science Complex. He stressed that it was the Task Force who put together the matrix which clearly explained that certain benefits should be incorporated sooner and others in the long-term.

Harry Mattison said that the matrix was not intended to be used against the Task Force. He said that the matrix was a draft document that was put together about a year ago with the input from some meetings and now it is being used repeatedly against the Task Force. He asked how many people in the room had their quality of life improved by the project that they've spent a whole year reviewing. He said that the community is looking to improve their quality of life in conjunction with the Science Complex. He asked how is the community supported by the BRA?

Gerald Autler said that he understands that this community has very ambitious goals and aspirations and that the BRA supports the community in that. He said that the BRA would like

to return to the strategic framework, really start to think about how they want to implement some of the things, in some cases with Harvard and in some of the cases without Harvard's help. He said that he is prepared to spend the next several months and devote a significant portion of the time to look at the community benefits that will be associated with the IMP, which can include a lot of ambitious things that the Task Force has been talking about. He said that this project was supposed to be the starting point and a building block towards the campus and a building block towards the transformation of the neighborhood.

Ray Mellone said that there should be a meeting between the Task Force and the BRA the week of January 14th and to the package of benefits associated with the Cooperation Agreement.

Bruce Houghton said that the BRA was pushing to get the Science Complex built and the community was very welcoming to that building. He said that were deadlines to be met which were never deferred, the agreements had to be signed within a certain period of time. He said that the Task Force had to meet every other week throughout the summer to meet the needs of Harvard in order to build that building. He said that he sees Harvard's vision as a vision of redeveloping a community and that this not what the Task Force is envisioning. He said that the Task Force is not looking to build the Science building. It is an accommodation for Harvard and for the City of Boston. He said that the Task Force is looking for benefits associated with that disruption and how will those benefits be delivered. He said that the whole Harvard's structure is opposing the needs of the community. He said he feels that the pressure is to get the building done and to get the Cooperation Agreement signed in order to move on with the building. He said that is not necessarily what the community wants. It was something that was negotiated with the BRA. He said that the community benefits were discussed and there was a promissory note that there will be more time to discuss them. He said that in fact there was very little time to discuss the community benefits. He also said that the Task Force consists of 100% of volunteers and Harvard has 100% of paid staff working on the project. He asked how it is fair to the community and how is the community supposed to adjust to the fact that the jobs have been lost, buildings have been closed, the streets have been interrupted. The community's quality of life is less that it has been before. He said the community should be allowed more time to discuss the benefits. He said that the benefits are like a promissory note because nobody knows what is going to happen with the Master Plan. He is concerned about the structure in which the BRA is working and the perception of the agency. He asked if the BRA is the redevelopment authority or if it is the redevelopment and the community authority.

Gerald Autler said that he would like to have a discussion with the community as to how the BRA can have adequate time for the community. He said that he cannot guarantee a process that will allow everyone to discuss every single issue. He said that there are developments happening all over the city and the BRA has a process intended to review those developments in a timely fashion while providing opportunities for community feedback and input. He said that BRA would like to give the community adequate time to go over the key issues. He suggested that the Task Force should identify the key issues in this next phase of the process and prioritize the discussions in order to be able to discuss what's important.

John Bruno commented on the issues in regards to the Cooperation Agreement.

Brent Whalen asked if anyone from Harvard can comment whether or not the benefits associated with the Science Project can be re-negotiated.

Kathy Spiegelman said that what seems to be most difficult for the Harvard Team was that the whole conversation was based on how much money Harvard has in its endowment and how much money should go into certain projects. She said that Harvard did not get to this place in the Cooperation Agreement by making a calculation about dollars that were associated with a particular building project or a particular investment. She said that it is hard to get away from measuring things and to not try to quantify in that way. She said that Harvard did not intend for the matrix to be used against the Task Force, Harvard intended for it to seed the ideas that the community put forth, she stated that Harvard wanted to begin to create a sustainable partnership with the community that Harvard had not had a chance to create with previous projects. She said that Harvard has been building in Allston for sometime now, mostly on the Business School campus and in the Athletics facilities. She said that Harvard had an opportunity to build another very important project, the Science Complex that will have positive benefits not only for Harvard but also for the City of Boston. She said that at the same time, Harvard wanted to see the residents of North Allston positively impacted by the project by creating a range of benefits for the community. Kathy said that the idea of the educational portal is very exciting for Harvard because education is the key value and core mission that Harvard is engaged in and it is something that the community would benefit from. She said that the idea of the community school or some of the other educational ideas are wonderful, but are not ideas that Harvard has the ability working with the City or working with members of the community to bring to life in the timeframe associated with this project and this Cooperation Agreement. She said the intention for the Cooperation Agreement was to represent the beginning of the dialogue and growth with the community. Kathy said that all the public realm improvements that are going on right now and the ones associated with the Science project represent the beginning of things that Harvard intends to do for the community. She said that it is impossible to calculate the dollar value of the benefits. Harvard has never done a project that would have a calculated dollar amount associated with community relationship and the community benefits that would be judged as adequate or inadequate based on somebody's measurement of the dollars. She said that the expectation of 10 years past and 10 years forward is that the University will continue to make investments in what this Task Force and this neighborhood considers to be community benefits alongside and with association to the investments that are made in the campus. She said that Harvard came to this negotiation with ideas that were based on the things that the Task Force had communicated in the matrix and in the meetings last spring. It was Harvard's understanding that those are the key issues that the Task Force considered the most important and wanted Harvard to start laying the groundwork for. She said that Harvard's staff and faculty are very excited about the educational portal and what it represents and the idea of bringing their talent and their expertise to have meaning for the children and the adults who live in Allston. She said that there are people who are excited about hiring local residents to work on construction or to work on this project. Kathy said that she is hoping that we don't ignore and leave behind the essences of a partnership that we can begin making going forward.

Harry Mattison agreed with Kathy by saying that it should not be all about dollars but about the partnership. He feels that people in the community feel that they had been pushed away by Harvard over the past year rather than embraced in a partnership. He said that a lot of things that

Harvard is doing for the community are not received by the neighborhood as a partnership. He feels that lives of the people from the neighborhood have not been impacted directly by what Harvard is doing. He said that it feels like Harvard does not want the community to be a part of the University.

Chris Gordon said that he completely disagrees with what Harry said. He said that a lot of the things that the community has been asking for are either being done or are included in the Cooperation Agreement. He said that the community had asked for the local construction workers to be a part of the project and that the agreement was made with the Labor Union for preference to hire local construction workers.

John Bruno asked Chris about the status of the shuttle bus question.

Chris Gordon said that Harvard had an internal meeting with the person responsible for the shuttle buses and that allowing community members to ride on the shuttle buses is not as simple as it sounds. He said that it is a very complicated issue and Harvard is working closely with responsible parties to get the final answer as to whether or not it is possible to allow the residents to ride the shuttle buses.

Kathy Spiegelman said that she did not want the community to get an idea that Harvard does not want the community members in their facilities. She explained that the Athletic facilities are very heavily utilized and Harvard is planning the expansion of the Athletic facilities to have dedicated place for the community and not have to compete with the undergraduate students for use of the facilities. She said that it is the same situation with the shuttle bus system. She explained that currently the shuttle bus system that operates to serve those who work and go to school at the University. In order to convert that system to serve the community, Harvard has to make sure that there is no disruption of the service for the community the shuttle was originally intended to serve. She explained the issue with the Day Care Center that is planned for the Science Complex. She said that the Day Care Center was originally planned to serve the needs of people who will work in the Science Center. She added that it is clear that the community would like to share the Day Care Centers and that there other Day Care Centers planned in the IMP. The community has to decide which issues are the most important to them and focus future discussions around those issues.

Audience Member (Tom) asked who from Harvard has the authority to alter the agreement.

Kathy Spiegelman answered that this agreement was negotiated by Harvard representatives present at the Task Force meeting. She added that the negotiation was not based on setting the dollar figure, it was based on series of programs and physical improvements that the City had asked Harvard to quantify as dollars.

Brent Whalen said that dollars are a convenient way to quantify things but the community is looking for services not necessarily dollars. He said that the community realizes that some of the services will require long-term commitment and cannot be accomplished immediately. He said that the community's proposal was broken down into short-term steps that will lead to the

long-term benefits. He said that the community is asking for a little interest and for Harvard and the City to meet them half way in what they proposed.

Millie Hollum McLaughlin said that after about 70 Task Force meetings, that members of the Task Force feel that they did not do a good job negotiating for the community. She said that the meeting with the BRA is something that the Task Force needs to do for the community.

Kathy Spiegelman said that if there is going to be a partnership between the community and Harvard, there should be a discussion on what the community is looking for and how it can be accomplished so the community feels that Harvard is willing to work with the community. She suggested that the Task Force members in addition to an executive session with the BRA, they have a meeting with Harvard as well. She said if the Task Force is looking to re-shape any part of the Cooperation Agreement, Harvard has to be a part of it.

Ray Mellone said that the Task Force should have an executive session with the BRA and with Harvard.

John Cusack said that there should be an exclusive meeting between the Task Force and the BRA in order to look at the Cooperation Agreement one last time. He suggested that the discussion should be based on how to keep the money in the community.

Ray Mellone, Mille Hollum McLaughlin and Harry Mattison suggested that there should be two separate executive sessions (two consecutive meetings on one night), one between the Task Force and the BRA and the second one with the Task Force, BRA and Harvard.

All members of the Task Force agreed.

Gerald Autler said that the hope is to find common ground. He said that it should be determined how the scheduled meetings are going to be used over the next few months, given the various work items that are planned for this year. He said that at the end of the meeting he would distribute a tentative plan of different components planned for the year.

Audience Member (Helena Creamer) said that she formerly worked with Brian Honan as his Chief of Staff. She said that she is very familiar with linkage program and she added that there is a language in linkage that states that the money can be used for creation of housing in a particular neighborhood. She suggested that the language be changed, that Harvard makes a commitment to use that exaction to create housing rather than have the money go to the NHT. She said that the money should be used to create new Charlesview housing. She suggested that if the linkage money is used for that project, Harvard would not have to replace the 200+ units of existing Charlesview complex with 413 units in the new complex in such a small confined area and have the 10 story building to fit that purpose.

Gerald Autler said that Charlesview housing is fully funded by Harvard and not with the linkage money, and that the position of the BRA is that it should not receive linkage funds since it was negotiated as a separate deal. He said that if the community decides to pursue additional housing projects to be built in the neighborhood, linkage requires projects that meet the criteria

for the use of these funds and if they can be identified, the linkage funds can definitely be used. He said that Harvard could develop the housing but it would have to be housing for the low & moderate income, meaning below 80% of area median income. He said that if it is a desire that is expressed as we get into the implementation of the strategic framework then the BRA will be happy to work towards that.

Audience Member (Ed) asked how much money will be given out every year for 10 years.

Gerald Autler explained that some of the money will be spent all at once for specific projects while other items will be funded on an annual basis.

Audience Member (Ed) said that if the money is set aside it will collect interest.

Kathy Spiegelman explained that the money is not being paid out. She said that there are series of programs and physical improvements that Harvard has estimated the costs of, that the BRA will make Harvard accountable for and that Harvard has to demonstrate that they have put those costs into those various things over a period of time. She said that it is not a payment to anybody or any place. She said that it is a calculation of the value associated with a series of things some of them are parks, our design process, and some of them are programs.

Audience Member (Ed) asked if Harvard would be willing to set aside some of those funds, let them accrue interest and that interest be given to the community and let the community distribute that money. He suggested that if Harvard could set aside even a million dollars, and give 5% of that million each year to a community fund.

Kathy Spiegelman said that the community fund, regardless how the money goes into it, is one of the suggestions that was incorporated into the proposals that we need to continue to talk about. She said that there are some problems associated with the community fund. She said that the City has had a lot of resistance to the idea of creating a community fund rather than defining a series of benefits.

Audience Member (Ed) said that the community would appreciate that money to be set aside. He said that Gerald Autler should bring to the Task Force every single person from City department that is involved in the project, just as Harvard brings its people.

Audience Member (Lenny Kallaher) said that he has lived in Allston all his life. He said that he cannot forgive that Harvard bought the properties in Allston. He said that there is no agreement between the community, BRA and Harvard. He suggested to stop the pressure and come to a mutual agreement.

An audience member asked if as a community benefit would Allston/Brighton residents be allowed to use the pool and tennis courts at Harvard.

Kathy Spiegelman said that this agreement does not specify anything more than what already exists which is certain times and arrangements that are made in the athletic facilities. She said

that as Harvard reshapes their athletic facilities which is a part of the Master Plan, Harvard wants to look into giving more community access.

Rita DiGessee asked if the community has access to the pool.

Kathy replied that they have access at certain times.

An audience member said that the BRA is supposed to work for the community. He said that the 800 jobs that are being promised will be available for people who are educated. He said that in the past he brought to the table a few ideas, among them rebuilding infrastructure, building smarter roads. He said that those things should be done before the buildings go up. He said that he would like Harvard to build a K-12 school because schools will get lawyers, doctors, etc. to move to the community. He said that if Harvard created a private school there would be people willing to pay the price for their children to attend the Harvard school.

Ray Mellone said that educational benefits are the key to the future.

Gerald Autler said that the BRA has asked Harvard to fund re-design and reconstruction of key portions of North Harvard Street and Western Avenue and that is in addition to the benefits package.

Audience Member (Tom Lally) said that it is tremendously difficult to sit quiet when things are going wrong. He said that the executive session of the Task Force that took place on Monday, January 7th, 2008 was very constructive. He said that the Task Force seems to be very unhappy with the proposed draft of the Cooperation Agreement. He said that he has not heard a commitment from the BRA saying that the BRA is not going to sign the Cooperation Agreement until the Task Force is happy with the agreement.

Gerald Autler said that the BRA has committed to the meeting with the Task Force to discuss those issues. He said that Harvard does not have the foundation permit and they will not get the permit until the Cooperation Agreement is signed.

Ray Mellone said that until Monday night the Task Force members did not know that they were completely unsatisfied with the Cooperation Agreement. He said that the Task Force never had the chance to discuss the details and that the BRA and Harvard were not aware that the Task Force was not satisfied with the document. He said that maybe the meeting will motivate somebody to do something that will lead to not making the same mistakes in the future.

Audience Member (Tim McHale) said that researchers around the world compete in the fields that the Science Center will focus on. He suggested that the community stand behind their "home team". He said that Harvard should get the permit even without the Cooperation Agreement; let's let Harvard build. He said if the community cannot work out the details of the Cooperation Agreement, the BRA can always pull the permit. He said that the BRA should facilitate between Harvard and the community and that communication should be improved in the future. He addressed Kathy Spiegelman saying that the community is not looking for dollars, they are looking for the scopes of work and the results.

Audience Member (Joyce) asked if there are any action items. She asked what will happen next and what the timeframes are for the benchmarks.

Ray Mellone said that there will be a meeting between the Task Force and BRA and between the Task Force, the BRA and Harvard. He said that at that point it will be clear what happens next.

John Bruno said that there has to be a partnership established between the community and Harvard. He said that partnership is the foundation that the community needs.

Kathy Spiegelman added that Harvard needs that partnership too.

Gerald Autler also added that he would like to see the partnership.

Bruce Houghton gave a short speech on his parents and their involvement in the Task Force and the community.

Ray Mellone adjourned the meeting at 8:35pm.