

The Honorable Michelle Wu

Mayor, City of Boston
1 City Hall Square
Boston, MA 02201

Dear Mayor Wu:

We write to you as a coalition of elected officials, community organizations, and advocates with a deep commitment to the future of Allston and Brighton, its residents, businesses, and their place in Boston and the wider metropolitan region. Allston and Brighton have seen rapid development through projects, large and small, over the last few years. The pace of redevelopment of the neighborhood is rapidly increasing, especially on land owned by Harvard University. This redevelopment, and the primary role of one of the region's most important institutions, offers a critical opportunity to create a community that will endure for centuries to come.

The elected officials, community organizations, and advocates signing this document have identified a range of opportunities and needs that align closely with your policy vision of a just and resilient City. To achieve this vision, we believe that the Harvard Corporation and the Harvard Allston Land Company (HALC) must make significant commitments to the people of Allston, Brighton and Boston at large in regard to the affordability, inclusivity and sustainability of their planned development in Allston and Brighton. This letter outlines the commitments we would like to see, and we ask for your help.

Significantly, the Coalition seeks a cooperative and mutually beneficial relationship between Harvard, Allston, Brighton and the City of Boston in the creation of this new community.

Harvard University and its subsidiaries, including the Harvard Allston Land Company (HALC), own approximately 360 acres of land in Allston and Brighton; it is the single largest landholder in Allston-Brighton. These landholdings represent one-third of all land located in Boston's Allston neighborhood. Given its extensive landholdings, Harvard has expressed its intent to develop Allston and Brighton on a massive scale equivalent to that of the Seaport or Suffolk Downs districts, with hundreds of acres in play for the construction of mixed-use life science, commercial and residential development. To date, there are three active projects located on Harvard-owned land under review by the City in Allston and Brighton (the Harvard Enterprise Research Campus; 176 Lincoln Street; 180 Western Avenue).

Given the scale and intent of this planned development, the Coalition for a Just Allston + Brighton (CJAB) fears the replication of the Seaport in Allston-Brighton, with all its attendant issues — unaffordable, exclusionary housing; lack of opportunity for local business; horrendous traffic congestion; and lack of resilience in the face of our ongoing climate crisis. More specifically, we fear that Harvard will perpetuate Boston's existing economic and racial segregation in the construction of this new neighborhood. As reported in a 2017 *Boston Globe* article, "The [Seaport's] population is 3 percent Black and 89 percent white with a median household income of nearly \$133,000, the highest of any Boston ZIP code..."¹ We, the Coalition, will not accept the construction of a new neighborhood within Allston and Brighton that perpetuates Boston's existing economic and racial segregation.

The Coalition views the development of Harvard-owned land in Allston and Brighton — including the Enterprise Research Campus (ERC), Harvard-owned properties along Western Avenue and the future Beacon Yards — not as an investment, but as an unprecedented opportunity for the creation of an equitable and inclusive community. With Harvard's commitment to appropriate measures, we support the development of a vibrant community that combines dense housing, lab and office space, well-designed green space, significantly enhanced public transportation, and a rich array of locally owned small businesses. Significantly, this vibrant community must be designed to meet the challenges of the climate crisis we face. We need to act boldly to create a community that is studied in the future as a model of visionary urban planning.

¹ Andrew Ryan et al., "A Brand New Boston, Even Whiter than the Old," *BostonGlobe.com*, December 11, 2017, <https://apps.bostonglobe.com/spotlight/boston-racism-image-reality/series/seaport/>.

The Coalition seeks a range of expansive, binding commitments from Harvard, HALC and its associated development partners in order to ensure the creation of this community. To provide necessary context to the scale of mitigation required from Harvard, the Coalition highlights those measures recently proposed by Stanford University in its 2018 General Use Permit application to its host community of Santa Clarita County. As Stanford plans to expand its campus, the University has established a commitment of \$4.7 billion in community benefits and mitigation to Santa Clara County, \$56 million of which will be allocated towards affordable housing creation and funding.² At the time of this commitment, Stanford had an endowment of \$24.8 billion. Commitments from Harvard to Allston, Brighton and Boston must not only reflect those of its peer institutions, but must also be commensurate with the scale and impact of its proposed development and the wealth that it will derive from our community.

With a FY2021 endowment of \$53.2 billion dollars, Harvard is the wealthiest university in the world.³ As the largest landholder in our neighborhood, the Coalition recognizes that we cannot address Allston-Brighton's housing, mobility and sustainability related issues without Harvard and HALC. With Harvard's expertise and the commitment of Allston-Brighton residents, the Coalition believes that we can seize this unprecedented opportunity to create a vibrant community that realizes the aspirations of Boston.

Community Outreach

Harvard has no existing system through which to conduct robust community outreach in Allston and Brighton. For its ground lease developments, which include active projects like the ERC, 176 Lincoln Street and 180 Western Avenue, Harvard has relied on its development partners to conduct all community outreach.

With regard to community outreach, we ask Harvard to commit to the following:

- **Establish a robust system for community outreach in Allston and Brighton that is designed to engage with the neighborhood's diverse population.** In accordance with the Harvard Allston Task Force's requests, Harvard should employ an outside consulting firm to create and implement this community outreach and engagement plan.
- **Employ active, rather than passive, strategies to conduct community outreach.** There are a multitude of barriers that prevent Allston and Brighton residents from attending either in-person or virtual community meetings held by Harvard, HALC or the BPDA; these include lack of access to translation services, transportation and childcare. We ask Harvard and HALC to exceed the requirements of the Article 80 Development Review process in their community outreach efforts by employing active outreach strategies that seek to minimize barriers to participation in Harvard-related community meetings. These strategies should be outlined in the above-requested community outreach plan.
- **Expand the geographic area within which Harvard conducts its community engagement.** Harvard's prior community outreach efforts have focused almost exclusively on those parts of Allston and Brighton located to the north of the Mass Pike. Though the Coalition understands that Harvard's ongoing expansion will have the most profound impact on these areas, Harvard should recognize that their development will impact our neighborhood in its entirety, and that it must conduct extensive outreach to our entire community.
- **Ensure the presence of key representatives and decision makers from both Harvard and HALC at major Harvard-related community meetings.** Though the Coalition understands that senior officials at Harvard and HALC have limited availability, it is essential that such decision makers hear the concerns of the Harvard Allston Task Force and neighborhood residents firsthand.
- **Center Harvard-related public meetings on community questions and feedback.** In the majority of Harvard-related community meetings, limited time is reserved for comments and questions from Allston and Brighton residents, including members of the Harvard Allston Task Force. Agendas for public meetings should provide ample time for community members to give feedback.

² Stanford University, "Housing- 2018 General Use Permit," Stanford University, November 1, 2019, <https://gup.stanford.edu/community-benefits/housing>.

³ John S. Rosenberg, "Harvard Endowment Increases \$11.3 Billion to \$53.2 Billion, and University Operations Yield \$283-Million Surplus Despite Pandemic," Harvard Magazine, October 14, 2021, <https://www.harvardmagazine.com/2021/10/harvard-endowment-surges-11-3-billion-university-surplus>.

- **Ensure that all community meetings held in regards to Harvard-related development in Allston and Brighton have adequate translation services.** Allston and Brighton residents speak many languages, including, but not limited to, Chinese, Russian, Portuguese, and Spanish.⁴ Harvard should work with the BPDA to ensure that sufficient translation services are available for all meetings, and that translators are able to interpret urban planning and development-related terminology.
- **Expand the scope of feedback sought from community members.** Harvard and HALC have stated their intent to collect community feedback related only to their recently released document: the Harvard Enterprise Research Campus Framework Plan 2021 Update. Harvard should not place such limitations on community feedback.
- **Partner with and support local neighborhood organizations when conducting future community outreach efforts.** As expressed in the most recent public meeting held for the ERC project, HALC intends to partner with neighborhood organizations in order to improve its community outreach efforts. Though we expect Harvard to partner with neighborhood organizations, it cannot exclusively rely on their labor to perform outreach for the University. Furthermore, partner organizations must be adequately compensated for all outreach efforts performed on behalf of HALC.
- **Develop a publicly accessible mechanism to systematically record feedback from community outreach efforts.** Future community engagement efforts undertaken by HALC, Harvard, and its partners should be collected and recorded. All feedback should be reported to allow for public review. Documentation is an essential component of all community engagement efforts and must be included as part of Harvard's community outreach plan.
- **Ensure that all community outreach efforts conducted by Harvard's development partners explicitly link planned projects to Harvard.** The Coalition recognizes Tishman Speyer's active efforts to solicit feedback on the ERC from Allston and Brighton residents. Project materials shared by Tishman Speyer, however, lack transparency in that some of these materials exclude any mention of HALC and Harvard University.⁵ The ERC will be constructed on Harvard-owned land, and once constructed, Harvard will retain ownership of portions of the ERC. It is misleading to exclude Harvard's involvement in the ERC. Transparency regarding Harvard's ownership of land is essential moving forward.

Following significant pressure from the Harvard Allston Task Force, HALC acknowledged the need for increased community outreach efforts in a public meeting held on July 27, 2021. Though the Coalition acknowledges this as a positive step, this outreach effort remains insufficient, as it attempts to condense engagement efforts into a constrained timeline. It will take considerable time for Harvard and HALC to plan, implement and assess an outreach process that truly engages with our community.

Given its expansive resources, we ask Harvard and HALC to set a precedent for excellent community outreach that may serve as an example for other academic institutions and developers in Allston, Brighton and Boston.

Comprehensive Planning

The development of Harvard-owned land in Allston-Brighton is approached utilizing a piecemeal, project-by-project strategy that is fragmented, opaque and exhausting for community members. Reflective of Harvard's history of land acquisition in Allston and Brighton, there has been a severe lack of transparency regarding Harvard's comprehensive plans for land owned in our neighborhood.

We call on Harvard to:

- **Create a comprehensive framework plan that encompasses all Harvard-owned land intended for development in Allston-Brighton.** Existing planning documents released by Harvard are limited in scope and make no significant commitments regarding mitigation or community benefits. The recently released

⁴ Boston Planning & Development Agency, "Neighborhood Profiles," April 2019, <http://www.bostonplans.org/getattachment/f719d8d1-9422-4ffa-8d11-d042dd3eb37b>.

⁵Tishman Speyer, "ERC Allston Boston," Enterprise Research Campus Allston, accessed November 29, 2021, <https://ercallston.com/>.

Harvard Enterprise Research Campus Framework Plan 2021 Update, which presents an “urban design vision” for Harvard’s ERC development, covers only a fraction of intended development.⁶ This comprehensive framework plan should include proposed future land uses for Harvard-owned land in Allston and Brighton.

- **Produce semi-regular updates to this comprehensive framework plan** to be promulgated through Harvard’s newly established community outreach system. Updated documents should clearly outline changes made to this plan.
- **Take accountability for all development projects constructed on Harvard-owned land in Allston and Brighton.** Harvard has continually sought to separate itself from its ground lease projects, placing total responsibility — including related community outreach, mitigation and community benefits — for these ground lease projects on its developer partners. As Harvard has made clear its intent to develop the majority of its land located in Allston and Brighton via ground lease agreements, this must not continue. Given the enormous profits that Harvard will realize from built development, the Coalition asks Harvard to take appropriate responsibility for all projects built on Harvard land in Allston and Brighton. Harvard holds ultimate responsibility for the new neighborhood it is constructing within our community.
- **Select a new leader for HALC who centers equity and inclusion in all planning and development processes.** With the retirement of HALC’s former CEO Thomas Glynn in June 2021, HALC is currently helmed by acting CEO Joseph O’Farrell. In its search for a permanent CEO, Harvard should select a leader with a demonstrated commitment to such measures as housing affordability, sustainability and transit equity.

Housing

Allston, Brighton and Boston at large are faced by a sustained housing crisis that has become status quo. The Coalition will not explain in detail the significant housing crisis confronting our neighborhood and Boston as a whole; the severity of this crisis is well documented, as are its consequences.

Harvard’s contribution to affordable housing initiatives in Allston and Brighton must be commensurate with its impact on the neighborhood and the wealth it and its investment partners will derive from our community. As stated previously, the Coalition highlights the commitments to affordable housing set forth by Stanford University in its 2018 General Use Permit application to Santa Clara County as a precedent. As part of its overall community benefits and mitigation commitment of \$4.7 billion, Stanford proposes to allocate a total contribution of \$56 million towards the creation and funding of affordable housing within the County. With this commitment, Stanford’s total proposed contribution to affordable housing efforts in Santa Clara County between the years of 2000 to 2035 will amount to approximately \$93 million.⁷ In contrast, Harvard University’s primary contribution to affordable housing creation in Greater Boston via its Harvard Local Housing Collaborative will amount to a commitment of \$40 million from 2000 to 2040.⁸

With regards to housing, we ask Harvard to commit to the following:

- **Include significant numbers of housing units across all development projects constructed on Harvard-owned land in Allston and Brighton.** The Coalition recognizes the incredible demand for life science-related development that exists in Greater Boston and supports the growth of the life science industry in Allston and Brighton. Construction of commercial development, however, should be accompanied by sufficient housing production to ensure that Boston’s existing housing shortage is not further intensified. Harvard, HALC and its developer partners should work with the City to identify residential-to-commercial use mixes to be implemented at project and district level scales.
- **Ensure that one-third (33%) of all housing units within residential developments built on Harvard owned-land in Allston and Brighton are income-restricted units.** Harvard must work with its selected

⁶ Harvard University, “Harvard Enterprise Research Campus Framework Plan- 2021 Update,” March 19, 2021, <https://bpda.app.box.com/s/0fkmqsxrds3m2v0e7o6b50zkkqzkeod>.

⁷ Stanford University, “Housing- 2018 General Use Permit,” Stanford University, November 1, 2019, <https://gup.stanford.edu/community-benefits/housing>.

⁸ Harvard University Public Affairs & Communications, “Housing Initiatives,” Harvard in the Community, accessed November 29, 2021, <https://community.harvard.edu/housing>.

development partners, the City, and the community to ensure that this level of on-site affordability is achieved using a variety of means and resources. The Coalition's request for inclusion of 33% income-restricted units in residential developments is consistent with the recommendations of the Coalition for a Truly Affordable Boston and reflects the fact that Harvard owns approximately 33% of Allston.⁹

- **Ensure that linkage payments generated by development built on Harvard-owned land in Allston and Brighton are paid at the rate in effect at the time a development's Certificate of Occupancy is issued, or within 214 months of full building permit, whichever comes first** — rather than the filing of the PNF — for the purposes of affordable housing and job training. The Coalition requests that Harvard explore the feasibility of directing housing and jobs linkage payments towards the creation of new affordable housing units and workforce development programs within Allston and Brighton.
- **Recognize that the Area Median Income (AMI) in Allston and Brighton is approximately 50% to 60%.** In 2017, median household incomes in Allston and Brighton were \$46,983 and \$47,787, respectively, and approximately 29% of Allston-Brighton households earned less than \$25,000 per year.¹⁰ The BPDA's Housing and Household Composition Community Profile tool also indicates that approximately 67% of households located in census tracts adjacent to the planned ERC project are currently rent-burdened, with 30% or more of household income spent directly on rent.¹¹ To best reflect neighborhood needs, IDP units included in residential development on Harvard-owned land should be made available at AMIs ranging from 30% to 80% and must be income-restricted in perpetuity.
- **Construct residential developments that include a range of unit types designed to provide residents with housing options throughout their lifetimes.** Residential developments built on Harvard-owned land in Allston and Brighton should include such unit types as artist live/work studios, family-sized units, and housing units dedicated for use by older adults so as to create a neighborhood in which households have access to housing options that will serve changing needs.
- **Commit to full compliance with the City's Affirmatively Furthering Fair Housing (AFFH) Ordinance across all residential developments constructed on all Harvard-owned land in Allston and Brighton.** Harvard should ensure that its selected development partners commit to active compliance with the City's recently enacted AFFH Ordinance. As required by AFFH, Harvard, HALC and its development partners must consider expanding the affordability of residential projects utilizing such strategies as partnerships with local affordable housing organizations and the inclusion of project-based Section 8 voucher units. Such initiatives must be appropriately coordinated with the City, neighborhood affordable housing organizations and the Boston Housing Authority.
- **Contribute to the establishment and ongoing operation of an Allston-Brighton Community Land Trust (CLT).** The Coalition is currently working towards the creation of a community-run organization that will utilize the CLT model to create permanently affordable housing opportunities in Allston and Brighton. Establishment of a neighborhood CLT is vital, as it will enable community ownership of land, removal of property from the speculative market, and the production of affordable housing opportunities available across the spectrum of housing tenure, including affordable rental, rent-to-own, and homeownership units. Furthermore, due to the use of ground lease agreements, Harvard has expressed that all residential developments constructed on its land in Allston and Brighton will be rental projects. If this is the case, Harvard should compensate for the loss of homeownership opportunities through contributions to this planned CLT, which will enable the creation of homeownership units affordable to low and moderate-income households in perpetuity. Harvard should make a significant financial contribution that will enable the establishment of this CLT, and must then contribute to its ongoing operation by dedicating a specific percentage of profits realized from Harvard-related development in Allston and Brighton to the CLT. The

⁹ "Coalition for a Truly Affordable Boston," Coalition for a Truly Affordable Boston, accessed November 29, 2021, <https://www.affordableboston.org>.

¹⁰ Boston Planning & Development Agency, "Neighborhood Profiles," April 2019, [http://www.bostonplans.org/getattachment/f719d8d1-9422-4ffa-8d11-d042dd3eb37b](http://www.bostonplans.org/getattachment/f719d8d1-9422-4ffa-8d11-d042dd3eb37b;); Allston Brighton Community Development Corporation, "Rising Rents, Closing Doors- A Profile of Housing in Allston Brighton," 2019, <https://allstonbrightoncdc.org/wp-content/uploads/2019/05/FINAL-Rising-Rents-Closing-Doors-Report.pdf>.

¹¹ Boston Planning & Development Agency, "Housing and Household Composition Community Profile," Housing and Household Composition Community Profile, accessed November 29, 2021, <http://maps.bostonplans.org/affh/#/>.

Coalition expects that Harvard's contributions to this CLT will serve as a precedent strategy by which future projects proposed in Allston and Brighton by developers and academic institutions will fund affordable housing creation.

- **Commit to the inclusion of homeownership units within residential projects constructed on Harvard-owned land in Allston and Brighton.** As stated previously, Harvard and HALC have indicated that all residential development built on its land in Allston and Brighton will consist of rental units. Given its extensive landholdings in Allston and Brighton, Harvard and HALC must allow for the production deed-restricted, owner-occupied residential homeownership units on its land. Inclusion of homeownership opportunities on Harvard-owned land is of particular importance in Allston and Brighton, neighborhoods with historically low owner-occupancy rates that persist to this day; as of 2019, Allston's owner-occupancy rate was approximately 12%, while Brighton's was approximately 23%, rates that are amongst the lowest in the City. Though the Coalition acknowledges Harvard's recent decision to set aside its parcel located at 65-79 Seattle Street for the creation of homeownership units, some of which will be affordable, the limited size of this parcel (less than one acre) will not allow for the production of a significant number of units.
- **Work with the Coalition to establish a Real Estate Investment Cooperation (REIC) that will enable Allston, Brighton and Boston residents to invest in Harvard-related development.** The Coalition appreciates that HALC and Tishman Speyer have dedicated project equity in the ERC project to BIPOC investors; indeed, in meetings with our community, Harvard has stressed that this initiative was tied to the effort to diversify capital investments and financial gains from the ERC. Investment in such real estate developments as the ERC, however, remains far beyond the means of the majority of BIPOC households in Boston. We ask that Harvard work with the Coalition to establish a REIC that will enable Boston residents, particularly BIPOC residents, to access opportunities to purchase equity and build wealth through investment in Harvard-related development projects.
- **Utilize Harvard's significant academic resources and knowledge related to affordable housing to inform its planning efforts in Allston-Brighton.** As a renowned academic institution, Harvard is uniquely positioned to explore innovative affordable housing solutions as it develops its land. HALC should collaborate with such resources as the Joint Center for Housing Studies at Harvard University to design inventive affordable housing programs. Experts on the creation of affordable housing at the Joint Center should meet with the Harvard Allston Task Force and Allston-Brighton residents. Subsequently, working with community members, the Joint Center can help identify creative solutions to these affordable housing needs.
- **Acknowledge the layered history of Harvard-owned land in Allston and Brighton,** first as indigenous land, and then much later as part of the former Barry's Corner neighborhood in Allston, the majority of which was razed by the BRA in the name of a flawed urban renewal process. Because this development has been enabled by past displacement, Harvard has a particular obligation to include a significant number of on-site income-restricted units across its development projects.

Sustainability

To date, plans revealed by Harvard for its land in Allston and Brighton do not reflect the urgency needed to address the current climate crisis. Given the severity of our climate emergency, the Coalition asks Harvard and HALC to act as a local, national and world leader in climate action. In the development of this land, Harvard, HALC and associated development partners should utilize strategies to prevent or mitigate further environmental damage, repair previous environmental harms, and build a district that will be resilient in the face of future climate-related risks. These strategies must also address the disparate climate-related impacts experienced by Allston-Brighton's diverse community members, including our Environmental Justice (EJ) populations.

Before addressing this issue in detail, the Coalition applauds Harvard's recent decision to divest its endowment from the fossil fuels industry.

The Coalition recognizes that climate impacts are deeply intertwined; however, issues will be addressed separately for the purposes of this letter.

Building Construction and Greenhouse Gas Reduction

Based on the City of Boston's 2019 Greenhouse Gas Emissions Inventory, commercial, industrial and large residential buildings account for ~51% of inventoried GHG emissions within the City.¹² As Harvard seeks to develop large-scale commercial and residential projects on owned land in Allston and Brighton, it should commit to the following in regards to buildings and greenhouse gas reduction:

- **Develop and share a clear plan that outlines the strategies that Harvard, HALC and its development partners will use to meet the requirements of the City's Building Energy Reporting and Disclosure Ordinance (BERDO) 2.0 ordinance**, or future versions as appropriate, for all development projects constructed on Harvard-owned land in Allston and Brighton. Harvard should also require that all selected development partners solicit, share, and incorporate feedback on development plans to meet the City's BERDO 2.0 requirements for every building the developer will construct on Harvard-owned land for each 5-year time period.
- **Develop a transparent, iterative process through which Allston-Brighton community members and energy experts can provide feedback** that is meaningfully integrated into Harvard's overall development plans and all project developers' individual plans.
- **Educate community residents, business owners, nonprofits and advocacy groups about the City's BERDO 2.0 requirements.** Special consideration must be provided to members of EJ communities and to equity issues, a foundation of BERDO 2.0.

In addition, all buildings constructed on Harvard-owned land in Allston-Brighton must be required to demonstrate exceptional building performance by meeting extraordinary levels of third-party green building certification standards, current to the time of project development. Recommended green building standards include, but are not limited to, Passive Housing Certification, Living Building Challenge Certification, ILFI Zero Energy Certification, and the City's E+ Green Building Program.

Stormwater, Flooding, Urban Heat and Drought

With regards to stormwater and flood management and mitigation planning, Harvard and HALC should:

- **Design best management strategies (BMPs) to manage 2070 100-year storms** based on the best available science and data.
- **Comply with RMA Climate Resilience Design Standards and Guidelines.**¹³
- **Provide clear visualizations to the community about flooding projections** for 2070 100-year storm events on Harvard-owned properties and in adjacent neighborhoods using the most up-to-date data available and in collaboration with Boston Water and Sewer Commission and the City.
- **Develop and share a long-term plan for managing drought conditions** in terms of both water needs and landscape/plant survival that is sustainable and includes native plant species.
- **Develop a rainwater and greywater harvesting system for all new projects** and aid the neighborhood in developing rainwater harvesting on individual and business properties.
- **Support green infrastructure projects in Lower Allston and North Brighton** with the goal of developing a comprehensive green infrastructure system, starting with undertaking recommendations from the 2017 North Allston Green Infrastructure Concept Plan.¹⁴

¹² City of Boston, "City of Boston 2005-2019 GHG Inventory Report," 2019,

<https://www.boston.gov/sites/default/files/file/2021/10/City%20of%20Boston%202005-2019%20GHG%20Inventory%20Report.pdf>.

¹³ "Resilient MA Action Team (RMA) | Mass.Gov," accessed December 10, 2021, <https://www.mass.gov/info-details/resilient-ma-action-team-rmat>.

¹⁴ Charles River Watershed Association, "North Allston Sub-Watershed Restoration Plan," 2017,

https://www.crwa.org/uploads/1/2/6/7/126781580/allston-subwatershed-restoration-plan_1.pdf.; Boston Planning and Development Agency, Charles River Watershed Association, and Nitsch Engineering, "Green Infrastructure Concept Plan and Design Strategies," 2017, <https://archives.lib.state.ma.us/bitstream/handle/2452/734982/on1002126755-FinalReport.pdf?sequence=1&isAllowed=y>.

- **Provide educational classes and training to community members** to install and maintain green infrastructure on private properties.
- **Wherever possible, increase tree canopy cover and decrease impervious surfaces** to reduce urban heat island effect. Additionally, Harvard and HALC should replace paved surfaces and lawns with native vegetation and pollinator gardens.
- **Develop a mitigation fund** that supports stormwater management, tree canopy maintenance and improvement, and decreasing impervious cover throughout Allston and Brighton for work not possible to complete on Harvard-owned land.

Water Quality Protection

Given the location of Harvard’s planned development in Allston and Brighton, the Coalition is concerned about the impact that Harvard-related development may have on the Charles River. To improve the water quality in the Charles, Harvard must:

- **Maximize vegetated areas and minimize impervious cover within all development projects constructed on Harvard-owned land in Allston and Brighton.** Planning documents must clarify when proposed open space is to be covered with vegetation, permeable surfaces, and impervious surfaces. Harvard must seek to reduce any impervious surface to the maximum extent possible.
- **Commit to complying with the nutrient and bacteria Total Maximum Daily Load (TMDL) for the Charles River by reducing existing phosphorus loads in accordance with the TMDL (generally by a minimum of 65% for land uses anticipated in Allston-Brighton).** Harvard should strive to remove the maximum amount of annual phosphorus load feasible from run-off on project lands.
- **Commit to addressing the TMDL for pathogens and protecting the Charles River from bacteria** by finding and removing sanitary sewer connections from the drainage system, frequent cleaning of catch basins and other pipe infrastructure, the provision and emptying of trash cans and pet waste stations, and educational reminders using “Do not dump: drains to river” signage.
- **Report and demonstrate compliance with water quality standards and requirements** to Boston Water and Sewer Commission (BWSC), the Charles River Watershed Association (CRWA) and the general public.

Environmental Justice

In all climate resiliency efforts, initiatives and programs, Harvard, HALC and its development partners must use an equity lens with particular concern for and engagement with environmental justice communities in Allston-Brighton. HALC must recognize that the majority of census tracts located in Allston and Brighton qualify as environmental justice areas based on criteria set by the Massachusetts Executive Office of Energy and Environmental Affairs.¹⁵ Actions must include the following:

- **Conduct a needs assessment specifically focused on environmental justice communities in the Allston-Brighton area** related to climate change impacts, environment and health. Based on the findings of that needs assessment, Harvard must support through both funding and expertise, the planning and implementation of community-led strategies for prevention of future environmental harms, repair of past harms, and support for environmental health (e.g., cooling centers, community gardens, lead awareness and removal, emergency kits, etc.).

Transit and Mobility

To date, transit improvements in Allston and Brighton have failed to keep pace with the neighborhood’s rapid rate of development. Though the Coalition recognizes that the authority to make such necessary transit improvements lies primarily with the Commonwealth and the MBTA, Harvard and HALC must also acknowledge that they cannot build a

¹⁵ “Environmental Justice Populations in Massachusetts,” Mass.gov, accessed November 29, 2021, <https://www.mass.gov/info-details/environmental-justice-populations-in-massachusetts>.

sustainable district without the provision of sufficient mobility and transit options. The Coalition makes the following transit-related recommendations to the Commonwealth, the MBTA and the City of Boston, and asks that Harvard work with our organization to advance these recommendations.

The MBTA and the Commonwealth must make the following commitments:

- **Develop a comprehensive, regional transportation plan for the significant enhancement of public transportation in Allston, Brighton and surrounding areas.** The Commonwealth and the MBTA must take a regional transportation planning approach to address transit needs across municipalities, including Cambridge and Watertown. Planning efforts and analyses must take into account the cumulative impact that planned development across Allston-Brighton, Watertown and Cambridge will have on area transportation networks.
- **Prioritize construction of the planned MBTA Commuter Rail station in Allston, known as West Station, to allow for convenient rail service to Lower Allston.** The near-term construction of this station is essential to ensure adequate transit service to this area.
- **Replace the current infrequent commuter rail service at Boston Landing with transit that provides service at a subway-like frequency.** This can be accomplished by running trains within Zone 1 of the existing Commuter Rail service to and from Boston Landing, West Station and South Station. Such service has been proposed previously in the City's Go Boston 2030 plan.
- **Significantly improve bus service capacity along routes that serve key areas of growth in Allston and Brighton, particularly those areas of Western Avenue, Boston Landing and the proposed ERC site.** As stated in the ERC's Draft Project Impact Report (DPIR), Phase A of the ERC development is expected to generate 2,145 new daily weekday transit trips by 2025; the MBTA would have to run 32 new bus trips per weekday on either the 70 or the 86 bus routes in order to accommodate these new transit trips.¹⁶ Despite the increased demand generated by Phase A of the ERC, which represents only a fraction of the development planned for Harvard-owned land in Allston-Brighton, no service capacity improvements are currently planned for key ERC-area bus routes, including the 64, 66, 70 and 86 MBTA bus routes.¹⁷ Without significant improvement to bus service in this area, the Coalition fears the creation of an unsustainable, vehicular-dependent district mired in traffic congestion.
- **Commit to the near-term construction of a new MBTA bus facility to ensure improvements to bus service along Western Avenue.** The MBTA has made clear that a new bus facility located in the vicinity of Allston, Brighton or Watertown is needed to significantly improve bus service in the North Brighton-Lower Allston area.

Beyond these significant steps taken by MBTA and the Commonwealth, the City should make the following commitments:

- **Prioritize bus transit and bicycle infrastructure along the full extent of Western Avenue and North Harvard Street in North Brighton and Lower Allston.** To help ensure improved bus travel times, the City must implement Bus Rapid Transit (BRT) infrastructure along this corridor. Though we recognize that road widths in this area present limitations, the City should seek to achieve gold standard BRT service along Western Avenue. To ensure bicyclist safety, protected bike lanes must also be provided along the full extent of this corridor.
- **Set stringent maximum parking ratios for all development constructed in Lower Allston and North Brighton.** The transportation analyses included in the ERC project's DPIR indicate that the majority of major roadway intersections located in North Brighton and Lower Allston will deteriorate to failing operating conditions by 2025 due to the amount of vehicular traffic generated by area development projects. Allston

¹⁶ Tishman Speyer, "Draft Project Impact Report- Harvard Enterprise Research Campus," July 28, 2021, <https://bpd.aapp.box.com/s/t9lfpr4cp333bhkaw7z02zade0mxniys>.

¹⁷ Tishman Speyer, "Draft Project Impact Report- Harvard Enterprise Research Campus," July 28, 2021, <https://bpd.aapp.box.com/s/t9lfpr4cp333bhkaw7z02zade0mxniys>.

and Brighton's roadway network, particularly that network located in North Brighton and Lower Allston, is simply not built to accommodate this amount of traffic. To prevent the creation of congestion and environmental impacts that will negatively affect community members, the City must remove parking minimums and set low maximum parking ratios for development in Lower Allston and North Brighton, beyond those recently implemented by BTB.

- **Oppose and prevent the proliferation of private shuttles operated by developers located in Allston and Brighton.** It has become standard for large developers in Allston-Brighton to pledge support for the use of private shuttles as a means of transit for future building occupants. The Coalition fears that reliance on private shuttles will result in a two-tiered, class-based transportation system: one that is exclusionary and inaccessible to the majority of Allston-Brighton residents who depend on the MBTA. Past research on private van services indicate that they often lead to declines in public bus service, adversely affecting those who rely on such service.

In regards to transit and mobility, we ask Harvard to commit to the following:

- **Advocate for, support, and help further transit and mobility-related improvements in Allston and Brighton.** We recognize Harvard's current proposed contribution towards West Station as an essential step towards the realization of this project. We ask that Harvard and its developer partners advance transit improvements, including those recommended in this letter, via financial contributions and/or land donations, as coordinated with the Coalition, our community, elected officials and all other stakeholders.
- **Set ambitious goals to reduce reliance on cars for those commuting to and from projects constructed on Harvard-owned land in Allston and Brighton.** Under the City of Cambridge's Parking and Transportation Demand Management Ordinance, for example, Harvard University first established the goal of reaching a 24.7% Single Occupancy Vehicle (SOV) commuting rate for its Cambridge Campus in 2003.¹⁸ Harvard's 2017 CommuterChoice Report indicates that it has achieved this goal, reaching a SOV commuting rate of 11.8% for Cambridge-based employees and off-campus graduate students.¹⁹ Despite an expanding campus, Stanford University has also committed to a 'no net new commute trips' in their approach to traffic management, thereby setting a goal "not to exceed the 2001 measured number of vehicles entering and exiting the university during peak periods."²⁰ The Coalition asks Harvard and HALC to, at minimum, match commitments made in both Cambridge and by peer universities in the management and reduction of vehicular use.
- **Establish a monitoring and reporting system by which Harvard can measure the success of its transportation-based greenhouse gas reduction programs across modes** and report this information annually to the community and elected officials.
- **Design and develop a neighborhood characterized by an appropriate mix of housing, lab and commercial space.** Harvard should ensure that all life science developments constructed on Harvard-owned land in Allston and Brighton are accompanied by sufficient residential use. Lack of sufficient residential development will increase vehicular dependency, produce traffic congestion, negatively impact the environment and public health, and further exacerbate Greater Boston's already severe housing shortage.
- **Ensure that all developments constructed on Harvard-owned land in Allston and Brighton are sufficiently served by the Harvard University shuttle system.** This shuttle service should be publicly accessible to all and must increase in capacity to operate on a year-round basis as Harvard-related development is completed. Harvard should conduct an extensive public information campaign to inform Allston-Brighton residents of this shuttle service. Harvard should also work with the MBTA to ensure that its shuttle service is integrated with MBTA bus service.

¹⁸ Harvard Planning & Project Management, "Harvard University Cambridge Campus Parking and Transportation Demand Management Plan- 2013 Annual Progress Report," https://home.planningoffice.harvard.edu/files/hppm/files/ptdm_progress_report_2013.pdf.

¹⁹ Harvard University, "CommuterChoice Cambridge Campus 2017 Year in Review," 2017, <https://transportation.harvard.edu/sites/transportation.harvard.edu/files/CommuterChoice%20Year%20in%20Review%202017.pdf>.

²⁰ Stanford Transportation, "Frequently Asked Questions – Stanford and the GUP," Stanford University, accessed November 29, 2021, <https://transportation.stanford.edu/about/stanford-and-general-use-permit-faq>.

- **Ensure that all developer partners commit to adequate Transportation Demand Management (TDM) measures.** This must include, but should not be limited to: provision of subsidized MBTA passes; provision of subsidized ZipCar memberships; provision of subsidized BlueBikes memberships; provision of an adequate number of sheltered bike storage facilities.
- **Significantly reduce the number of planned parking places at the ERC and along Harvard-owned properties on Western Avenue.** In keeping with the Coalition's emphasis on the need for significant improvements in public transportation to serve the extensive planned development in Allston-Brighton, Harvard should take proactive steps to discourage the use of cars by those who work or live in what will be a new urban neighborhood. More specifically, parking ratios associated with proposed life science projects should be reduced. Reducing reliance on cars as a means of transportation will have positive environmental and health consequences. Reducing this reliance takes on added importance given limitations imposed by the limited number of bridges over the Charles River and the Mass Pike that provide access to the ERC and the Western Avenue Corridor. To put it simply, the limited road network accessing this area will be unable to accommodate significantly increased vehicular traffic. Therefore, the Coalition, once again, underscores the need for significant and timely improvements to public transportation as vital to proper urban planning in this area.

Open/Green Space

As the majority landholder in North Brighton and Lower Allston, Harvard and HALC are uniquely positioned to create an extensive network of green space in our community. In its March 2021 comment letter on the ERC project, the Boston Parks and Recreation Department noted that Harvard has the "opportunity to create a comprehensive system of open spaces... 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."²¹ The Coalition asks Harvard to seize this opportunity by taking the following measures:

- **Create a comprehensive open space plan for Harvard-owned land in Allston-Brighton that envisions a robust network of green space connecting the neighborhood to the Charles River.** This open space plan should encompass all Harvard-owned land in Allston and Brighton, including the ERC, Beacon Yards, and Harvard-owned property along Western Avenue. This network must be specifically designed to recognize historic drainage patterns and wetlands systems, aid the neighborhood in mitigating and adapting to short and long-term climate change impacts including flooding, and include green infrastructure and vegetation coverage that helps manage stormwater quality and quantities and reduces the heat island effect. HALC should also ensure that green/open space incorporated into Harvard-owned land in Allston and Brighton is commensurate to future build out scenarios.
- **Respond in detail to the Boston Parks and Recreation Department's March 2021 letter** and follow this letter with a discussion of the Commission's concerns at a public meeting with members of the Boston Parks and Recreation Department.
- **Distinguish in planning documents between green space and hardscape in regards to open space planned for the ERC and other future developments.** ERC-related documents, for example, do not specify what percentage of the planned open space, to be called the Greenway, will be actual green space and what percentage will be hardscape. All future planning documents for developments located on Harvard-owned land in Allston and Brighton should specify this information to allow for proper evaluation of included open space.
- **Achieve a tree canopy coverage percentage above and beyond the City mean of 27% on every development project constructed on Harvard-owned property in Allston-Brighton, and match or exceed the Citywide goal of 35% tree canopy coverage across Harvard-owned property in Allston-Brighton.** The current proposal of 10% tree canopy coverage for the ERC project sets a poor precedent for future Harvard-related projects in the neighborhood. Provision of sufficient tree canopy coverage is essential to ensure reduced heat island

²¹ Carrie Dixon, "PNF for Phase A of the Enterprise Research Campus PDA No. 115 in Allston," 2021, <https://bpd.aapp.box.com/s/f0hk6uq8nw7oeetdbarlijjepuzu4g0>.

effect within the neighborhood. Note: the method for calculating tree canopy percentage should match the city of Boston's method, i.e., as a percentage of total area, inclusive of buildings.

- **Grant permanent easement of rights to the City of the ERC's Greenway and all future major areas of open/green space included within Harvard-owned property in Allston-Brighton**, exclusive of land included in the University's designated Institutional Master Plan (IMP) area. Easements will ensure that these areas remain green, and that they are not developed in the future.
- **Coordinate Harvard's comprehensive open space plan with the DCR's ongoing Herter Park Master Planning process and the planned green space improvements included in MassDOT's Allston Multimodal Project.** The Massachusetts Department of Conservation & Recreation (DCR) is currently conducting a Master Planning process for Herter Park. Improvements to parkland along the Charles River are also planned as part of MassDOT's Allston Multimodal Project. Harvard's plans for a comprehensive green and open space network should be coordinated with these State-level efforts.

Retail and Commercial Space

The Coalition seeks to ensure the inclusion of small-scale, local businesses in all development constructed on Harvard-owned land in Allston and Brighton, and asks that Harvard and HALC commit to the following regarding commercial space:

- **Designate at least 33% of retail/commercial space included in each development constructed on Harvard-owned land in Allston and Brighton as affordable retail space reserved for small-scale, Boston-based businesses.** The Coalition appreciates Tishman Speyer's current commitment to allocate 25% of retail space included at the ERC development to small, local, MBE and/or WBE retailers. Though further clarification of this stated intent is needed, the Coalition asks that this commitment become a standard across all Harvard-related development in Allston-Brighton. More explicitly, this allocated retail space should be:
 - Provided at affordable rates ranging from 50% to 70% of the average commercial rent in Allston-Brighton to small-scale, Boston-based businesses.
 - Provided in built-out condition to reduce start-up costs for local businesses.
 - Provided a range of sizes (500 sq ft–3000 sq ft) to accommodate differing needs.
 - Available with flexible lease lengths to encourage entrepreneurship.
- **Allocate a specific percentage of retail/commercial space included in each development constructed on Harvard-owned land in Allston and Brighton to MBEs and/or WBEs.** As stated previously, Tishman Speyer has committed to allocate 25% of retail space included in the ERC development to small, local, MBE, WBE businesses. Planning documents do not, however, specify the percent of retail space that will be allocated specifically to MBEs and WBEs. The Coalition asks Tishman Speyer, HALC and Harvard to center inclusion of MBEs and WBEs in both the ERC and future development projects by committing to allocate a specific percentage of retail space to Boston-based MBEs and WBEs.
- **Work with Allston Village Main Streets, the City's Office of Economic Development and other Boston-based organizations** to identify local businesses, MBEs and/or WBEs that may be interested in affordable retail space in Harvard-related development in Allston and Brighton.

Education

The Coalition acknowledges Harvard's existing partnerships with the Boston Public Schools, including its ongoing work with the Gardner Pilot Academy and its use of the Harvard Ed Portal as a resource for current BPS students and Allston-Brighton residents. As Harvard continues its expansion into our neighborhood, the Coalition expects Harvard to increase its commitment to the Boston Public Schools.

We wish to stress that all educational initiatives related to BPS should rely on a bottom-up approach to the development of these efforts. Harvard should work cooperatively with the Wu administration, BPS, the Boston

Teachers Union (BTU), and school communities, including, when appropriate, BPS students. In this effort, Harvard must also leverage its considerable faculty and staff expertise relating to primary and secondary education.

We ask Harvard to commit to the following:

- **Expand Harvard's existing partnerships with the Gardner Pilot Academy (GPA) and the Gardner Adult Education Program to promote positive educational outcomes for students of all ages.** Additional resources devoted to both the GPA and the Gardner Adult Education Program would allow for the expansion of successful programs.
- **Establish an extensive partnership with Brighton High School, the primary Boston Public high school located in Allston-Brighton that draws students from the entirety of Boston.** This initiative should be tied to preparing Brighton High students for both college education and for the life science-related jobs that will be produced by the ERC and other Harvard-related development in Allston-Brighton. We look to Harvard's existing partnership with Cambridge Rindge and Latin School and the successful partnership between Clark University and the Worcester Public Schools as precedents for this initiative.
- **Significantly expand community outreach concerning opportunities available to community members at the Harvard Ed Portal.** The Harvard Ed Portal is an excellent educational resource for the community and offers opportunities for residents of all ages. Though the Ed Portal is a valuable resource, many Allston-Brighton residents remain unaware of the Portal's programs. Families of students who attend BPS schools located in Allston-Brighton also have full access to the Ed Portal's resources; Harvard must better coordinate with BPS to ensure that BPS families are aware of available programs.
- **Produce yearly reports that detail the number of Allston, Brighton and Boston residents admitted to Harvard University.** This information is provided to the City of Cambridge and its residents via Harvard's yearly Town Gown Report; a similar publicly accessible report for the City of Boston is necessary.
- **Increase transparency in regards to Harvard University scholarships available to Allston and Brighton residents.** The Coalition appreciates that specific scholarships are offered to Allston-Brighton residents attending a Harvard University graduate school program through the Joseph M. Smith Memorial Scholarship Fund; however, public information concerning this fund is extremely limited.²² The Coalition asks Harvard to clarify how much funding is available to Allston-Brighton residents through this scholarship program. Harvard should also publicize the existence of these scholarships to Allston-Brighton residents and must provide yearly reports to the City and the Allston-Brighton community on the number of neighborhood residents receiving these scholarships.

Arts and Culture

Allston-Brighton is home to a vibrant artist community that faces continued displacement due to ever-increasing development pressures, including those pressures created and perpetuated by Harvard and HALC. Harvard should mitigate Harvard-related impacts on this community through implementation of measures that support Allston and Brighton artists in the long term. These measures should include the following:

- **Include a significant number of income-restricted artist live/work units across all residential developments** constructed on Harvard-owned land in Allston and Brighton. In order to create a neighborhood in which artists can thrive, housing that is both specifically designed for and affordable to artists of all types, including musicians, performance and visual artists, should be included in new residential development across the neighborhood.
- **Include space dedicated for creative industry use, including work, studio, and performance space, in Harvard-related development in Allston and Brighton.** Work, studio, and performance space should be managed by existing local artist organizations, and must be available to local artists on affordable, flexible terms.

²² Harvard University Committee on General Scholarships, "Harvard University Committee on General Scholarships - US Graduate Students," Harvard University Committee on General Scholarships, accessed November 29, 2021, <https://scholarships.harvard.edu/us-students>.

- **Incorporate public art designed by Allston and Brighton based artists in all Harvard-related development in Allston and Brighton.** This measure must be further coordinated with the Mayor’s Office of Arts and Culture.

Labor and Workforce Development

We ask Harvard to make the following commitments related to labor and workforce development:

- **Work with the City, local elected officials, the Boston Public Schools and other relevant community stakeholders to establish educational and training programs that will enable better access to well-paying jobs within the life sciences industry for Boston residents.** As the life sciences industry continues to expand in Allston, Brighton and Boston, the Coalition emphasizes the need to build a pipeline for more equitable access to job opportunities within this industry, particularly for BIPOC community members that have been historically excluded from accessing such opportunities. We believe that a Citywide conversation regarding the intersection of jobs equity and the life science industry is needed in the near future.
- **Commit to stringent compliance with the City of Boston’s Resident Jobs Policy through the implementation of Access and Opportunity Committees for development construction on Harvard-owned land in Allston and Brighton.** For planned projects, Harvard should consider utilizing an Access and Opportunity Committee — a committee that includes the project developer, general contractor, subcontractors, and other project stakeholders — to monitor compliance with the City’s Jobs Policy on a weekly basis. Recent construction projects at the University of Massachusetts Boston can serve as a precedent for this practice.²³
- **When feasible, commit to the use of unionized labor during and after construction.** Harvard and HALC must also require development partners to make this same commitment.
- **Commit, when possible, to hire Boston residents in all Harvard-related developments in Allston and Brighton, including the ERC.** Harvard, HALC, and its development partners should develop a plan with appropriate benchmarks to achieve this goal. Periodic reports must be provided to the City and community members to demonstrate progress made in achieving these hiring goals.

Conclusion

We hope that this letter provides an agenda for future discussions between Harvard and the Allston-Brighton community as well as with the broader Boston community. The Coalition seeks a cooperative and mutually beneficial relationship between Harvard, Allston, Brighton and the City of Boston. We view this as a decisive moment in the history of both Boston and Allston-Brighton. Much is at stake. Let us work together to construct a community and future that realizes Boston’s most noble aspirations. Collectively, we should seize this moment to create a more equitable, affordable and inclusive Boston.

²³ Policy Group on Tradeswomen’s Issues, “Access and Opportunity Committees(AOCs): Best Practices for Project Workforce Diversity,” 2020, <https://policygroupontradeswomen.org/wp-content/uploads/2020/07/Access-and-Opportunity-Committees.pdf>.

cc: State Senator William N. Brownsberger, Second Suffolk and Middlesex District
State Senator Sal N. DiDomenico, Middlesex and Suffolk District
State Representative Kevin G. Honan, 17th Suffolk District
State Representative Michael J. Moran, Assistant Majority Leader, 18th Suffolk District
Councilor Liz Breadon, District 9
Councilor Michael Flaherty, At Large
Councilor Ruthzee Louijeune, At Large
Councilor Julia Mejia, At Large
Councilor Erin Murphy, At Large
Jascha Franklin-Hodge, Chief of Streets, City of Boston
Brian Golden, Director, Boston Planning and Development Agency
Lauren Shurtleff, Director of Planning, Boston Planning and Development Agency
Nupoor Monani, Senior Institutional Planner, Boston Planning and Development Agency
Tiffany Chu, Chief of Staff, Office of the Mayor
Michael Firestone, Chief of Policy and Strategic Planning, Office of the Mayor
Clare Kelly, Director, Mayor's Office of Intergovernmental Relations
Neil Doherty, Chief of Staff, Mayor's Office of Intergovernmental Relations
Chantal Lima Barbosa, City Council Liaison, Mayor's Office of Intergovernmental Relations
Lawrence Bacow, President, Harvard University
Katherine N. Lapp, Executive Vice President, Harvard University, Harvard Allston Land Company
Joseph O'Farrell, Acting Chief Executive Officer, Harvard Allston Land Company
Paul Andrew, Vice President for Public Affairs and Communications, Harvard University
Purnima Kapur, Chief of University Planning and Design, Harvard University
Mark Handley, Director, Government & Community Relations, Harvard University

Appendix 1: Active Harvard and Harvard-Related Projects in Allston and Brighton, 2022

Project Name	Summary	Primary Partner	Residential Component IDP Percentage²⁴
Harvard Enterprise Research Campus	Phase A of this project will include ~900,000 sq ft of mixed-use development, consisting of residential, lab, commercial, hotel, conference center, and retail use located on a project site of 6 acres. Phase B of this project, to be located on an adjacent project site of 4.8 acres, will include ~1,000,000 sq ft of development.	Tishman Speyer	Phase A: 17% ²⁵
180 Western Avenue	Proposal for the construction of a ~200,100 sq ft mixed-use residential and retail building. Residential units included in this building will be compact. This development will be enabled by the Western Avenue Corridor Study and Rezoning, and cannot proceed until the Study is approved by the City.	Samuels & Associates	13% ²⁶
176 Lincoln Street	Proposal for the construction of a ~808,000 sq ft mixed-use development consisting of three buildings that will include lab, retail, and residential use. This development will be enabled by the Western Avenue Corridor Study and Rezoning, and cannot proceed until the Study is approved by the City.	Berkeley Investments	18% ²⁷
Beacon Yards	A former rail yard located in Allston that is now owned by Harvard. Development of this land will be enabled by the Allston Multimodal Project.	TBD	TBD

²⁴ Stated commitment as of February 2022. This is subject to change.

²⁵ Tishman Speyer, "Draft Project Impact Report- Harvard Enterprise Research Campus," July 28, 2021, <https://bpda.app.box.com/s/t9lfpr4cp333bhkaw7z02zade0mxniys>.

²⁶ Samuels & Associates, "Project Notification Form- 180 Western Avenue," March 5, 2021, <https://bpda.app.box.com/s/gtwv6bzrn9j9kdt4uels0oqzn0seian>.

²⁷ Berkeley Investments, "Draft Project Impact Report- 176 Lincoln Street," November 10, 2021, <https://bpda.app.box.com/s/f4okfr2q54b6rodiq6cp4waxshbcugwi>.

Western Avenue Corridor Study and Rezoning	Ongoing study conducted by the BPDA that proposes to amend existing zoning for parcels along Western Avenue and Everett Street in Allston and Brighton so as to allow for increased development. Harvard University owns approximately 50% of all land located within the study area.	N/A	TBD
North Allston Storm Drain Extension Project (NASDEP)	An infrastructure project that proposes to install a large drainpipe underneath the Lower Allston neighborhood in order to mitigate anticipated flooding. The proposed NASDEP is required to enable future development on Harvard-owned land. The pipe will drain to the Charles River.	Boston Water and Sewer Commission	N/A
Allston Multimodal Project	This project proposes to replace aging viaducts and straighten the I-90 route that currently runs along Soldiers Field Road. This project includes the development of West Station, a new commuter rail station on the Worcester/Framingham line.	MassDOT	N/A

Appendix 2: Harvard and HALC's Contributions to Affordable Housing Creation in Allston and Brighton

	Summary	Monetary Contributions from Harvard	Total Housing Units Produced from Harvard Contribution	Affordable Units Produced from Harvard Contribution
Harvard Local Housing Collaborative	The Harvard Local Housing Collaborative is an initiative that seeks to create and preserve affordable housing in the Greater Boston area. Through partnerships with three local nonprofits, this fund is utilized to finance affordable housing projects.	2000-2040: Total contribution of \$40,000,000 for both Boston and Cambridge. ²⁸ Of this \$40 million, \$2,800,000 was awarded to projects in Allston-Brighton.	11	11
All Bright	The All Bright Homeownership	\$3,000,000	22 ³¹ (This program	0

²⁸Harvard University Public Affairs & Communications, "Housing Initiatives." Harvard in the Community, accessed November 29, 2021, <https://community.harvard.edu/housing>.

³¹ Harvard University, "Harvard University's Cooperation Agreements with the City of Boston- Annual Report '20-'21," FlippingBook, 2021, <https://online.flippingbook.com/view/567604860/23/>.

Homes ²⁹	Program is a Harvard-funded initiative managed by the Allston-Brighton CDC that promotes a permanent increase in the overall owner-occupancy rate of Allston-Brighton through the use of deed restrictions that assure all units that revolve through the program remain permanently owner-occupied.	contribution. ³⁰	does not produce new housing units; rather, it converts existing rental units to homeownership units. This number is therefore not included in the totals row. This is not an affordable housing program.)	
Charlesview, Inc.	Through a mutually beneficial business transaction, Harvard purchased the original site of the Charlesview Apartments located adjacent to the Harvard Business School and did a land swap at the site of the current Charlesview Residences. With this business transaction, The Community Builders, Inc. and Charlesview, Inc. were able to preserve 200 Section 8 rental units and add an additional 40 tax credit and market-rate rental units. In addition, The Community Builders developed 20 affordable homeownership units at Brighton Mills. The Davis Companies purchased the Telford site and built 85 condos as the third phase of the Charlesview redevelopment process.	N/A	N/A	N/A
90 Antwerp Street	Harvard's donation of a 0.7 acre parcel located at 90 Antwerp Street in Allston enabled the construction of 20 homeownership units, 12 of which are income-restricted IDP units available at AMIs ranging from 80% to 100%.	Land donation. Estimated value of \$2,000,000.	20	12
65-79 Seattle Street	In a recent community meeting, HALC announced that a 0.9 acre Harvard-owned parcel located at 65-79 Seattle Street in Allston will	Land donation. FY2021 total assessed value of \$977,600	TBD	TBD

²⁹Allston Brighton Community Development Corporation, "All Bright Homes," Allston Brighton Community Development Corporation, accessed November 29, 2021, <https://allstonbrightoncdc.org/all-bright-homeownership/>.

³⁰Harvard University, "Harvard University's Cooperation Agreements with the City of Boston- Annual Report '20-'21," FlippingBook, 2021, <https://online.flippingbook.com/view/567604860/23/>.

	be utilized for the development of homeownership units, some of which will be affordable. The number of units to be developed has yet to be determined.			
Housing Linkage Payments	In the City of Boston, all new commercial development over 100,000 sq ft in size that also requires zoning relief must pay linkage fees into the City's linkage fund for housing and job training programs. Housing linkage fees are dispersed by the Neighborhood Housing Trust.	For qualifying projects located in Allston-Brighton, constructed from 2008-2021: \$4,790,430 ³²	Detailed information on the allocation of linkage funds is not publicly available. The majority of linkage funds generated in Allston-Brighton are typically dispersed to other neighborhoods.	Unknown
TOTALS		Contributions to Allston-Brighton: ~\$8,777,600 Contributions to the City: ~\$4,790,430	31	23

³²Harvard University, "Harvard University's Cooperation Agreements with the City of Boston- Annual Report '20-'21," FlippingBook, 2021, <https://online.flippingbook.com/view/567604860/23/>.