2003

Town Gown Report

for the

City of Cambridge

Submitted by:

Harvard Planning + Allston Initiative

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Institution Name: Harvard University
Report for Time Period: Harvard's Town Gown Report is submitted for the 2002-2003 academic year. Unless otherwise noted, all data reflects spring 2003.
Date Submitted: November 21, 2003

I. EXISTING CONDITIONS

Please provide the following information about the current conditions and population at your Cambridge campus. Please note where information is unavailable or the question is inapplicable. Add clarifying comments as needed.

A. Faculty & Staff

Cambridge-based staff	Head Count: 8,388	FTEs[1] (if available): 6,970
Cambridge-based faculty	Head Count: 2,253	FTEs[1] (if available): 1,757

Number of Cambridge Residents Employed at Cambridge Facilities:
Harvard is the largest employer in the City of Cambridge: 3,600 Cambridge residents work at Harvard in Cambridge facilities. Additionally, 665 Cambridge residents work in Harvard facilities in Boston.

B. Student Body[2]

Please provide the following statistics about your Cambridge-based student body:
Total students attending classes in Cambridge (inclusive of all categories below): **21,273**

Total Undergraduate Degree Students	**7,050**	
Day	6,649	
Evening	401	(Extension School)
Full Time	6,822	(Extension School: 182)
Part Time	228	(Extension School: 219)
Total Graduate Degree Students	**8,895**	
Day	8,224	
Evening	671	(Extension School)
Full Time	8,098	(Extension School: 148)
Part Time	797	(Extension School: 523)
Non-Degree Students	**5,328**	
Day	383	
Evening	4,945	

[1] "FTE" refers to Full Time Equivalent employees, which treats part-time workers as a fraction of a full time position based on the number of hours worked per week.
2 Include all degree and non-degree students enrolled in day or evening classes, such as persons taking Harvard Extension classes. Counts taken October 15, 2001.

C. Student Residences

Undergraduate Students

Number residing in Cambridge in dormitories: 6,445
Number of these with cars garaged in Cambridge: 113
Number residing in Cambridge in off-campus affiliate housing[3]: 32
Number residing in Cambridge in off-campus non-affiliate housing: 123

As a residential college, Harvard offers well-maintained, academically and socially oriented housing to all undergraduates. Any undergraduates not accommodated in dormitories are offered housing in Harvard Real Estate Services' affiliated housing or in Harvard-owned cooperative housing. Ninety-seven percent of undergraduates reside in these on campus facilities. One hundred fifty-five students, primarily non-traditional-age, reside in non-Harvard-owned, off-campus housing.

Graduate Students

Number residing in Cambridge in dormitories: 1,430
Number of these with cars garaged in Cambridge: 174
Number residing in Cambridge in off-campus affiliate housing[3]: 1,081
Number residing in Cambridge in off-campus non-affiliate housing: 3,086

Harvard has a ten-year goal to house 50% of graduate students (see discussion in Section VII).

D. Facilities & Land Owned

Tax Exempt Facilities & Land

Acres: 190
Number of buildings: 301
Size of buildings (square feet): 11.64 million
Dormitories: Number of buildings: 91 Number of beds: 7,933

Do you maintain a detailed inventory of tax exempt facilities? If yes, indicate contact person and phone.

Scott Weaver, 617-496-8537

Taxable Facilities & Land

Acres: 33
All taxable properties (gross floor area): 1.3 million square feet
Commercial properties only (gross floor area): Harvard owns 19 taxable buildings with commercial uses, comprising 288,064 gross square feet of space. Harvard leases these facilities to a variety of non-University tenants, who add to the vibrancy and

[3] For the purpose of this report, "affiliate housing" is defined as other housing owned by the institution that is available only to members of the academic community. Affiliate housing does not include either dormitories or housing available for rent to persons who are not affiliated with the institution.

vitality of Cambridge. More detail about these tenants is included in the following chart.

Properties with Commercial Use	Use	Gross Square Footage
Holyoke Center Arcade	Retail/Restaurant	42,204
Holyoke Center Garage	Parking Garage	42,854
26-28 Church Street	Retail	5,894
32-42 Church Street	Restaurant	7,415
The Inn at Harvard (1201 Mass. Avenue)	Hotel	84,160
1607-1615 Massachusetts Avenue	Retail	5,549
870-888 Memorial Drive	Retail	5,202
Harvard Square Hotel (110 Mt. Auburn Street)	Hotel	29,785
132 Mt. Auburn Street	Office	1,104
134 Mt. Auburn Street	Office	2,055
140-142 Mt. Auburn Street	Office	6,556
5 Sacramento Street	Office	5,592
4-12 Story Street	Office	10,185
1244-1256 Massachusetts Avenue[1]	Retail/Restaurant	11,561
1300-1316 Massachusetts Avenue[1]	Retail	11,833
1328 Massachusetts Avenue[1]	Retail/Restaurant	3,219
65 Mt. Auburn Street[2]	Retail	2,660
8 Holyoke Street (Sandrine's)[2]	Restaurant	4,700
14 Story Street[2]	Office	5,536
Total		**288,064**

[1] The commercial uses in this property occur at the street level. Upper floors are used as affiliate residential space.
[2] This property is controlled, although not owned, by Harvard through a long-term lease.

Do you maintain a detailed inventory of taxable facilities? If yes, indicate contact person and phone:

Scott Weaver, 617-496-8537

Housing (do not include any information about dormitories in this table)

	Tax Exempt – Affiliate Housing[4]	Taxable – Affiliate Housing[4]	Tax Exempt – Other Housing	Taxable – Other Housing
Units	880	749	none	none
Buildings	8	52	none	none

[4] For the purpose of this report, affiliate housing is defined as other housing owned by the institution that is available only to members of the academic community. Affiliate housing does not include either dormitories or other housing available for rent to persons who are not affiliated with the institution.

Property Transfers

Please list Cambridge properties purchased since filing your previous Town Gown Report:

- Blackstone Steam Plant at 24-26 and 25-45 Blackstone Street, and 217-229 Putnam Street
- 113 Walker Street

Please list Cambridge properties sold since filing your previous Town Gown Report:

- 67 Francis Avenue

E. Real Estate Leased

Please attach to the report a table listing of all real estate leased by your educational institution within the City of Cambridge. Include street addresses, use (e. g., institutional, residences, commercial, etc.) and approximate area of property leased (e. g., 20,000 SF, two floors, entire building, etc.). If your institution does not lease any real estate within the City of Cambridge, you may omit this section.

Non-Harvard Buildings	SF	Tenant	Use
5 Bennett Street	6,030	KSG	Office
One Bow Street	8,450	FAS	Office
3 Bow Street	3,855	Parking Office	Office
44R Brattle Street	8,417	GSE	Office
One Brattle Square	18,737	KSG	Office
50 Church Street	7,600	KSG	Office
17 Dunster Street	6,150	FAS	Office
155 Fawcett Street	3,500	FAS/ART	Office
“	34,000	FAS/ART	Warehouse
30 JFK Street	3,425	KSG	Office
104 Mt. Auburn Street	7,150	FAS	Office
124 Mt. Auburn Street	34,350	KSG	Office
“	20,874	OHR	Office
“	16,899	HUDO	Office
“	10,365	Law	Office
“	9,765	GSE	Office
“	2,499	SPH	Office
“	698	G&CA	Office
125 Mt. Auburn Street	36,564	Law	Office
625 Massachusetts Avenue	70,762	FAS	Office
1100 Massachusetts Avenue	7,015	Provost	Office
1280 Massachusetts Avenue	7,483	HUL	Office
1408-1414 Massachusetts Avenue	50,000	FAS	Office
1430 Massachusetts Avenue	8,054	FAS	Office
20 University Road	17,887	KSG	Office
10 Ware Street	1,750	UIS	Office

Non-Harvard Buildings	SF	Tenant	Use
1 Story Street	6,125	DCE	Classroom
10 Appian Way	800	GSE	Office
25 Mt. Auburn Street	10,162	LASPAU	Office
One Kendall Square	27,000	HMS	Laboratory
77 Trowbridge Street	9,200	HPRE	Residential
320 Charles Street	9,762	HMS	Laboratory
Total:	**465,328**		

F. Parking Facilities

This section refers to parking spaces maintained in Cambridge only.

Number of parking spaces maintained for students (including resident and commuter parking); number of parking spaces maintained for faculty, staff and visitors.

Harvard University owns and maintains 4,536 non-commercial supporting parking spaces in the City of Cambridge. These spaces constitute the University parking inventory and are used to support the operations of the University and accommodate faculty, staff, student and visitor parking.

Do you charge for the use of parking spaces? If so, please describe your fee schedule.

Classification of permit types has changed since last year, and fees for University parking have been increased consistent with Harvard's Parking Transportation Demand Management Plan (described in Section II) filed with the City of Cambridge.

Permit Type	FY 03	FY 04
Faculty & Staff		
Assigned	$890	N/A
Reserved Garage	N/A	$1,250
Reserved Surface	N/A	$1,175
Pooled	$480	N/A
Unreserved Garage	N/A	$670
Unreserved Surface	N/A	$630
Morning / Afternoon / 3 Day	$340	N/A
Morning / Afternoon / 3 Day Garage	N/A	$480
Morning / Afternoon / 3 Day Surface	N/A	$450
Tenant Garage (24 hours)	$1,080 - $1,620	$1,200 - $1,620
Resident Surface (24 hours)	$830	$1,150
Metered Surface	$140	$190
Night	$135	N/A
Night Garage	N/A	$200
Night Surface	N/A	$175
2-Person Carpool Unreserved	50% reduced rates	50% reduced rates
3-Person Carpool Unreserved	75% reduced rates	75% reduced rates
Vanpools (5 or more affiliates)	Free	Free

Permit Type	FY 03	FY 04
Students		
Tenant Garage (24 hours)	$900 - $1,350	$1,083 –- $1,350
Resident Surface (24 hours)	$830	$960
Commuter Garage	$400	$560
Night	$135	N/A
Night Garage	N/A	$200
Night Surface	N/A	$175
Affiliated Services		
Vendors & Contractors	$1,200	$1,500
Visitors		
One Day Weekdays	$5/day	$7/day
One Day Weeknights and Weekends	$5/day	$5/day

Note: faculty and staff rates are based on a twelve-month occupancy. Student rates are based on ten-month occupancy. Permits are prorated on a monthly basis.

G. Payments to City of Cambridge FY 02

Real estate taxes paid for FY 02[5]	$4,479,832
Payment in lieu of taxes (PILOT) for FY 02	$1,725,286
Water & sewer fees paid during FY 02	$3,141,148
Other fees & permits paid during FY 02	$887,375

H. Payments to City of Cambridge FY 03

Real estate taxes paid for FY 03[6]	$4,575,919
Payment in Lieu of Taxes (PILOT) for FY 03	$1,807,269
Water & sewer fees paid during FY 03	$2,604,854
Other fees & permits paid during FY 03	$923,062

[5] FY 02 for the City of Cambridge includes the period from July 1, 2001 through June 30, 2002.
[6] FY 03 for the City of Cambridge includes the period from July 1, 2002 through June 30, 2003.

II. TRANSPORTATION DEMAND MANAGEMENT

Please provide the following information. You may summarize the information below or attach documents to this report, as appropriate. If your school has not updated information since submitting the 2002 Annual Report, you may so indicate in the appropriate space below.

A. Results of surveys of commuting mode choice for faculty and/or staff and/or students. (We would appreciate receiving a copy of your survey instrument, if possible.)

B. Information on the point of origin of commuter trips to Cambridge for faculty and/or staff and/or students. (This information will assist the City in lobbying for improved regional transit options.)

C. Description of Transportation Demand Management programs offered to faculty and/or staff and/or students (e. g., MBTA pass sale programs, shuttle services, bike parking facilities, etc.)

On July 11, 2003 the City of Cambridge approved Harvard's Parking and Transportation Demand Management ("PTDM") Plan. The PTDM plan is an extensive report on Harvard's existing Transportation Demand Management ("TDM") programs, the University's Cambridge parking supply, and the total population of employees and graduate students who travel to the University. The goal of the Plan is to provide the City of Cambridge with an accurate baseline assessment of Harvard's current parking supply and how it is managing its vehicle trips through the TDM measures and strategies offered by the *CommuterChoice* Program. The PTDM Plan provides a menu of transportation services and cost-effective financial incentives and describes Harvard's additional plans for making a reasonable effort toward a 10% reduction in its single occupancy vehicle ("SOV") rate, from an exceedingly low rate of 27.4 to 24.7%. Information on the point of origin of commuter trips to Cambridge for faculty and/or staff and/or students is contained in the PTDM Plan.

Harvard University is the largest employer in the City of Cambridge and it is a complex decentralized educational institution that is naturally geared toward flexible work and academic schedules. Therefore it is a less intensive traffic generator than other traditional businesses. For example, fully one third of Harvard's Cambridge-based employees are non-peak-hour commuters. Non-peak commuters reduce traffic congestion by naturally spreading out all traffic impacts, including transit, vehicular and pedestrian.

Harvard University's use of alternatives to driving alone is an excellent example of the partnership between a proactive employer and its receptive and responsible employees. For over twenty-five years its employee and graduate student populations have acted responsibly in choosing among the various commuting alternatives made available to them, as evidenced in the records maintained since 1975, when the University completed its first Rideshare Report for the Department of Environmental Protection ("DEP"). Over

time, the University has consistently maintained an exceptionally low SOV rate ranging between 27 and 34%.

To ensure that this 25-year trend continues to be positive, Harvard has implemented extensive TDM policies and programs. The TDM policies and programs are incorporated into Harvard's *CommuterChoice* Program and are available to all employees.

Today Harvard's Transportation Services Department is focusing on establishing an exemplary *CommuterChoice* Program. In fact, on April 12, 2002, and again in April 2003, Harvard University's *CommuterChoice* program was recognized for its membership in the Environmental Protection Agency's ("EPA") National *Commuter Choice Leadership Initiative*; now referred to as the *Best Workplaces for Commuters Program*.

In the three years since Harvard formalized its TDM measures into a commuter mobility program, Harvard has:

- Implemented an on-site *CommuterChoice* Program with two full-time employees
- Increased the MBTA Pass direct subsidy from 10 to 40%
- Increased T pass sales by 19%
- Increased the allowable IRS 132F transportation benefit to $100 a month
- Increased shuttle ridership by 24%
- Increased number of registered carpools by 40%
- Implemented a car sharing (ZipCar) incentive program
- Implemented a Employee Vanpool Incentive Program
- Trained 141 Transportation Coordinators (TC) representing all departments on campus, who collect issues, comments, and questions, and disseminate materials
- Implemented an on-line web-based rideshare registration (including registration for finding a cycling partner)
- Hosted or participated in eight different commuting events.

In addition, Harvard recently announced a goal to reduce the number of commuting students by increasing the percentage of students housed in on-campus facilities. Harvard currently houses approximately one third of graduate students, and the University aspires to house one half of graduate students within ten years. The University believes this will further reduce transportation impacts. A 2001 graduate student survey showed that less than 1% of graduate students who are housed by Harvard drive alone to their campus destinations. Instead, nearly 90% of graduate students who are housed by Harvard walk to their campus destinations.

The commitments made in the PTDM Plan by the University to its community are many, including the following:

- Harvard will seek to provide improved amenities, such as shelters and benches, at bus stops bordering Harvard properties as major new development or significant renovations are undertaken

- Harvard will improve carpool incentives by implementing a creative signage program that will identify future carpool spaces in highly-valued parking areas
- Harvard will be surveying its population to measure travel mode split every year (instead of every two years) beginning in 2004
- Harvard will improve its current bicycle rack inventory map by adding shower and locker locations, as well as recommended bike routes
- Harvard will seek to incorporate new bike racks, showers, and lockers into major new development and significant renovation projects, when approved by the City.

The programs and measures put forward in the PTDM Plan are extensive and support Harvard's ability to reduce SOVs by the amount required in this Plan. In fact, Harvard believes no other employer of comparable size has undertaken programs and measures of such breadth and depth.

With all efforts taken together, including Harvard's intense promotion of a greener campus through the Harvard Green Campus Initiative (HGCI), the University is clearly acting responsibly to improve the quality of life within the community of Cambridge.

The PTDM Plan is available by contacting Catherine Preston, PTDM Planning Officer, at 617-349-4673 or cpreston@cambridgema.gov.

III. RECENT EFFORTS TO SHARE INFORMATION

Please briefly summarize efforts made by your institution to share information with either City agencies or the community about your institutional planning process over the past calendar year. You may either use the space below for your response or attach a statement to this report.

Harvard University remains committed to actively engaging its host communities on planning issues. Harvard achieves this goal through many vehicles, including a variety of standing committees and special meetings. These allow Harvard to coordinate with the City on a regular basis regarding long range planning activities, zoning issues and specific projects. Harvard also works to engage neighborhoods and community members in discussions about planning activities. Harvard Planning + Allston Initiative and the Office of Government, Community and Public Affairs meet regularly with City agencies and citizen groups so that University planning efforts are inclusive and informed by community concerns and interests. Discussions take place in both general information and project-specific forums, as summarized below.

1. Joint Committee for Neighborhood/Harvard Consultation

The Joint Committee for Neighborhood/Harvard Consultation is now comprised of representatives from seven neighborhood groups (the Agassiz Neighborhood Council and the Agassiz Committee on the Impact of Development, the Association of Cambridge Neighborhoods, the Cambridge Neighborhood Initiative, the Harvard Square Defense Fund, the Mid Cambridge Neighborhood Association, and the Riverside Neighborhood Association), the Community Development Department, and Harvard University. The Joint Committee has been active for over 13 years, and serves as a forum where Harvard representatives and Cambridge neighborhood leaders meet and discuss topics of mutual interest. The Committee is co-chaired by a neighborhood and a Harvard representative. The Joint Committee meets monthly to share information and discuss neighborhood issues, planning and zoning issues, and community activities. Monthly agendas for each meeting contain detailed, updated information about University planning and development projects.

2. Advisory Committees

By serving as members on a variety of City advisory committees, Harvard representatives share information about future plans and work to address issues that are raised. Examples of advisory committees include:

- Agassiz Working Committee
- Harvard Square Design Committee
- Harvard Square Advisory Committee
- Cambridge Pedestrian/Bicycle Committees

- Cambridge Licensee Advisory Board
- Rooftop Mechanicals Advisory Committee
- Neighborhood Study Committees

In addition to participating in City advisory committees, Harvard has established working committees with neighborhood representatives to address specific planning issues. For example, Harvard created the Ad Hoc Consultative Committee for Environmental and Safety Concerns in the Harvard University North Yard Area, which was comprised of community members and City and Harvard representatives.

3. Project Discussions

In addition to providing information in written correspondence with neighbors and on a variety of project websites, Harvard organizes community discussions with Cambridge residents so that neighborhood interests and concerns inform planning of specific projects. This past year, the University held neighborhood discussions regarding a number of projects, including:

- A new library services building at 90 Mt. Auburn Street
- The underground garage at 52 Oxford Street, which will replace surface parking in the north campus area
- The Center for Government and International Studies (CGIS) that would replace two existing institutional buildings located on Cambridge Street; and renovations at the Quadrangle to building utilities and undergraduate residence halls, extensive landscaping and roadway improvements
- Lippman House – an addition for the Nieman Fellows program
- 29 Garden Street – renovation of graduate student housing
- Faculty Club – creation of new employee facilities underground, expansion of the central kitchen, increased storage and staff office space
- The Laboratory for Interface Science and Engineering (LISE)
- Harvard Law School's Feasibility Study
- The Hasty Pudding Renovation
- The Biological Research Infrastructure (BRI) building
- 60 Oxford Street

The University informs residents about planning activities through letters, bulletins, community newsletters, websites, e-mail updates, and presentations at neighborhood association meetings. For example, Harvard provided information regarding the Laboratory for Interface Science and Engineering Building at multiple community meetings, including Agassiz Neighborhood Council meetings, and gave a special presentation at the Museum of Science on nanoscience, which is one of the disciplines driving the new building. Harvard representatives also provide updates regarding specific planning activities to the Cambridge Historical Commission, the Mid Cambridge Neighborhood Conservation District, the Harvard Square Advisory Board, the Planning Board, and other boards and commissions. In cooperation with the Agassiz Neighborhood Council, the University has organized and regularly updates a

comprehensive collection of planning and project information, kept in binders for review by neighborhood residents at the Agassiz Neighborhood Council, the main branch of the Cambridge Public Library, and the Office of Community Affairs.

4. Administrative Working Group

Members of the Cambridge City Administration, Harvard Planning + Allston Initiative, and Harvard's Office of Government, Community, and Public Affairs meet on a quarterly basis to share information regarding planning activities and other areas of mutual interest to the City of Cambridge and Harvard University, and to explore and develop areas of cooperation.

5. Construction Mitigation Meetings

The University has worked to enhance communication with neighbors regarding construction activities and mitigation efforts. We have hired a construction mitigation manager who operates an onsite construction mitigation office and 24-hour call line. Information regarding weekly construction activities for the CGIS project, the Oxford Street Garage, and the BRI project are posted at information boards and sent to neighbors directly via e-mail. Construction web sites (www.construction.FAS.Harvard.edu and www.sixtyoxford.harvard.edu are examples) provide regular updates about construction activity. The construction mitigation manager and his team have regular meetings with neighbors to discuss construction work and resolve any issues that arise.

6. Publications and Other Communications

Harvard communicates with its neighbors via direct mail, web sites, e-mail, newsletters, the Harvard *Gazette*, inserts in local print media, neighborhood meetings, special public meetings, and public forums. The Harvard Box Office and the Harvard Information Office in the Holyoke Center Arcade are also open to the public.

An example of this communication is Harvard University's neighborhood newsletter, "Update." This publication contains information on the entire spectrum of the collaborative relationship between Harvard University and the residents of the City of Cambridge. It is distributed via direct mail to residents three times per year. Also, please find Harvard's *Directory of Community Service Programs* attached to this report.

7. City Council Committee on University Relations

The Cambridge City Council established a standing committee to ensure that the City's elected leadership was fully engaging with the universities on all aspects of the town gown relationship. The Committee has met on numerous occasions to discuss issues such as: housing, the environment, education, planning and development, and the fiscal health

of the city. In addition to identifying and discussing these key issues, the ongoing meetings recognize opportunities for action and collaboration.

Harvard has demonstrated its commitment to collaborate with the community on these issues by working with and supporting the community-based organizations. For example, in the area of education and youth, organizations that Harvard supports include:

Cambridge Boy Scouts
Cambridge Arts Council
Cambridge Camping Association
Cambridge Carnival International
Cambridge Center of Adult Education
City of Cambridge Mark Ashe Fund
City of Cambridge Public Schools, Project Teach
Cambridge Community Center
Cambridge Community Foundation
Cambridge Community Services
Cambridge Family Literacy Collaborative
Cambridge Family YMCA
Cambridge Harvard Summer Academy
Cambridge Historical Society
Cambridge Multicultural Arts Center
Cambridge Rindge and Latin School
Cambridge School Volunteers
Cambridge Youth Programs
Cambridge Youth Sports
City Kicks
Community Art Center
Community Learning Center
Cultural Survival
East End House
Cambridge Teacher Training Program at GSE
Guidance Center, Inc.
Jam'nastics
Longy School of Music
Margaret Fuller House
Matignon High School
Maud Morgan Visual Arts Center
Peabody Community School
Salvation Army
Summer Teen Employment Program
Summerbridge Cambridge
Transition House
Twilight Project
YWCA of Cambridge

8. City Council Committee on Neighborhood and Long Term Planning

Harvard representatives serve on a working group with the City Council Committee on Neighborhood and Long Term Planning that has developed and presented a series of public educational sessions on the Cambridge knowledge-based economy and its implications for the residents and students of Cambridge. Two of the sessions have featured former Harvard Business School researcher Juan Enriquez. These sessions benefit the community in multiple ways, including educating individuals about the many positive implications of conducting advanced research at local universities.

IV. FUTURE PLANS

On page 12 of the Town-Gown Report, the members of the Town-Gown Committee agreed that "Universities should offer statements of their future needs to the city and plans responding to those needs. These plans should include specific statements about known development projects and their status; forecasts of faculty, staff or student population growth; and identified needs that do not yet have solutions . . . These plans should address known concerns of the community, such as parking and/or tax base erosion."

Describe your institution's current and future physical plans:

- **Employ a planning horizon of ten years;**
- **Describe the broad goals of your plans and the primary needs that you address through your plans (e. g., housing needs of staff or of students, encourage interdisciplinary research, etc.);**
- **Identify and describe plans for future development on the various districts of your campus (coordinate with Map 3 in Section VI);**
- **Include in your discussion the relationship of planned and projected institutional development to adjacent residential districts within Cambridge and any impacts that might result;**
- **Include in your discussion the relationship of planned and projected institutional development to adjacent retail and commercial districts within Cambridge and any impacts that might result (e. g., loss or relocation of retail space, etc.);**

To the extent feasible, your narrative should also include the following specific information:

- **Project and describe anticipated changes in your employee and student populations;**
- **Project and describe anticipated changes to your housing stock;**
- **Project and describe anticipated changes to your parking stock;**
- **Describe any needed property acquisition and disposition.**
- **Please provide copies or summaries of any institutional plans shared with community groups within Cambridge.**

To maintain excellence in teaching and research, Harvard strives to create an environment that is dynamic and highly adaptive. This pertains to both its human and physical resources. Harvard has a responsibility to address new areas of inquiry and be responsive to the global teaching and research environment. As the academic world becomes more competitive, the University must be able to attract faculty and students and provide an environment that has housing and cultural amenities as well as state-of-the-art academic and research space.

College campuses must provide environments that support the learning community and student services. Several Harvard graduate and professional schools are addressing this need in their long-range planning. Some are considering facilities to help alleviate overcrowded conditions in classrooms and labs, adding space and instructors over time. In long-range planning, certain schools and departments, particularly in the Faculty of the Arts and Sciences and the Medical School, must consider the need for state-of-the-art laboratory space for researchers in emerging fields.

Much of the planning program in Cambridge is focused on several key areas:

- Advancements in new fields of knowledge in the sciences
- Improvements to academic and student life for the graduate and professional schools
- Provision of suitable housing for faculty, staff, and students

Planning Principles

In an address to the Cambridge Chamber of Commerce on April 30, 2003, Harvard President Lawrence Summers commented on the shared interests of the University and the City of Cambridge and observed, "…[our] challenge is to work together to recognize that our interests overwhelmingly coincide. Cambridge is where we live. If the schools in Cambridge work effectively, if the streets of Cambridge are safe, if the business activities of Cambridge and the retail activities of Cambridge are vibrant, if there is great housing for people of all different kinds, that is good for Cambridge and that is fundamentally important for Harvard."

The City of Cambridge and Harvard University are both institutions that represent communities of people, operate according to a system of values, and conduct physical planning within a framework of guiding principles. The following chart compares these physical planning principles:

City of Cambridge Policy Guidelines (City Council Goals)	Harvard University Campus Planning Principles (University Physical Planning Committee)
Provide high quality services to residents, improve access to these services and increase opportunities for public participation in local government.	Facilitate collaboration and foster a sense of university community.
Provide high quality public safety services and maintain high level of public confidence in these services.	Respect the historic character of the University while recognizing contemporary developments in design.
Preserve and expand permanently affordable housing.	Maintain proportions in building massing and landscaping that are sensitive to human scale.
Strengthen and support public education and other learning in Cambridge for the benefit of residents of all ages.	Demonstrate a commitment to excellence of design in the choice of architects and the formulation of programs.
Foster community; support opportunities for citizens to know each other within their neighborhoods and across the city.	Utilize existing facilities through conversion rather than construction of new structures when feasible.
Support neighborhood preservation and enhancement.	Maintain a sense of open space by limiting vehicular traffic and concealing parking facilities.

City of Cambridge Policy Guidelines (City Council Goals)	Harvard University Campus Planning Principles (University Physical Planning Committee)
Foster improvement of air quality, in particular through creative approaches to traffic, parking, and transportation needs of residents and businesses within the context of growing congestion.	Recognize the concerns of the community in the formulation of building programs, especially in the "transition" zones where development intensity can exacerbate conflicts.
Maximize the benefits of new and existing economic development and university activities to improve the life of the city.	

Projects in Planning

Housing In Riverside

Harvard plans to advance its goal of increasing faculty and graduate student housing by developing new housing on University property in Riverside. The sites in Riverside are optimal for housing as they are located within walking distance of the academic core and are compatible with the surrounding residential uses of the university and community. Harvard is in the early stages of planning for the development of new university housing in two locations in Riverside (see map on p. 20):

Banks/Grant/Cowperthwaite Streets: Harvard is planning to transform the existing surface parking lots located on Grant and Cowperthwaite Streets into housing for faculty and graduate students. The development concept calls for small, individual structures located north of Grant Street and a larger residential building located along Cowperthwaite Street. The majority of parking will be located in an underground garage.

870-888 Memorial Drive: Harvard is planning to develop graduate student housing at this site. On the northern parcel, Harvard plans to concentrate the massing of its single housing structure towards Akron Street and Memorial Drive, which will step down along the neighborhood edge at Banks Street. On the southern parcel, three separate, low-rise structures are planned between Western Avenue and Hingham Street along the eastern edge of the property.

Through a negotiated agreement with the City Council and Riverside neighbors, Harvard committed to providing a number of important community benefits in exchange for the ability to develop housing at these sites. The community benefits include the creation of publicly accessible open space on the corner of Western Avenue and Memorial Drive, the development of 30-34 affordable and moderate-income home ownership units at the Switchhouse portion of the facility at 45 Blackstone Street.

Academic Development in the North Campus

Harvard is working closely with the City and the Agassiz community regarding Harvard's proposed development projects designed to meet academic needs while preserving and enhancing the character of the campus/neighborhood edge. In October 2002, the City Manager established the Agassiz Working Group, comprised of Cambridge Community Development staff and Agassiz neighborhood and Harvard representatives, to address issues related to Harvard's planned North Campus developments (see map on p. 21). In April 2003, Harvard began a series of meetings with community representatives to create a new working relationship regarding future development in the North Campus.

Harvard has offered to work with the City and the Working Group to analyze cumulative impacts. Since 1998, the University and the Agassiz community have been actively engaged in conversations about North Campus development. An example of this collaboration is the community process regarding the Hammond Street edge, which resulted in a transition overlay district. Additionally, Harvard has presented Faculty of Arts and Sciences science buildings currently in construction to the Planning Board and community.

None of Harvard's proposed projects require traffic analyses. However, in response to concerns regarding future traffic impacts, Harvard has agreed to undertake a comprehensive North Yard Transportation Study to assess cumulative impacts that the proposed development projects might have on abutting neighborhood streets. The study focuses on the public right-of-way and is intended to provide a basis to assist the review of individual projects with the City of Cambridge. Through this study, Harvard has worked with neighbors and the City to understand the traffic, transportation and parking impacts of development. Harvard is also formulating guidelines for development to ensure that the campus transportation infrastructure will accommodate and encourage alternative modes of transportation.

Sciences

The Faculty of Arts and Sciences has begun construction of the Biological Research Infrastructure building, which, along with future projects (i.e. the Laboratory for Integrated Science and Engineering and the North/West Building) will create much-needed additional space for the natural and applied sciences in the North Campus. As the sciences require additional space, the general development framework for the North Campus allows for additional academic buildings in this area; however, currently none have been proposed.

The Laboratory for Integrated Science and Engineering (LISE): A new 135,000 square feet science building connecting the Cruft and McKay Laboratories will provide high-quality interdisciplinary laboratory space for physics, chemistry, chemical biology, engineering and applied sciences in a new Center for Mesoscale Structures and Materials.

The project has been reviewed by the Planning Board, which approved the granting of a special permit in October 2003.

North/West Science Building: Construction of a North/West Science Building is proposed above the North Campus garage, which is under construction at the Hammond Street edge of the campus. Construction of the North/West Science Building is expected to begin in 2005. The structure will be 205,000 GSF above grade and will include both wet and dry laboratories. Below-grade space will be used for climate-controlled collections storage and mechanical space.

Harvard Law School Feasibility Study

Harvard Law School is concluding a Feasibility Study to evaluate the opportunities to meet its existing and twenty-year space needs through development of its campus. This study addresses feasibility issues such as the possibility of replacing the Everett Street garage facility with underground parking. Harvard has involved the community during the study process.

Harvard Divinity School

Within the next ten years, Harvard Divinity School plans to create 40,000-60,000 square feet of faculty and staff offices, classrooms, and meeting spaces northeast of Rockefeller and Andover Halls. These buildings are proposed to be situated around a green space, which will provide coherence and unity to the Divinity School campus.

Other Projects in Planning

See Map 3 on p. 29 for project locations.

90 Mount Auburn Street: The Harvard University Library, whose offices are currently dispersed in various locations across campus, is proposed as the occupant for the planned four-story building. Retail space for exhibitions will occupy the front third of the ground floor. Construction is expected to commence in fall 2003. The project has been reviewed and approved by the Planning Board.

Harvard University Art Museums: Harvard University Art Museums is evaluating its space needs at the Fogg and Sackler buildings. At the Fogg Museum, the University is planning to upgrade building and system deficiencies, to improve accessibility for persons with disabilities, and to assess its options to address future space needs. Interior space modifications are being planned at the Sackler Museum.

Hasty Pudding: Renovations are planned for 10-12 Holyoke Street, the long-time home of the Hasty Pudding Theatricals and other Harvard student organizations. The brick facade will be restored while the back two-thirds of the building, now in a serious state of

disrepair, will be demolished and rebuilt as a 275-seat theater with rehearsal, theater support and meeting space.

Littauer Hall: This renovation will enable the Economics Department to provide a central space for undergraduate tutorial services, research space for faculty, and workspace for graduate students. These activities currently take place in a number of different locations.

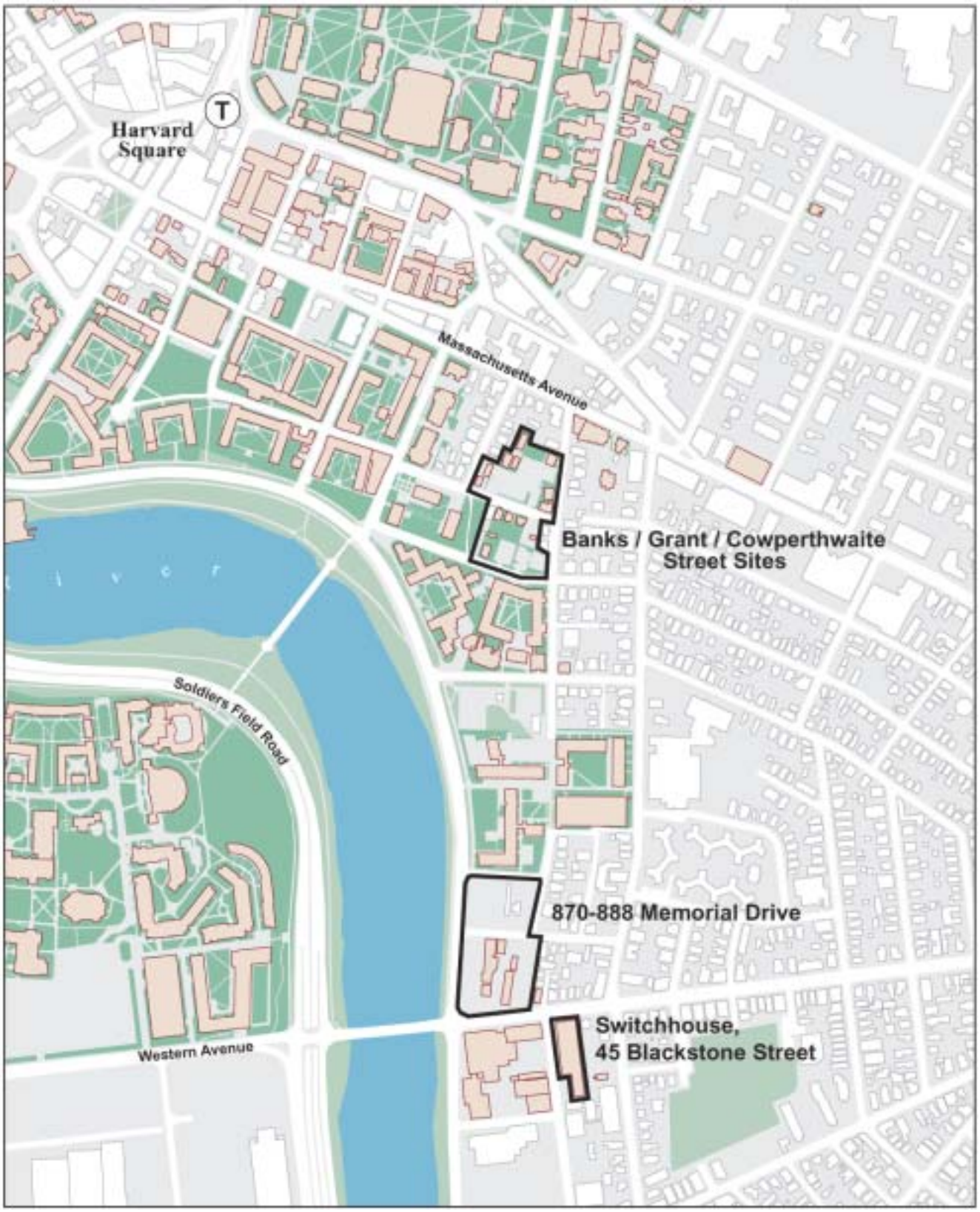
Schlesinger Library Renovation: The Radcliffe Institute is finalizing its design for renovations to Schlesinger Library. The project scope includes restoration and reconfiguration of interior spaces, the creation of an accessible entrance from the Radcliffe Yard side of the building, and modifications and improvements to mechanical and life safety systems. Construction is expected to begin in early 2004.

Kennedy School of Government: Long-term plans for the Kennedy School of Government to address future space needs include the development of a new building to provide additional classroom, conference, and office facilities for researchers and program administrators.

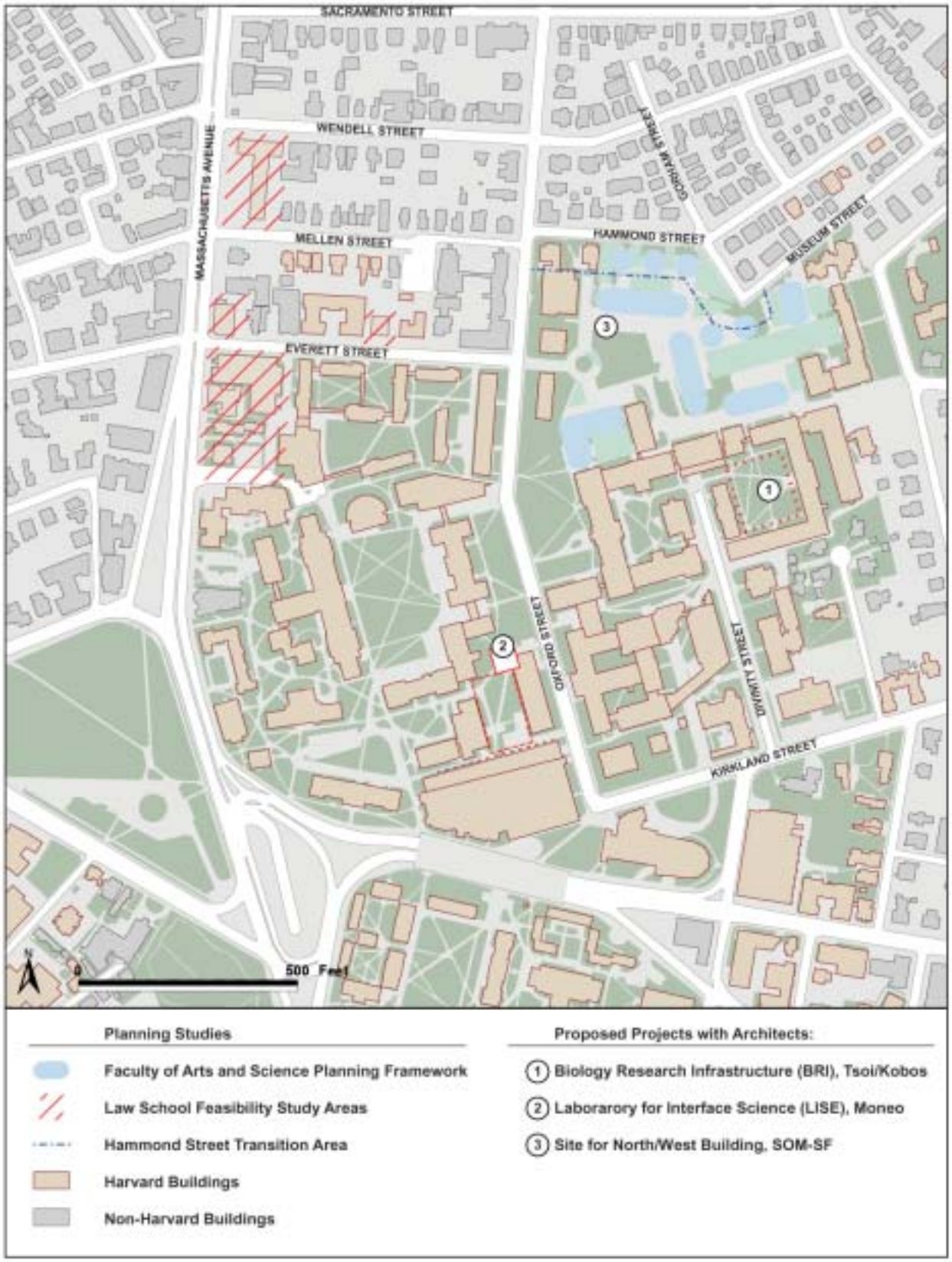
Divinity Avenue Utility Upgrade: Construction on Divinity Avenue will upgrade utilities under the street and provide new service tie-ins to the Biological Research Infrastructure facility (currently under construction).

Holyoke Center: The University is in the process of instituting a number of new security measures. In addition, plans are being evaluated that may lead to the relocation of the Widener Dioramas into the Information Office in the Arcade.

HOUSING SITES IN RIVERSIDE



ACADEMIC DEVELOPMENT IN THE NORTH CAMPUS



Planning in Allston

Harvard President Lawrence Summers recently outlined planning assumptions regarding Allston in a letter to the University community. Following is a summary of that letter. For the full text, please see http://www.president.harvard.edu/ speeches/2003/lhs_allston.html.

"The present moment of challenge and change for higher education is also a moment of great promise for Harvard. At such a time, Harvard is especially fortunate among universities to have the prospect of substantial room to grow. We have, in our Allston properties, a historic opportunity to build our long-term academic strength, while contributing to the vitality of one of our important home communities. The choices we make in the coming years about this extraordinary opportunity will do much to shape Harvard for decades to come.

"While it will be many years before much of the Allston land becomes available for university use, we expect to be in a position to begin some limited building within the next several years, and to pursue some additional development within the ensuing decade. It is useful now to outline a set of working hypotheses about the future use of the land, both to sharpen discussion and analysis, and to ensure that the ultimate result is a coherent whole.

"Many individuals and groups have been helpful in bringing the planning effort to this point. A number of common themes have been prominent in the deliberations to date. For instance, the Allston properties should ultimately emerge as an integral part of Harvard's academic enterprise, as magnetic as other parts of the campus; they should feature a mix of uses, both academic and residential; they should be effectively linked with other parts of the campus; they should engage with and be part of the neighboring community; and they should be planned in view of the reality that Harvard's long-term growth opportunities in Cambridge (and eventually in Longwood) are finite.

"In light of the discussions to date, the Harvard Corporation has now asked me to outline a set of programmatic planning assumptions to help sharpen and guide further thinking about the eventual use of the Allston properties:

"Science and technology: To maintain Harvard's excellence in the basic sciences, and to advance our strengthened commitment to the applied sciences and engineering, we will need substantially more space for science in the decades ahead. Given the developments driving much of modern science, this will include space flexibly designed to make collaboration easier, and space that can well accommodate the more sophisticated technology on which so much of science now depends. In light of the nature of the facilities needed, and a realistic appraisal of the long-term constraints on physical growth in Cambridge and Longwood, we should begin planning with a view toward establishing in the long run a critical mass of scientific activity in Allston.

"Professional schools: Both the School of Public Health and the Graduate School of Education could benefit in a number of ways from eventual relocation to Allston, given both the nature of their academic missions and their current physical settings. In addition, Allston should be seen as a future home for wider collaborative efforts among the professional schools, in view of challenges common to the professions they serve.

"Housing and urban life: Especially in light of the difficult housing market, we need to increase opportunities for Harvard's graduate and professional school students to live in University housing. More such housing will improve our students' lives and enhance our overall educational environment. In addition, the Allston properties should incorporate elements essential to a vibrant urban community, such as restaurants, shops, open spaces, gathering places for special events, and reliable transportation. The extended campus should draw its energy not only from academic activities but also from the day-to-day activities of a lively urban neighborhood.

"Culture and community: Artistic and cultural activities contribute greatly to the character of the University, and also provide important links to the wider community. We should consider more concretely how the Allston properties might provide improved space for some of these activities, in ways that would both serve our academic purposes and add to the vitality of community life.

"Undergraduate life: While this programmatic element is at this point more speculative than others, Allston might in time serve as a locus for facilities and activities aimed at enhancing undergraduate life, including the possibility of new undergraduate Houses close to the Charles River. Such a development could help relieve crowding in the current Houses; provide more and better space for student activities; strengthen the bonds between the Cambridge and Allston parts of our extended campus; open up the possibility of someday relocating students from the Radcliffe Quad; and allow for the long-run possibility of welcoming more undergraduates from around the world."

V. PROJECTS IN CONSTRUCTION

Your narrative should also include the following project specific information:

- **List all development projects completed within the past year, currently in construction or which will require City permits or approvals during the next three years (coordinate with Map 4 in Section VI)**
- **Indicate how each project meets the programmatic goals of your institution discussed in Section IV**
- **Indicate how each project fits into the physical plans for the immediate campus area**
- **Indicate identified future development sites on your campus (coordinate with Map 5 in Section VI)**

Of last year's "Projects in Construction," the Widener Library Renovation, 60 Oxford Street (UIS Building), the Science Center Renovation, the Faculty Club Renovation, and the Lippmann House Renovation have been completed. The 29 Garden Street Renovation and the Jewett House Renovation are nearing completion and are slated for occupancy in the immediate or very near future.

These projects, as well as the following projects in construction, support several of Harvard's priorities and goals, e.g., advancement of teaching and research in the sciences; optimization of campus space for academic use; infill on our existing campus to meet the space needs of the schools; housing for students and affiliates; and maintenance of our historic buildings. Projects in planning are described in Section IV.

See Map 3 on p. 29 for project locations.

Biological Research Infrastructure Building ("BRI"): The Faculty of Arts and Sciences commenced construction of a 75,000-GSF, two-level, underground research facility below the Biolabs courtyard in August 2003. The BRI has been designed for scientific research on transgenic mice in order to advance the understanding of how animals develop, function and combat disease. Siting this facility below-grade enables Harvard to make it very secure and preserve valuable campus open space by restoring the courtyard above where the facility will be located once it is constructed.

North Campus Underground Parking Garage: This four-level, 730-car underground parking garage will consolidate and replace existing surface parking in the North Yard. Construction of the garage is underway.

Gund Hall Basement Expansion: This below-grade addition has created and expanded the facilities that support coursework, research and operations for the Graduate School of Design. Construction began in July 2002 and was largely completed in September 2003.

Center for Government & International Studies ("CGIS") and 96 Prescott Street: This project will create a home for Harvard's Government Department and affiliated centers for international studies. Two buildings are proposed on the north and south sides of

Cambridge Street; the building at 96 Prescott Street has been relocated to 18 Sumner Road and will be renovated. Construction has begun.

Palfrey House Relocation: This historic house was moved in two phases from its original location in the former Oxford Street surface parking lot. The house was moved to an interim location in order to begin construction on the North Campus underground garage. In October 2003, a second move placed the house at its final location facing Hammond Street, where it will be renovated for academic use.

Oxford Street Utility Upgrade: A short-term (summer and fall 2003) construction project at the south end of Oxford Street will upgrade utilities for the existing north campus buildings.

VI. MAPPING REQUIREMENTS

Please attach to the report maps of the following:

Map of all real estate owned in the City of Cambridge. Categorize properties by use as appropriate (e. g., academic, dormitory, commercial investment, etc.).

Map 1 shows Cambridge property owned by Harvard and Cambridge property leased by Harvard for institutional use.

Map of real estate leased. Categorize properties by use as appropriate (e. g., academic, dormitory, commercial investment, etc.). This map can be combined with the one above.

Map 2 shows Harvard-owned property leased to third parties.

Map of future development districts on your campus.

See Section IV, pp. 20-21.

Map of development projects completed within the past year, now underway, proposed or planned within the next three years.

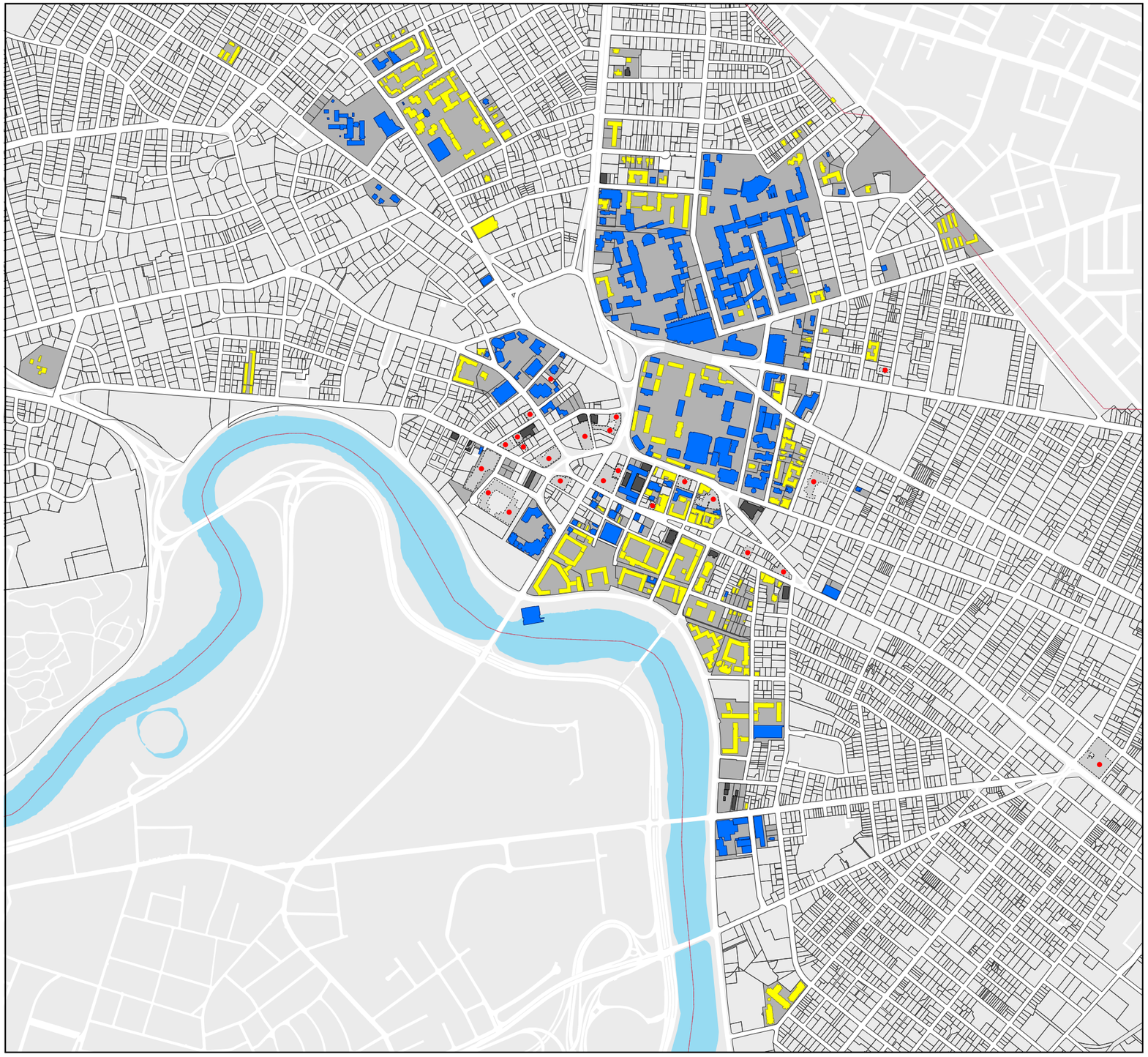
Map 3 shows development projects recently completed, in construction, and in planning.

Map of identified future development sites on your campus. This map can be combined with the one above.

See Section IV, pp. 20-21.

VI. MAPPING REQUIREMENTS, MAP 1

Real Estate Owned and Leased by Harvard for University Use



Legend

Buildings by Ownership Status and Primary Use(1)

- Harvard Owned - Institutional(2)
- Harvard Owned - Residential
- Harvard Owned - Other(3)
- Leased(4) - Institutional(5)

Land Parcels

- Harvard Owned
- Non-Harvard Owned

Notes

(1) Primary Use reflects predominant building use.

(2) The Rowland Institute located at 100 Edwin Land Blvd is located outsite the map coverage area.

(3) See Map 2, next page.

(4) Buildings may be leased by Harvard in whole or in part.

(5) All buildings leased from a 3rd party are used for institutional purposes, except 77 Trowbridge Street and 65 Mount Auburn Street which are residential.

The following buildings leased by Harvard for Institutional Use are located outside the map coverage area:

155 Fawcett Street
One Kendal Square
320 Charles Street

VI. MAPPING REQUIREMENTS, MAP 2

Real Estate Leased to a 3rd Party in Cambridge

Legend

Buildings by Ownership Status and Use

- Leased to 3rd Party (1) - Commercial (2)
- Leased to 3rd Party (1) - Other (3)
- Harvard Owned - Other

Land Parcels

- Harvard Owned
- Non-Harvard Owned

Notes

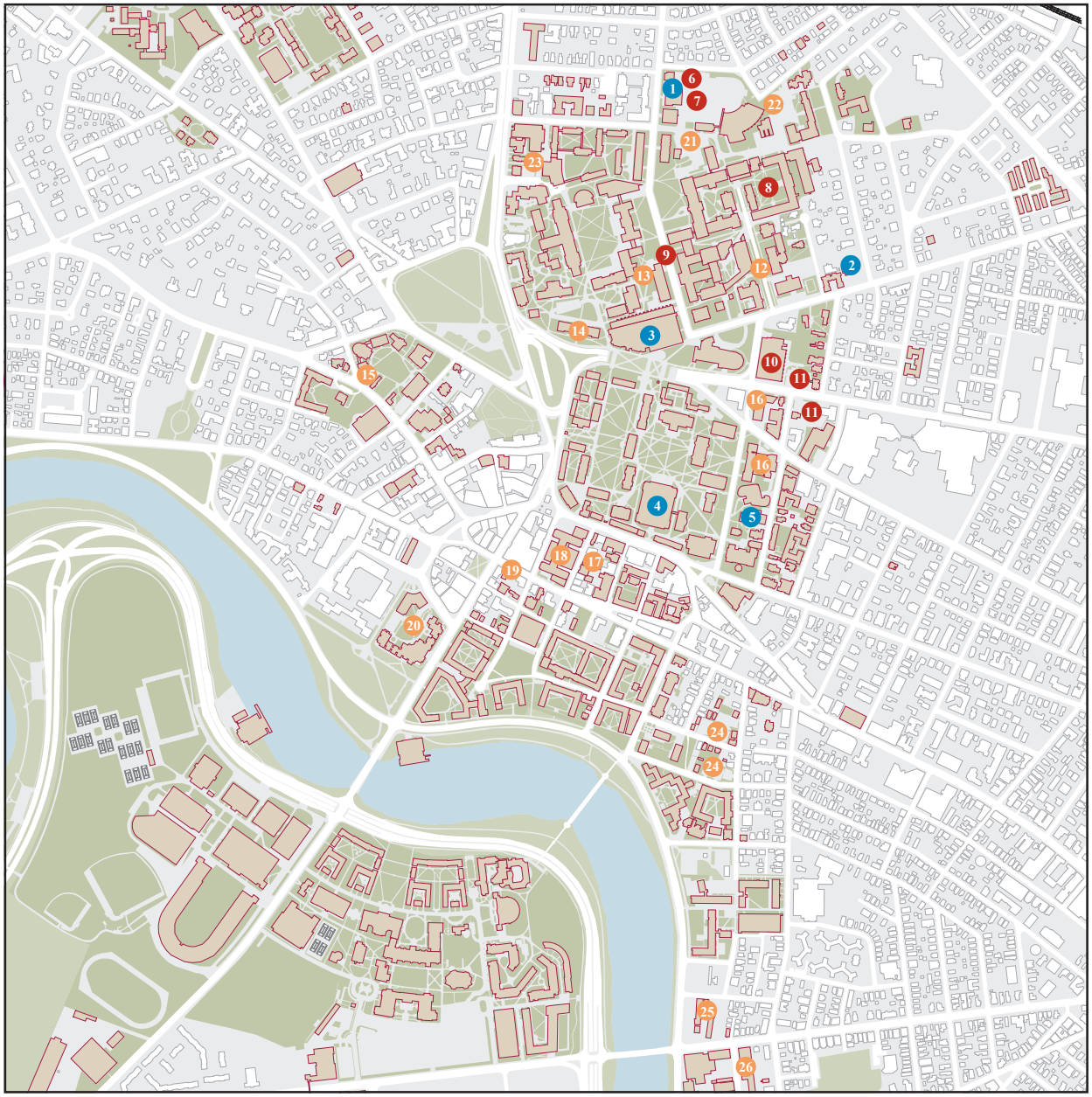
(1) Buildings may be leased in whole or in part. For locator purposes, entire buildings have been shaded.

(2) See table on page 3 for details on use, square footage and ownership status.

(3) Includes the following buildings -
52-60 Mount Auburn Street - leased to Harvard-Radcliffe Hillel
34 Mount Auburn Street - leased to CHC for community affordable housing
2 Putnam - leased to CHC for senior community housing

This map does not highlight affiliate residential. Affiliate residential is included in the "Harvard Owned - Residential" category on Map 1.

VI. Mapping Requirements, Map 3



Projects Completed (as of November, 2003)

1 60 Oxford Street (UIS Building)
2 Lippmann House Renovation
3 Science Center Renovation
4 Widener Library Renovation
5 Faculty Club Renovation

Projects in Construction (as of November, 2003)

6 Palfrey House Relocation
7 North Campus Underground Parking Garage
8 Biological Research Infrastructure Building (BRI)
9 Oxford Street Utility Upgrade
10 Gund Hall Basement Expansion
11 Center for Government & International Studies (CGIS) and 96 Prescott Street

Future Plans
(dependent on funding and internal academic approvals)

12 Divinity Avenue Utility Upgrade
13 The Laboratory for Integrated Science and Engineering (LISE)
14 Littauer Hall
15 Schlesinger Library Renovation
16 Fogg and Sackler Art Museums
17 Hasty Pudding
18 Holyoke Center
19 90 Mount Auburn Street
20 Kennedy School of Government
21 North/West Building site
22 Harvard Divinity School new buildings site
23 Law School Feasibility Study area
24 Banks/Grant/Cowperthwaite Streets housing site
25 870-888 Memorial Drive housing site
26 Blackstone Station Switchhouse affordable housing site

VII. INSTITUTION-SPECIFIC QUESTIONS

The Planning Board raised the following questions in the course of its Town Gown discussions during the winter and spring of 2003. To the extent feasible, please respond to each question addressed to your institution.

1. Describe the planning process that Harvard is pursuing in the Allston area. What facilities are under consideration for relocation to Allston from Cambridge? What impacts might future development in Allston have on Cambridge?

See Section IV, p. 22.

2. Does Harvard have specific numeric targets for quantity of housing for each type of affiliate, especially in Riverside?

Harvard's housing stock is managed as a University-wide resource and numeric targets are based on considerations of the University community as a whole. Harvard does have a goal to provide housing for 50% of its graduate student population within the next ten years, representing an increase from the current 37%. The majority of Harvard's student housing is located in the Riverside area. Harvard has reached agreement with the City to construct 500 beds of graduate student housing at two sites in Riverside, 888 Memorial Drive and the Grant and Cowperthwaite Street sites.

Harvard is also increasing its supply of housing in other locations. Construction of One Western Avenue in Allston has added 365 beds for graduate students, the condominium community at Pleasant Street provides 102 units of housing for faculty (with 18 affordable units for the community), and the renovation of 29 Garden Street will result in an increase of 17 beds for graduate students. Harvard is also partnering with Fenway Ventures LLC in the Fenway neighborhood of Boston in developing the Fenway Mixed-Use Project, a proposed residential/retail project that is expected to provide approximately 240 new beds for the University's graduate students and affiliates in the Longwood Medical Area.

3. Only 28% of Cambridge graduate students are housed on campus, 35% in private facilities in Cambridge. If institutional goal is 50%, what is the Cambridge share?

Currently, approximately 70% of Harvard's full-time degree candidate graduate students live in Cambridge. Of those students living in Cambridge, 20% live in dormitories, 15% live in Harvard University Affiliate Housing and 65% live in non-Harvard housing (private market). Harvard currently houses 35% of its students living in Cambridge, with a University-wide goal to house 50% of all graduate students in ten years, as described above. The provision of additional housing within close proximity to Cambridge academic facilities is integral to achieving the University's housing goal.

4. Provide a planning study of potential infill dormitory sites in the River dormitory area with the goal to pull undergraduates back from the DeWolfe Street housing, instead using those units for graduate students and other affiliates.

Harvard is planning to build housing at two sites in Riverside, 888 Memorial Drive and the Grant and Cowperthwaite Street sites. These new developments are planned primarily to house graduate students. Other than the projects at these two sites, the current status of Riverside housing, including the DeWolfe Street housing, is not planned to change.

5. Is some of the "leased to third party" housing on the 2002 report map restricted to affiliates? If so, it should be shown on the Harvard land use map as an institutional use. Or is the map trying to indicate ground floor use? The map color code must address this question.

The properties at 1246-1256 Massachusetts Avenue, 1326-1328 Massachusetts Avenue, and 1300-1316 Massachusetts Avenue have both commercial and residential uses. These properties are shown on the 2002 map as "leased to third party" to indicate the commercial uses on the ground levels. The residential portions of the buildings are available for Harvard affiliates. Additionally, former rent control tenants occupy some units.

6. Provide more detailed planning information on the North Yard areas: current and proposed FAR, open space, building sites (including in-fill sites), needs of academic users, current status of potential building projects.

See Section IV, p. 17.

7. Provide plans for the Radcliffe Institute buildings on Concord Avenue. What are the real estate implications of the recent merger between Harvard and Radcliffe?

The Radcliffe Institute was created through the merger of Harvard and Radcliffe Colleges in 1999. The Institute envisions consolidation of its academic and public activities in Radcliffe Yard, including the possible relocation of the Radcliffe Fellowship Program (formerly the Bunting Institute), currently housed at 34-40 Concord Avenue. These Concord Avenue buildings will be considered for future use for other Institute activities; however, such plans have not yet been developed.

8. Provide an analysis of built density of institutionally-owned parcels in the two blocks east of Quincy Street.

The block between Quincy and Prescott Streets (bounded by Harvard Street and Broadway) has an FAR of 1.8; the block between Prescott and Ware Streets (bounded by Harvard Street and Broadway) has an FAR of 1.7.

9. Describe plan for Smithsonian staff who will be moving out of the Porter Exchange in 2005.

The Harvard Smithsonian Center for Astrophysics, a collaborative venture between the Harvard College Observatory ("HCO") and the Smithsonian Astrophysical Observatory ("SAO"), is headquartered at 60 Garden Street. SAO is an entity separate from Harvard University. A number of SAO's technical and administrative offices are currently located at the Porter Exchange building on Massachusetts Avenue under a lease that expires on December 31, 2005. Harvard is informed that SAO has engaged a real estate broker to work on behalf of SAO to identify potentially suitable sites to fulfill SAO's space needs, but such endeavors are under the aegis of SAO, not Harvard.