2005
Harvard University's

Town Gown Report

for the
City of Cambridge

Submitted by:
Harvard Planning + Allston Initiative

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Institution Name: President and Fellows of Harvard College
Report for Time Period (e. g., spring '05 semester or 2004-2005 term): 2004-2005 Academic Year; unless otherwise noted, data reflects spring 2005.

Date Submitted: December 9, 2005

I. EXISTING CONDITIONS

A. FACULTY & STAFF

Please provide the following information about the current conditions and population at your Cambridge campus. Add clarifying comments as needed.

	2002	2003	2004	2005
Cambridge Based Staff				
Head Count	7,814	8,388	11,094[1]	11,202
FTEs[2]	7,225	6,970	8,788	8,923
Cambridge Based Faculty				
Head Count	1,719	2,253	1,525	1,518
FTEs[2]	1,497	1,757	1,355	1,359
Number of Cambridge Residents Employed at Cambridge Facilities	3,044	3,600	3,670	3,825
Number of Cambridge Residents Employed at Boston Facilities	626	665	620	645

Ten-year projection

Growth projections are influenced by many factors and no central University department has undertaken such projections for faculty and staff counts. However, the two largest schools in Cambridge, the Faculty of Arts and Sciences and the Law School, have made commitments to improve the student academic experience through a number of measures, including reduced class sizes. This will result in an increase in the number of faculty positions. It is likely that additional staff will be required to support these new faculty positions.

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[1] In 2004, Harvard continued to employ approximately the same number of staff and faculty as the preceding year. However, staff counts appeared to have increased for two reasons. First, the University implemented a new payroll system that tracks certain sub-categories of staff employees who were not tracked in prior years. Secondly, some staff sub-categories were incorrectly classified in previous reports as faculty. This classification error also explains why faculty counts appear to have decreased in 2004.

[2] "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.

B. STUDENT BODY[3]

Please provide the following statistics about your Cambridge-based student body[4]:

	2002	2003	2004	2005
Total Undergraduate Students:	**7,085**	**7,050**	**7,000**	**6,947**
Day:	6,650	6,649	6,597	6,562
Evening:	*435*	*401*	*403*	*385*
Full Time:	6,831 (*181*)	6,822 (*182*)	6,767 (*176*)	6,722 *(160)*
Part Time:	254 (*254*)	228 (*219*)	233 (*227*)	225 *(225)*
Total Graduate Students:	**8,887**	**8,895**	**9,139**	**9,223**
Day:	8,261	8,224	8,463	8,631
Evening:	*626*	*671*	*676*	*592*
Full Time:	8,119 *(177)*	8,098 (*148*)	8,316 (*140*)	8,372 *(87)*
Part Time:	768 (*449*)	797 (*523*)	823 (*536*)	851 *(505)*
Total Non-degree Students:	**4,819**	**5,328**	**5,062**	**4,821**
Day:	(not requested)	383	304	351
Evening:	(not requested)	*4,945*	*4,758*	*4,470*
Total Number of Students in Cambridge:	**20,791**	**21,273**	**21,201**	**20,991**

Numbers in italics represent students in Extension School

Ten-year projection

As is the case with faculty and staff counts, no central University department has undertaken projections regarding future student population. According to data compiled by the University's Institutional Research group, since 1996 Harvard's undergraduate student population has remained relatively stable at just over 6,500 students. The graduate student population has varied somewhat year to year with an increase of approximately 650 students since 1997. The Extension School degree student population has remained relatively stable during the same time period.

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[3] Include all non-degree students enrolled in day or evening classes, such as persons taking Harvard Extension classes.

[4] Counts as of October 15, 2004

C. STUDENT RESIDENCES

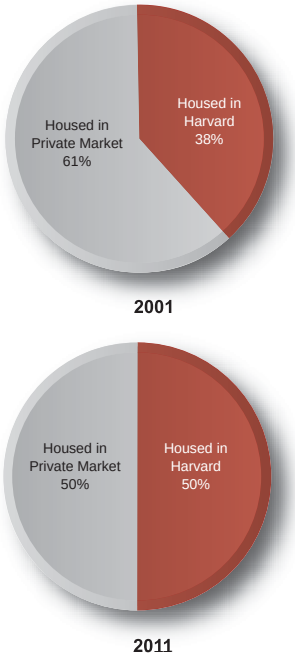
	2002	2003	2004	2005
Number of Undergraduate Students Residing in Cambridge				
In dormitories	6,356	6,445	6,404	6,498
With cars garaged in Cambridge	69	113	128	67[5]
In off-campus, affiliate housing	95	91	82	85
In off-campus, non-affiliate housing[6]	200	123	105	64
Number of Graduate Students Residing in Cambridge				
In dormitories	1,280	1,430	1,456	1,436
With cars garaged in Cambridge	185	174	172	97[5]
In off-campus affiliate housing	1,214	1,081	1,268	1,356
In off-campus, non-affiliate housing	3,140	3,086	3,123	3,135

Ten-year projection

Harvard's housing stock is managed as a University-wide resource and housing targets are based on considerations of the housing needs of the University community as a whole, including those of students participating in executive education programs, junior faculty, and family members of graduate students.

In addition to housing nearly 100% of its undergraduates, Harvard currently houses approximately 40% of its graduate students. In 2001, the University established a 10 year goal of being able to house 50% of its graduate students in either dormitories or affiliated housing. At that time Harvard housed 38% of its graduate students (23% in dormitories and 15% in affiliated housing).

The addition of approximately 500 graduate student beds in the Riverside housing projects will allow the University to house an additional 4% of its graduate students. Harvard is also building 251 beds in the Fenway area of Boston. The completion of the Riverside and Fenway housing projects will provide the University the capacity to house 50% of its graduate students well ahead of the targeted deadline.



Graduate Students Housed 2001 vs. proposed 2011

[5] In 2005 the number of cars garaged in Cambridge by undergraduate and graduate students has been reduced due to 1) the opening of the One Western Avenue garage in Allston and subsequent relocation of student tenant parkers to that facility and 2) lighting and electrical restoration work in Peabody Terrace garage that has resulted in the need to keep spaces open to work.

[6] 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.

D. FACILITIES & LAND OWNED

	2002	2003	2004	2005
Acres (Tax Exempt)	190	190	194[7]	198[8]
Acres (Taxable)	28	33	29	29
Number of Buildings	301	301	302	302
Dormitories				
Number of Buildings	91	91	91	91
Number of Beds	8,320	7,933	7,950	7,950
Size of Buildings (gfa)	**12.77M**	**12.94M**	**12.95M**	**13.4M**
Classroom	Not requested	Not requested	636,701	520,370
Lab/studio	Not requested	Not requested	2,125,015	2,165,610
Office	Not requested	Not requested	1,922,309	2,140,725
Library	Not requested	Not requested	1,177,675	1,193,939
Athletic	Not requested	Not requested	217,799	217,799
Assembly/museum	Not requested	Not requested	901,412	871,100
Support	Not requested	Not requested	562,316	933,512
Healthcare	Not requested	Not requested	78,850	78,850
Residential	Not requested	Not requested	5,065,588	5,020,519
Commercial	295,100	288,064	261,076	262,699

[7] In 2004, the Blackstone Station property was re-classified to tax-exempt based on its institutional use. Additionally, the property at 153 Mount Auburn Street, which was donated to Harvard, was added to Harvard's tax-exempt property.

[8] The increase in exempt land area from 2004 to 2005 is a result of changes in data maintained by the City's Assessor's Office and not the result of land acquisition or reclassification of tax status (although the University has acquired a theater condominium unit at Zero Arrow Street, which is a tax exempt property). Harvard's calculation of land area for the Town Gown Report is based on the 3ABC filing submitted to the City of Cambridge annually. In preparing the 3ABC filing, the University obtains information relating to assessed valuations and land square footage from the City of Cambridge Assessor's database. In 2003-2004, the Assessing Department conducted a relisting of exempt properties city-wide. The process included review of lot lines and, in some cases, deed research that resulted in corrections to recorded square footage. As a result, the recorded land area for several Harvard-owned parcels has increased in the Assessor's database and therefore on the Tax Report 3ABC.

Parking Facilities

This section refers to parking spaces maintained in Cambridge only. Provide figures for the Campus as a whole and for each sub-area/precinct. Attach additional information as necessary.

Parking Facilities	Campus	Sub-Area 1	Sub-Area 2
Sub-Area Name		_____	_____
Number of parking spaces maintained for students (include 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's parking inventory and are used to support the operations of the University and accommodate faculty, staff, student, and visitor parking. When Harvard submitted its Parking and Transportation Demand Management Plan, which was approved by the City of Cambridge in July 2003, we also provided a detailed inventory of Harvard's parking spaces that is updated annually each December.

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

	2002	2003	2004	2005
Tax–Exempt Affiliate Housing				
Number of Units	866	880	880	880
Number of Buildings	8	8	8	8
Taxable–Affiliate Housing				
Number of Units	889	749	766	765
Number of Buildings	49	52	52	52
Tax Exempt–Other Housing				
Number of Units	None	None	None	None
Number of Buildings	None	None	None	None
Taxable–Other Housing				
Number of Units	270	None	None	None
Number of Buildings	39	None	None	None

Property Transfers: [9]

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

- 16-16A-16B Grant Street
- Zero Arrow Street (theater condominium)

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

- 34-36 Walker Street

Please describe any planned dispositions or acquisitions:

- None

[9] As reported on Tax Report ABC submitted to the City of Cambridge March 2005

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 the following for each lease:

- **street address**
- **approximate area of property leased (e. g., 20,000 SF, two floors, entire building, etc.)**
- **use (e. g., institutional/academic, student activities/athletic, housing, etc.)**

If your institution does not lease any real estate within the City of Cambridge, you may omit this section.

Real Estate Leased by Harvard	Square Feet	Tenant	Use
1 Bow Street	8,450	FAS	Office
1 Brattle Square	18,737	KSG	Office
1 Story Street	6,125	DCE	Classroom
10 Appian Way	800	GSE	Office
10 Ware Street	2,000	UIS	Office
104 Mt. Auburn Street	17,612	FAS	Office
104 Mt. Auburn Street	14,332	Provost	Office
1100 Massachusetts Avenue	7,015	Provost	Office
124 Mt. Auburn Street	56,520	KSG	Office
124 Mt. Auburn Street	20,874	OHR	Office
124 Mt. Auburn Street	25,385	HUDO	Office
124 Mt. Auburn Street	9,765	GSE	Office
124 Mt. Auburn Street	2,499	SPH	Office
124 Mt. Auburn Street	698	G&CA	Office
125 Mt. Auburn Street	36,564	Law	Office
1280 Massachusetts Avenue	7,483	HUL	Office
1408–1414 Massachusetts Avenue	50,000	FAS	Office
1430 Massachusetts Avenue	8,054	FAS	Office
155 Fawcett Street	3,500	FAS/ART	Office
155 Fawcett Street	34,000	FAS/ART	Warehouse
25 Mt. Auburn Street	10,162	LASPAU	Office
3 Bow Street	3,855	Parking Office	Office
320 Bent Sreet	17,745	FAS	Laboratory
320 Charles Street	9,762	HMS	Laboratory
44R Brattle Street	8,417	GSE	Office
5 Bennett Street	6,030	KSG	Office
625 Massachusetts Avenue	70,762	FAS	Office
77 Trowbridge Street	9,200	HRES	Residential
One Kendall Square	27,000	HMS	Laboratory
Total:	**493,346**		

Harvard also leases approximately 300,000 SF of commercial and other retail space to a variety of non-University tenants, many of which are unique businesses that add to the vibrancy and vitality of Cambridge. This space is generally on the street level of buildings where the upper levels have institutional use.

PAYMENTS TO CITY OF CAMBRIDGE: [10]

	FY02	FY03	FY04	FY05
Total Payments	**$10,366,585**	**$11,965,986**	**$12,083,442**	**$13,771,156**
Real Estate Taxes Paid	$4,612,776	$4,475,919	$5,090,960	$5,178,764
Payments in Lieu of Taxes	$1,725,286	$1,807,269	$1,772,264	$2,751,204
Water and Sewer Fees Paid	$3,141,148	$4,759,736	$4,612,894	$4,336,267
Other Fees and Permits Paid	$887,375	$923,062	$607,324	$1,504,921

Ten-year projection:

Based on the recently signed renewed PILOT Agreement with the City of Cambridge, and the payment schedules provided to the City at the time of negotiation, the amount that Harvard University will pay in PILOT to the City of Cambridge for the next 10 Years is approximately $25 million. Other future payments to the City cannot be projected.

[10] Fiscal Years for the City of Cambridge begin on July 1 and end on June 30 of the following year. For example, FY 02 for the City of Cambridge includes the period from July 1, 2001 through June 30, 2002.

II. FUTURE PLANS NARRATIVE

On page 12 of the 1991 Report of the Mayor's Committee on University-Community Relationships, 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 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;**
- **How do you see your campus evolving to address your institution's strategic goals and objectives;**
- **Describe the goals and needs that you address through your plans;**
- **Identify and describe plans for future development of the sub-areas/ precincts of your campus, being certain to address the institution specific information requests and questions found in Section VI (coordinate with Map 4 in Section IV);**
- **Identify future development sites on your campus (coordinate with Map 4 in Section IV);**
- **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 significant impacts that might result (e. g., loss or relocation of retail space, etc.).**

PLANNING CONTEXT

Harvard University's 2004 Town Gown Report (available on-line at **www.hpai.harvard.edu**) includes an extensive discussion about Harvard's future planning in Cambridge. The drivers of growth, the planning context, and the planning opportunities outlined last year remain unchanged and are briefly outlined below.

Drivers of University Growth

Harvard's physical plans are driven by the University's teaching and research mission. Current planning and building address programmatic needs in the following areas:

Interdisciplinary Pursuits in the Sciences

It is Harvard's intent to maintain excellence in the basic sciences far into the future. All four campuses – Cambridge, Allston, Longwood Area, and Arnold Arboretum – will be locations for cutting edge work in the sciences and technology.

Improved Undergraduate Student Experience

To maintain Harvard's competitiveness with comparable universities, Harvard is planning improved academic environments and additional student social space.

Housing for Harvard Affiliates

Harvard has established a goal of housing at least 50% of its graduate, professional, and medical students, and this new residential development will take pressure off the private housing market and will result in increases in the availability of housing for Cambridge residents.

Professional Schools

Harvard is exploring three potential models to maintain and improve excellence in its graduate school programs: one that enables schools to pursue a more robust portfolio of executive programs; one focused on the principles and practice of leadership; and one that uses issues leaders face in society as a framework within which to generate collaborative work, programs, and conferences.

Arts and Culture

Cultural activities are an integral part of a vibrant urban campus. Ideally, they can serve both the community and the University, and enrich the life of each constituency.

Existing Conditions

Planning for Harvard's Cambridge campus takes place within a framework of existing conditions. Understanding the varied patterns that make up the campus' physical fabric provides a framework for understanding the Cambridge campus as a whole and helps shape future planning efforts. University planners have analyzed existing conditions from a number of perspectives. The maps contained in the 2004 Town Gown Report on pages 14-20 and reproduced in Appendix I of this report illustrate the following themes:

Regional Scale

Harvard's real estate encompasses five non-contiguous campuses in three different municipalities. Like other key institutions in the Boston metropolitan area, Harvard is located within mature urban neighborhoods. Like MIT and Boston University, Harvard is located adjacent to the public spaces that frame the banks of the Charles River.

Land Use

Harvard is an urban campus in which University and urban land uses share common edges where most residential and commercial University functions are located. Thoughtful planning and design can minimize impacts and enhance opportunities at these campus edges. Appropriate density and height, adequate open space and sensitive architectural design can create positive transitions between institutional and non-institutional uses.

Administrative Structure

Harvard has historically planned future development within each faculty in a decentralized manner. Harvard's faculties and administrative entities have managed their own physical assets independently. Increasingly, Harvard is coordinating planning across school boundaries and is looking at development comprehensively.

Open Space

Harvard's open space in Cambridge is comprised of a diverse collection of quadrangles, courtyards, gardens and pathways that provide the physical core and structure of the campus. This open space network connects to the city street system and contributes to the creation of a vibrant pedestrian-oriented environment shared by City residents and the campus community.

Transportation

Harvard in Cambridge is primarily a pedestrian campus. Harvard's shuttle system and the public transit system connect the Cambridge campus with the other Harvard campuses and affiliate institutes. This extended network decreases the University population's reliance on the automobile.

Historic Resources

Harvard is the oldest university in North America. Many of Harvard's buildings have historic designations. These historic buildings represent great opportunities for the preservation and enhancement of the unique character of Harvard and contribute to the urban design character of the City.

Planning Opportunities

As Harvard continues to develop the campus in Cambridge, there will be opportunities to put University-wide planning principles into practice. Some of the ways to achieve this include:

- Transitioning development at campus edges to be responsive to the existing pattern of development;
- Endeavoring to maintain full occupancy in University-owned retail properties in Harvard Square and, when vacancies occur, striving to tenant these properties with uses that are compatible with and supportive of a vibrant Harvard Square environment;
- Transforming unattractive surface parking areas to academic and open space by concealing parking facilities underground;
- Designing projects that enhance pedestrian pathways;
- Pursuing adaptive re-use of existing facilities when feasible;
- Mitigating adverse environmental impacts, especially in the design of rooftop and other mechanicals, outdoor trash storage areas, and loading docks.

CAMPUS SYSTEMS

At the same time that Harvard is planning for the Allston campus, University planners are analyzing campus frameworks and systems University-wide. In the past year, Harvard adopted sustainability principles and published transportation guidelines.

Sustainability

Sustainability Principles

Harvard is committed to developing and maintaining an environment that enhances human health and fosters a transition toward sustainability. New campus development at Harvard will adhere to the following Sustainability Principles, which were adopted in October 2004. These principles are intended to guide Harvard's practices toward sustainability through the management of building design, construction, renovation, procurement, landscape, energy, water, waste, emissions, transportation, human health, and productivity. Sustainability should be advanced through research, analysis, and experience gained over time. To that end, Harvard University is committed to continuous improvement in:

- Demonstrating institutional practices that promote sustainability, including measures to increase efficiency and use of renewable resources, and to decrease production of waste and hazardous materials, both in Harvard's own operations and in those of its suppliers;
- Promoting health, productivity, and safety of the University community through design and maintenance of the built environment;
- Enhancing the health of campus ecosystems and increasing the diversity of native species;
- Developing planning tools to enable comparative analysis of sustainability implications and to support long-term economic, environmental, and socially responsible decision-making;
- Encouraging environmental inquiry and institutional learning throughout the University community;
- Establishing indicators for sustainability that will enable monitoring reporting and continuous improvement.

More information about Harvard's sustainability programs is available at **www.greencampus.harvard.edu.**

Transportation

Campus Transportation Guidelines

Harvard has finalized Transportation Guidelines for the Cambridge campus. These guidelines are intended to inform transportation decisions as part of the planning process for new capital projects. While the Cambridge campus already prioritizes pedestrians over vehicles, other alternative modes of transportation such as bicycles and transit are also important components of Harvard's overall transportation network. The Guidelines seek to promote the use of alternative non-automobile modes of transportation on a coordinated campus-wide basis.

The Guidelines focus on four key components of Harvard's transportation network: pedestrian environment, bicycles, transit, and vehicular accommodation. For each component, the document provides guidance and recommendations for accommodating and promoting various transportation modes, and identifies specific considerations that should be addressed as part of the planning of campus capital projects.

The Guidelines have been distributed to all schools and departments that are involved in the planning of capital projects on the Cambridge campus, and will be used by project planners to improve the transportation components of their projects.

The Guidelines seek to promote the following key transportation objectives:

Pedestrian Environment

- As the campus develops, important connections should be strengthened and new connections provided between popular origins and destinations.
- Campus pathways should meet the needs of intended users including pedestrians, bicycles, wheelchairs, and service/emergency vehicles. They should provide adequate width, sight distance, accessible grades, suitable materials and other safety characteristics.

Bicycles

- As the campus develops, important connections should be strengthened and new connections provided to meet the needs of commuter and non-commuter cyclists.
- To complement a strong bicycle network, adequate bicycle parking and amenities should be provided for the convenience and security of cyclists, further encouraging bicycling as a primary mode of transportation.

Transit

- The Harvard shuttle service should continue to be developed and evaluated to best serve the Harvard campus. Opportunities for further integration with other public and private transportation services should be pursued.

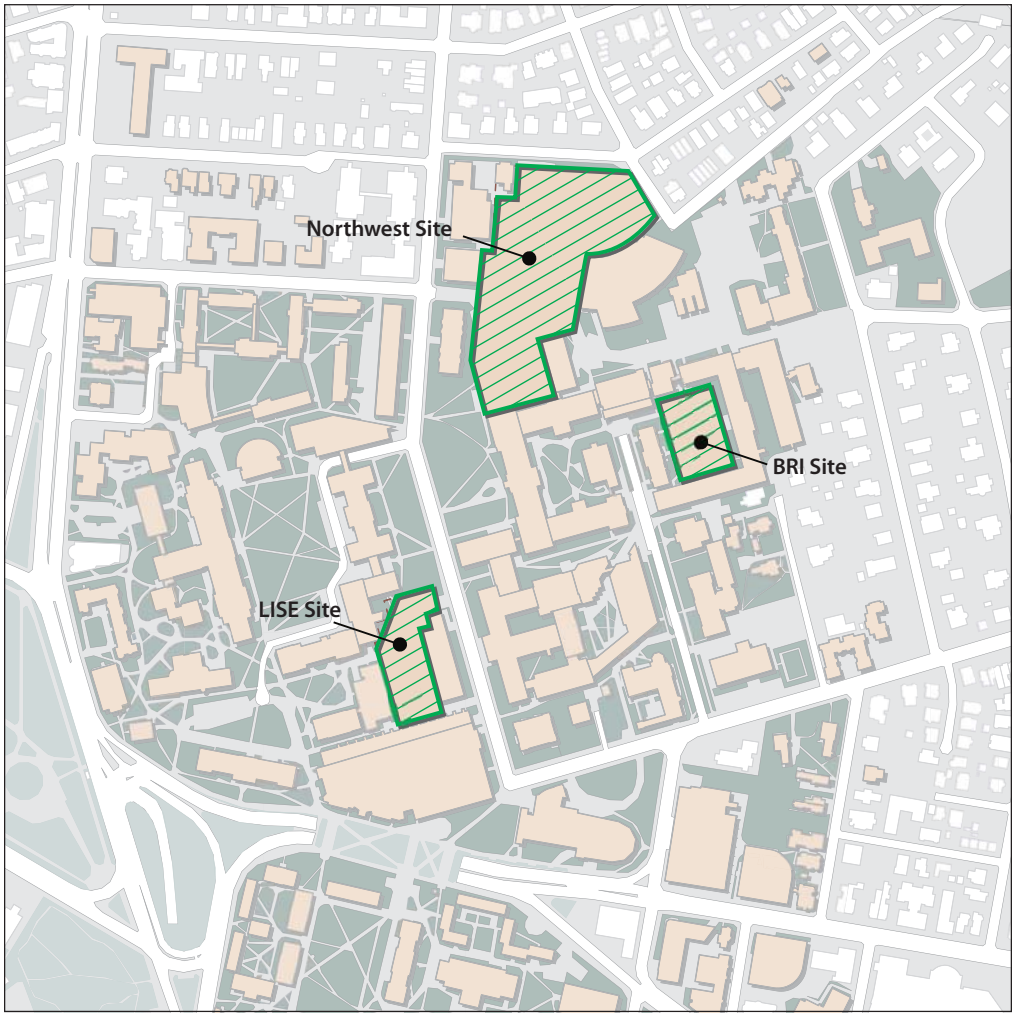
Vehicle Accommodations

- In areas where it is necessary to accommodate vehicles on campus, the importance of vehicles should be de-emphasized and a safer environment promoted for pedestrians in all campus parking lots and service areas.

SIGNIFICANT PROJECTS IN CONSTRUCTION

Over the next several years Harvard will complete a number of significant projects in Cambridge that satisfy the programmatic needs of the University's teaching and research mission. These projects in construction respond to the City's urban design goals and the University's planning principles.

Science in the North Campus



North Campus Science Buildings Sites

Recognizing the increased importance of science teaching and research within the larger mission of Harvard University, the Faculty of Arts and Sciences ("FAS") has made a commitment of resources in support of both the life sciences and physical sciences. Growth in these academic areas, both in the number of faculty and in new initiatives providing scientific core facilities, has generated a need for additional laboratory space in close proximity to FAS' existing science buildings in the northern portion of the Cambridge campus. Some of these needs have been met by infill projects as called for by the City's Growth Policy Document. Three new buildings currently in construction - the Northwest Building, the Laboratory for Integrated Science and Engineering ("LISE"), and the Biological Research Infrastructure ("BRI") - will provide additional expansion space. These projects are expected to be completed within the next two years. Planning descriptions for these buildings are contained in previous Town Gown Reports (Northwest: 2004 Report; LISE: 2003 Report; BRI: 2002 Report). The following are descriptions of the academic and research uses of these important new science buildings.

Northwest Building

The Northwest Building is intended to accommodate collaborative research and teaching efforts of researchers from many different disciplines such as neurobiology, systems biology, bioengineering/biophysics, particle physics, and cosmology. Cross-disciplinary study in fields such as molecular and cellular biology and applied physics and engineering will enable research in such areas as tissue engineering, biological imaging, drug delivery/biological transport systems, retinal implants, and other biomechanical devices. With these researchers working collaboratively with their colleagues in neuroscience, the opportunity for developing engineering solutions to physiological and neurological problems is a very real and exciting possibility. In addition to laboratory and office space for faculty research groups, and a significant number of classrooms for undergraduate and graduate teaching, the Northwest Building will provide space for core support facilities such as imaging, mass spectrometry, and DNA sequencing. Construction updates are available at **www.construction.fas.harvard.edu.**

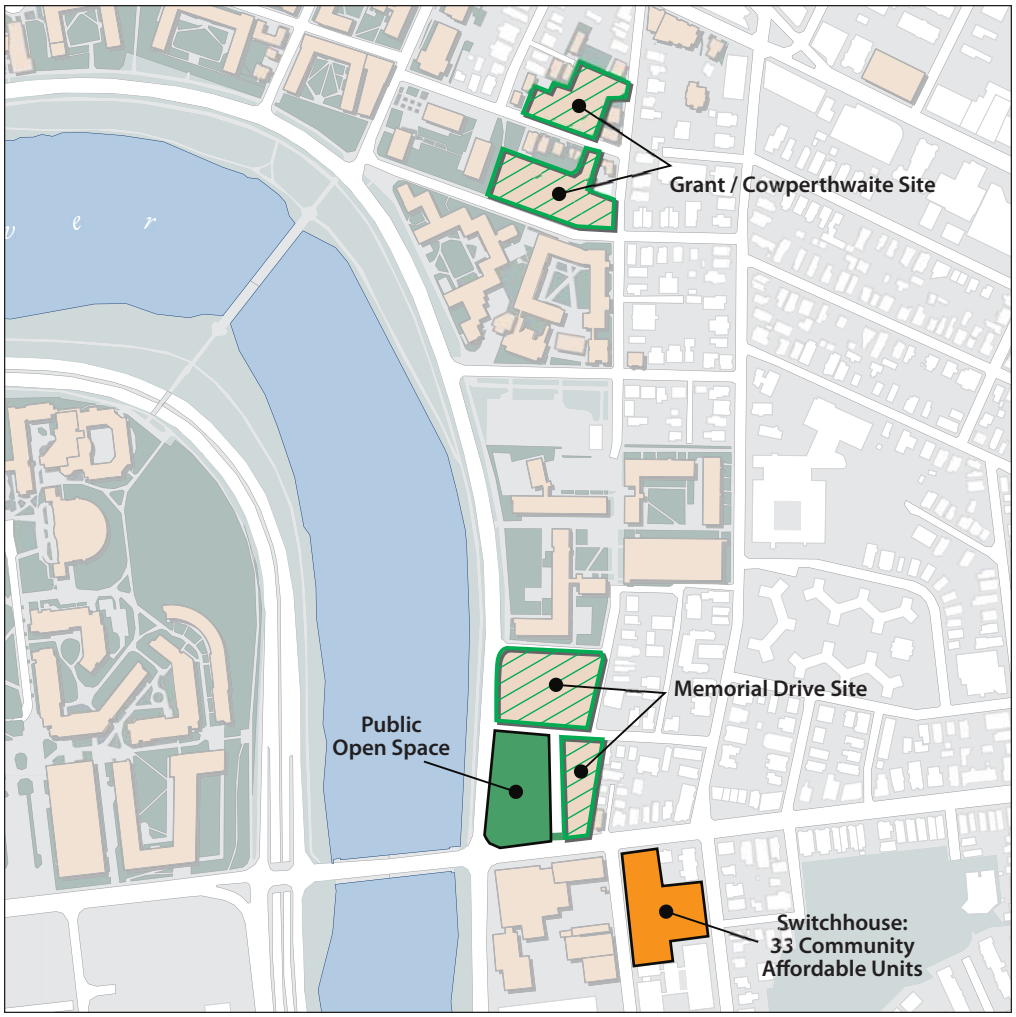
Laboratory for Integrated Science and Engineering ("LISE")

LISE will create a home for the Center for Nanoscale Systems (CNS), which will bring together faculty members and research groups from a range of disciplines within the physical sciences including materials science, physics, chemistry, and engineering. In addition to laboratory and office space for faculty and their research groups, LISE will enable CNS to provide a core facility of technically sophisticated nanofabrication and imaging tools for use by numerous research groups thereby creating a single shared high quality scientific workspace. Consolidation of this very expensive and technically sophisticated equipment into new shared facilities in LISE will allow a more efficient use of space, technical personnel and financial resources, and it will also enable greater access to this technology and collaborative opportunities for a number of researchers across FAS. For more information on the Center for Nanoscale Systems visit **www.cns.fas.harvard.edu.** Construction updates are available at **www.construction.fas.harvard.edu.**

Biological Research Infrastructure ("BRI")

The BRI is designed as a state-of-the-art facility for housing living animals for observation and research. This new facility will allow FAS to replace the aging existing facilities located in its Biological Laboratories building and increase the animal housing capacity available to researchers. Much of the work involves genetic studies, where the health or behavior of animals is assessed in the presence or absence of different genes. Using these techniques, researchers are able to study the genetic basis for many diseases at the cellular level, including cancer, heart disease, diabetes, and neurological disorders. These studies can reveal the root causes of disease as well as furthering our fundamental understanding of the basic principles of biology, which in many past instances has led to new therapies, cures, and prevention of disease. Animals participating in these research studies are treated with care and respect, as required by University and federal policy, and used only when other research methods, such as mathematical models, computer simulation and *in vitro* studies, are not appropriate, in accordance with federal guidelines. Construction updates are available at **www.construction.fas.harvard.edu.**

Housing in Riverside



Riverside Housing Sites

Harvard plans to advance its goal of housing 50% of graduate students by developing new housing the University-owned sites at Memorial Drive and Banks / Cowperthwaite Streets in Riverside. These sites are optimal for housing as they are located within walking distance of the academic core and are adjacent to other residential uses. Harvard has been granted special permits from the Planning Board for these two projects and for the development of affordable community housing at the Switch House. As the result of an agreement among the Cambridge City Council, Riverside residents and Harvard, the University is committed to providing a number of important community benefits as it develops these sites. The community benefits include the creation of publicly accessible open space on the corner of Western Avenue and Memorial Drive, and the development of 33 affordable and moderate-income home ownership units at the Switch House.

Harvard Housing at Memorial Drive

View from Banks Street

At the Memorial Drive site, Harvard is developing 167 units of housing for graduate students, faculty and staff and several units of community affordable housing. This development will consist of a graduate student dormitory and three wood frame houses. Public open space will be created on a 34,000 square feet area fronting on Memorial Drive. Construction updates are available at **www.construction.harvard.edu.**

Harvard Housing at Grant / Cowperthwaite Streets

View from Cowperthwaite Street

Harvard is developing 144 units of housing for graduate students, faculty, and staff at the Grant / Cowperthwaite Street site. This development will consist of a graduate student dormitory and seven wood frame houses. Upon completion, the project will include traffic calming improvements to Cowperthwaite Street and a new shuttle bus shelter. Construction updates are available at **www.construction.harvard.edu.**

Community Housing at the Switch House

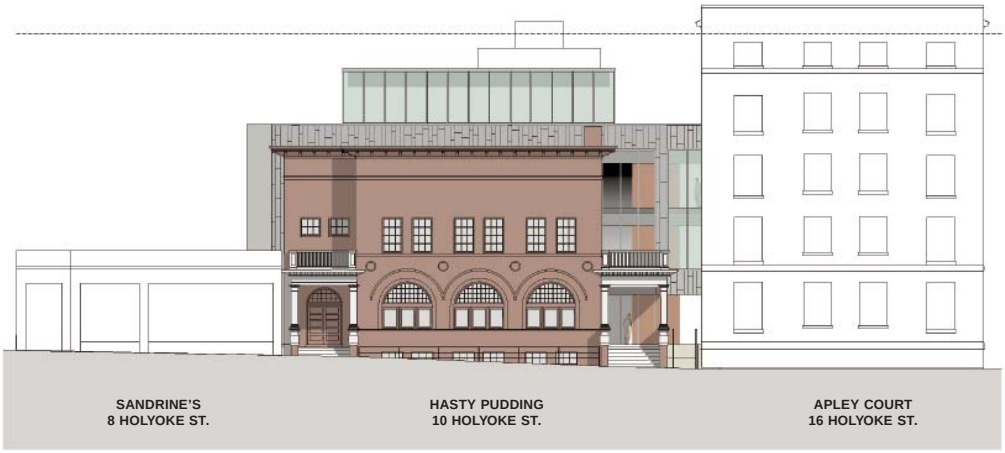
View from Blackstone Street

Harvard is planning to renovate the Switch House at 25-45 Blackstone Street to develop 33 units of community affordable homeownership. These units will accompany Harvard's successful completion of the Grant / Cowperthwaite site, in accordance with the Letter of Commitment with the City of Cambridge. Construction updates are available at **www.construction.harvard.edu.**

Improved Undergraduate Student Life

Improving the quality of undergraduate student life is an important goal for the University. FAS has recently committed to renovating several thousand square feet of space on campus for cultural, social, study, and recreational use.

The New College Theatre



West Elevation

Harvard acquired the Hasty Pudding building in September 2000 from The Hasty Pudding Club – Institute of 1770. The New College Theatre renovation will entail significant access improvements, interior work (including reconfiguration of space), and extensive exterior restoration. The rear portion of the building - which contains the existing theater – will be demolished and reconstructed as new theater and rehearsal space, while the original front portion of the building will be carefully restored. This project received a Certificate of Appropriateness from the Cambridge Historical Commission on October 2, 2003. Construction began in June 2005 and will continue for approximately two years. Construction updates and notices are available on-line at **www.construction.fas.harvard.edu.**

Hilles Library

The Harvard College Library services in the Hilles Library have been consolidated. Construction to create the Quad Library on the first floor of Hilles was completed in the fall of 2005. The Quad Library opened on October 4th. Planning and discussion of the future use of the upper floors of Hilles will continue through the fall of 2005.

Infrastructure Improvements

The University Operations Services department ("UOS") is responsible for the maintenance and expansion of the University's centralized utility systems and infrastructure review for major capital building renovation and construction projects. The improvement and expansion of these systems is essential for the support of Harvard's new and existing buildings.

Blackstone Station

Site plan showing new green space at Blackstone, including a bioswale

To enable UOS to consolidate its operations in one location, Harvard is currently upgrading and retrofitting several buildings at Blackstone Station, located at the corner of Western Avenue and Memorial Drive. The project is being designed with environmental sustainability as a priority and includes a significant increase in the amount of landscaped area on this site. Another important goal is to maintain and respect the historic envelopes of Blackstone's buildings, many of which were constructed in the early twentieth century and have received little capital investment in decades. This facility will serve as the headquarters for UOS personnel including Parking Services, Engineering & Utilities, Facilities Maintenance Operations, Environmental Health & Safety, and the Harvard Green Campus Initiative.

Cambridge

College campuses must provide environments that support the learning community and student services. The following projects, which are in the planning stages, will provide additional academic and research space, improve the student life experience, address issues of deferred maintenance, and improve one of the University's most prominent art facilities.

Law School Planning Framework

Since 2002, Harvard Law School ("HLS") has been engaged in a process to assess the potential of its current campus to accommodate future space needs as well as to understand community and city issues regarding possible development. The feasibility study focused on four sites: Everett Street garage site; the Bence site; 23 Everett Street; and North Hall. One of the findings of this ongoing process has been that HLS's 20-25 year academic needs can be met in Cambridge by maximizing use of the Everett Street garage site. Development on this site will require demolition of the Everett Street garage and Wyeth Hall, construction of a new underground garage, and relocation of two historic wood frame houses. HLS continues to seek ways to meet its academic needs in a way that enhances the built environment and addresses key community concerns:

- Massachusetts Avenue Corridor
- Traffic
- Parking
- Safety
- Community Retail
- Historic Resources and Quality Buildings
- Campus Edges
- Scale and Texture
- Pedestrian Pathways
- Open Space
- Image
- Construction Mitigation
- Noise

Law School Planning Framework Sites

In August 2004, HLS chose Robert A.M. Stern Architects as the principal design firm to prepare a planning framework for the Law School campus and to provide the architectural design for the initial development on the Everett Street corner site. Robert A.M. Stern Architects and HLS continue to evaluate space programming needs for the entire campus that will eventually lead to site and building design. HLS is studying programmatic options for the overall development plan to meet its 20 - 25 year academic needs, and will continue conversations with the community and City during the winter.

During the evaluation process, HLS made the decision to go forward with the restoration of 23 Everett Street, including an 8,900 square feet addition. The project received approval from the Historical Commission in August 2005 and is currently under construction.

Fogg Art Museum

Over the past several years, the Harvard University Art Museums ("HUAM") and University administrators have undertaken a strategic planning process to evaluate the goals and needs of the Art Museums. The urgent and long-acknowledged need to renovate the aging facilities of the Fogg Art Museum was reaffirmed through this process. Through this renovation, HUAM envisions a state-of-the-art, multidimensional visual arts laboratory where all of its collections and research centers are represented, while also addressing significant building and systems deficiencies, security upgrades, and accessibility improvements. HUAM has already taken the first step in its commitment to revitalizing the Fogg through the recent construction of a new, enclosed loading dock. This secure, sheltered loading area will be critical in allowing HUAM to move collections and offices out during the renovation of the Fogg.

Observatory

The Faculty of Arts and Sciences is considering options to relieve crowded conditions at the Observatory.

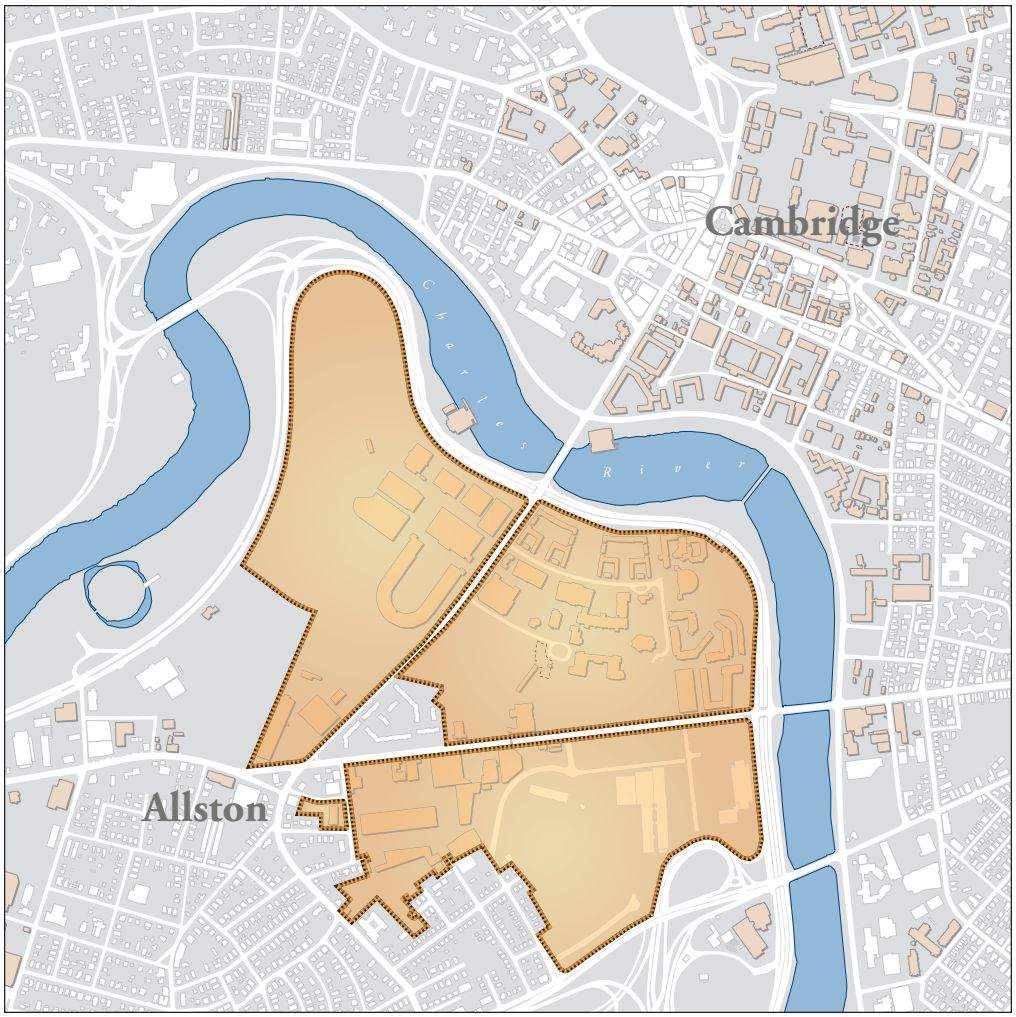
Kennedy School of Government

The Kennedy School of Government will continue its ongoing systems renewal and upgrade projects at the school's Belfer, Littauer, and Taubman buildings.

Allston

The planning firm Cooper, Robertson and Partners has prepared an interim report for the Harvard community that proposes preliminary ideas and options for a basic campus and urban framework in Allston. The report is being shared to facilitate conversations among the University community, the City of Boston and the Allston neighborhood.

The planning framework process begun by Cooper, Robertson and Partners in this report will be ongoing, and will be integrated over time with efforts in academic planning, fund raising, and cost analysis. The overall strength and health of the University will determine the ultimate pace of development and growth in Allston.



Cooper, Robertson and Partners Study Area

The interim report contains choices that will help create a green, vibrant, and welcoming addition to the Harvard campus.

The Allston of tomorrow will enhance the social and economic vitality of the area. Trucks and traffic will make room for scientists, neighborhood residents, professors of education, public health and business, and graduate and undergraduate students creating a vibrant engaging intellectual community. Asphalt on existing industrial properties owned by Harvard will be transformed to landscaped lawns, walkways, and bike paths. New academic buildings that respect Harvard's architectural traditions while embracing design innovation will create a campus character compatible with the surrounding community. Arts and culture will draw campus and community to new shared places and open spaces.

The ideas presented in the report include a variety of infrastructure improvements and transportation possibilities that better link areas of Harvard's campus, potential new river crossings, pedestrian and bicycle paths, and recommendations for open space and public places that can be shared with the Allston neighborhood.

The report also presents site concepts for the academic options that were developed by the Allston Faculty Task Forces last year.
Cooper, Robertson and Partners was hired in 2004 not to design buildings, but to develop a strategic physical framework plan for Harvard's Allston land that will accommodate the University's academic aspirations and needs over at least the next 50 years. When completed, the framework will include a street and block plan, open space and landscape layout, proposed transportation system improvements and a necessary infrastructure network, and potential building.

A Program Vision to Guide Next Phase of Planning

In order to test the preliminary framework elements explored in the report, the Cooper team used a set of academic planning assumptions drawn from: 1) discussions among Schools and departments; 2) the new recommendations proposed by the Science and Technology Task Force this spring pointing to science as an early priority; and 3) previous planning, including the ideas and recommendations of Allston faculty task forces on science and technology, undergraduate life, professional schools, culture, housing and transportation presented last year.

The assumptions do not represent a set plan. They reflect potential first phase program elements for Allston intended to facilitate ongoing planning discussions among the Harvard community. The assumptions are also a tool to help the consultants consider the long-range potential for Harvard's Allston land and possible phasing strategies. The possible building program identified in the report includes:

- Two 500,000 square foot science buildings;
- New sites for the School of Public Health and Graduate School of Education and room for them to grow;
- The potential for four undergraduate houses along the river;
- New and expanded athletic facilities;
- Graduate housing coupled with community housing to help the University meet its overall goal of housing 50 percent of graduate students and to help the Schools meet their individual housing goals, while relieving pressure on the local housing market;
- An undergraduate student center;
- A graduate student center;
- Spaces for cultural activities, including museums and theaters to complement and supplement activities in Cambridge;
- A conference center;
- Retail stores that create a place where campus and neighborhood intersect;
- Support services, such as security, administrative support space, child care and parking.

As academic, cultural, residential, and civic needs are further clarified and defined through ongoing consultation, the University can draw on its land parcels in Allston to accommodate those needs. According to the report, much of the land is encumbered with railroad easements and deed restrictions. While this poses a challenge for development over the long-term, the report notes that early projects can be accommodated on land that is readily available after city and state permitting requirements are met.

The report concludes that maximum flexibility in use, configuration and subdivision of building parcels is needed as Harvard anticipates program aspirations and space needs over the next several decades.

Transportation: Improved Connectivity for Harvard's Campus

Harvard's campus, including Allston, would be tied together by a transportation system that could include changed roadway patterns, increased shuttle or other mass transit service, and enhanced pedestrian and bicycle pathways.

The options developed by Cooper, Robertson and Partners not only seek to bring different parts of Harvard's campus closer together, but also to bring improvements to the ways people in the community enter and exit Allston. The report notes that other transit solutions will have to be sought in the longer term.

As the Allston campus grows, it will be important to be able to move more people more quickly between Cambridge and other parts of the area. The interim report describes several options, including refurbishing the Weeks Footbridge to carry pedestrian, bicycle and shuttle traffic or possibly adding a new river crossing in the form of a new bridge or a tunnel.

With foot and bicycle traffic an important part of any college's life, the progress report suggests dedicated bicycle paths, separated from walking paths, to facilitate transport back and forth between Allston and Cambridge. An underground network of tunnels might provide all-weather passage among Allston buildings.

Better transportation to Harvard's Longwood campus is also critical, the report says, and Allston's location will allow for faster, more direct shuttle service than is currently offered from Cambridge, an important factor in tying together medical and public health functions that could potentially be located at both campuses. As preferred transportation concepts are identified and considered, the report notes, public participation, including neighborhood, City and regulatory agencies, would be required.

Transformation: From Truck Yards to Green Campus

Harvard's Allston land today consists of a series of parcels, some contiguous, others not, that are largely industrial and paved with asphalt. The report imagines academic buildings framed by landscaped lawns, new open spaces and interweaving pathways for pedestrians and bicycles that connect campus and community to the river and beyond.

A canal and pond system in the Athletics area is one idea proposed by the planning team. This concept would handle surface water and ease the burden on city utilities while improving athletics fields and Smith Field and providing a place where students and neighborhood residents can skate and play hockey in the wintertime and walk during other seasons. The report proposes a number of possible elements for the Allston campus open space system.

The Allston development will adhere to the Harvard-wide sustainability principles adopted last fall. Those principles commit the University to enhancing the health of surrounding ecosystems, as well increasing energy efficiency and minimizing emissions of greenhouse gases, among other goals.

Common Space: Where University and Neighborhood Meet

The report notes the potential for common spaces in Harvard's future development and highlights the benefit this would bring to both campus and neighborhood. It notes, however, that this will require taking care at the seams where the residential community and the Harvard lands meet. The report notes that there must be a complementary relationship between today's and tomorrow's buildings to enhance the beauty and vitality of both the University campus and the North Allston neighborhood.

Lower-scale buildings and uses such as graduate student and Harvard-affiliated housing, as well as community housing, could be the kinds of campus edge development that would be compatible with the North Allston community.

The Allston development would also include common spaces for campus and community. The report envisions places where civic, cultural and retail activities engage both students and neighbors.

Housing for both graduate students and community residents could also provide common space. Barry's Corner at North Harvard Street and Western Avenue and McNamara Concrete are noted as logical locations for uses that serve both the University and the community, and traffic along Windom Street could be quieted.

Concepts similar to those in the report have been the subject of discussions during the development of the North Allston Neighborhood Strategic Plan, a recent community-based planning effort between the North Allston neighborhood, the City of Boston and Harvard. Robust consultation within the University community and with Harvard's Allston neighbors and Boston's leadership will help move forward Harvard's future campus plans as all parties embark on a shared future.

Next Steps: Using Knowledge Gained to Advance Planning

The Cooper, Roberston progress report closes with a series of potential academic and related program priorities that should be addressed broadly in consultation and discussions during the next phase of study beginning in the fall:

- Locations and sizes for the science programs;
- Locations and sizes for School of Public Health and Graduate School of Education;
- Locations and specifications for cultural uses;
- Locations for civic, retail and support uses;
- Locations for undergraduate houses along the river;
- Locations for graduate housing;
- Preferred new river crossings;
- Possible depression of parts of Soldiers Field Road;
- Whether major academic areas should feel like a "Yard" or should be a collection of individual buildings within an urban grid;
- Architectural vocabulary as Allston evolves.

First Science Project

Four firms have been asked to submit materials that will make it possible for Harvard to decide which firm would best be suited to design an approximately 500,000 square-foot research complex in Allston. That first building will accommodate a range of initiatives recommended last year by the task force for science and technology, including Chemical Biology, Innovative Computing, the Harvard Stem Cell Institute, and Systems Biology, as well as relevant parts of the Engineering initiative.

Over the course of the next year, the selection of an architect and the eventual science building design process will proceed in parallel with a new phase of Allston planning consultation with both the Harvard and surrounding communities.

Allston Room

The public is encouraged to learn about Harvard's continuing planning for Allston by visiting the Allston Room, which is located in Holyoke Center. More details about the Allston Room at available at **www.allston.harvard.edu**.

III. LIST OF PROJECTS

List all development and public improvement/infrastructure 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 3 in Section IV);

- **Indicate how each project meets the programmatic goals of your institution discussed in Section II;**
- **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 4 in Section IV).**

Project List

Completed Within the Past Year	Programmatic Goal
North Campus Underground Parking Garage	Relocation of surface parking to underground garage
Schlesinger Library Renovation	Improvement of library facility
Quadrangle Athletic Center	Relocation of dance program to QRAC from Radcliffe Yard
Sever Hall	Renovation to create space for the Visual and Environmental Studies film program
Currently in Construction	
Northwest Building	Interdisciplinary research and teaching in the sciences
Biological Research Infrastructure Building (BRI)	Interdisciplinary research and teaching in the sciences
Center for Government and International Studies (CGIS Phase 1)	Academic and administrative space for international studies center is part of the larger Center for Government and International Studies complex
17 Sumner Road and 38 Kirkland Street (CGIS Phase 2)	Restoration of historic properties for conversion to academic use
90 Mount Auburn Street	Administrative offices for Harvard libraries with first floor retail
New College Theatre	Improved student life; reconstruction of theater and support space
Laboratory for Integrated Science and Engineering (LISE)	Interdisciplinary research and teaching in the sciences
Grant/Cowperthwaite Housing	University goal of housing 50% of graduate students
870-888 Memorial Housing	University goal of housing 50% of graduate students
Blackstone Station Renovations	Consolidation of University Operations Services
Hemenway Gymnasium	Improved student life; recreational facilities
23 Everett Street	Administrative office space
20-20A Prescott Street	Address deferred maintenance
Rockefeller Hall	Improved accessibility and updated building systems
Radcliffe Gym	Improved safety and accessibility; re-configured internal space
Conant Addition	Laboratory space to support collaborative research
Will Require City Permits or Approvals Within Three Years	
Law School Planning Framework	Replacement of inadequate academic facilities and student activity space; relocation of parking underground
Switch House Affordable Housing	Creation of community affordable housing
Hilles Re-use	Deferred maintenance; consolidation of library space on first floor; student activities space on upper floors
22-24 Prescott Street	Address deferred maintenance
1306 Massachsetts Avenue	Major renovation including accessibility upgrades

IV. MAPPING REQUIREMENTS

Please attach to the report maps of the following (these may be combined as appropriate):

1. **Map of all real estate owned in the City of Cambridge. Categorize properties by use as appropriate (e. g., institutional/academic, student activities/athletic, dormitory/nontaxable residential, investment, etc.).**

   Map 4.1 shows property owned by Harvard and property leased by Harvard for University use.

2. **Map of real estate leased. Categorize properties by use as appropriate (e. g., institutional/academic, student activities/athletic, housing). This map can be combined with the one above.**

   Map 4.2 shows Harvard-owned property leased to third parties.

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

   Map 4.3 shows the location of Harvard's development projects.

4. **Map the sub-areas/precincts of your campus, indicating the location of future development areas and projects. If appropriate, include detailed maps of sub-areas/precincts where significant changes are anticipated to occur over the next five years.**

   Map 4.3 shows Harvard's future development projects.

Map 4.1 Real Estate Owned and Leased by for Harvard University Use

Legend

Buildings by Ownership Status and Primary Use (1)

- Harvard Owned - Institutional (2) (under-ground)
- 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 third 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
320 Bent Street

Map 4.2 Real Estate Leased to a Third 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 (underground)

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.

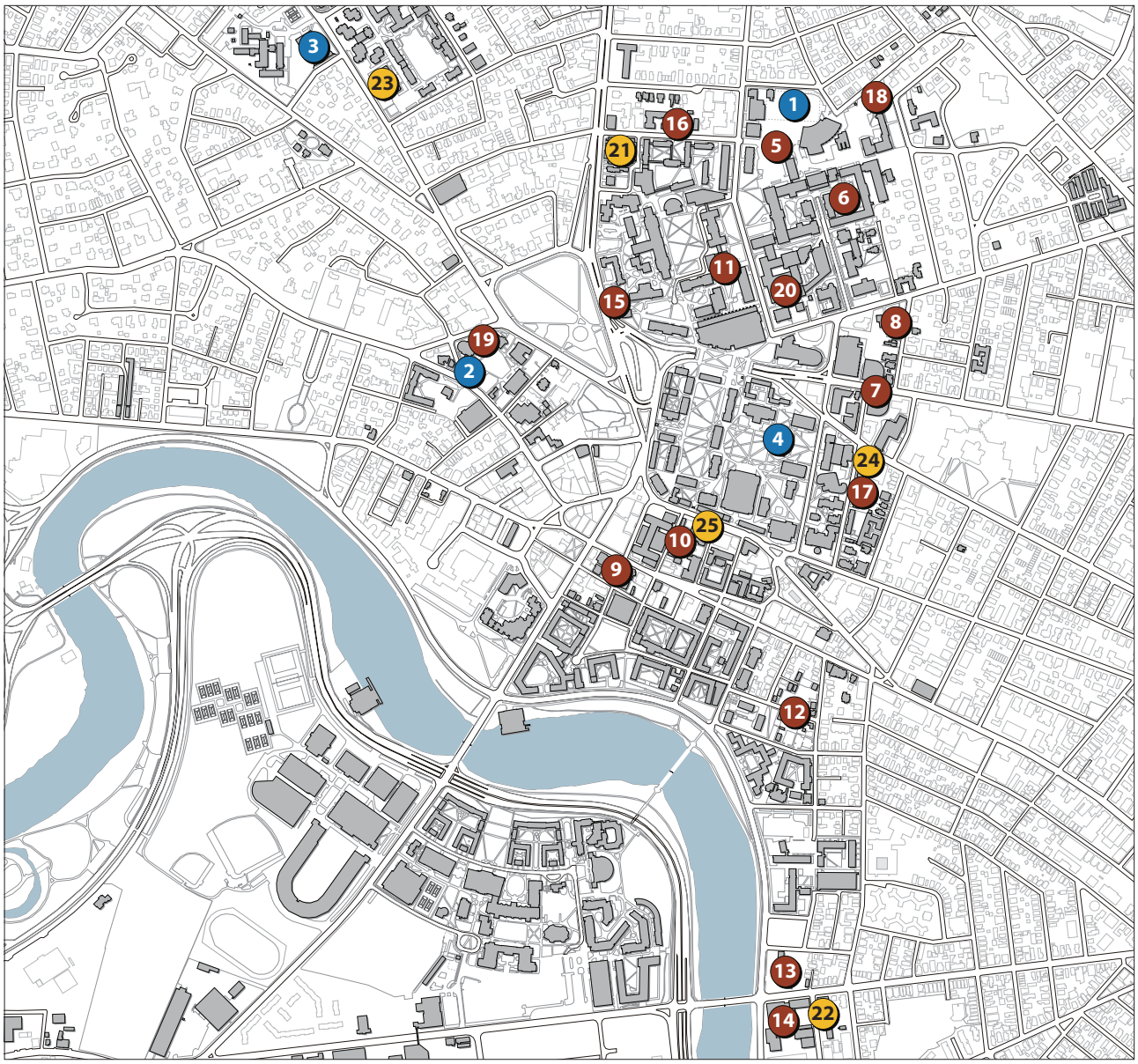
(2) All buildings with commercial uses leased to a third party are owned by Harvard, except for the following buildings which are controlled by Harvard through lease agreements:

8 Holyoke Street
14 Story Street
65 Mount Auburn Street
124 Mount Auburn Street

(3) Includes 52-60 Mount Auburn Street which is leased to Harvard-Radcliffe Hillel

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

Map 4.3 Projects Completed, in Construction, and in Planning



Completed Within the Past Year

1. North Campus Underground Parking Garage
2. Schlesinger Library Renovation
3. Quadrangle Athletic Center
4. Sever Hall

Currently in Construction

5. Northwest Building
6. Biological Research Infrastructure Building (BRI)
7. Center for Government and International Studies (CGIS Phase 1)
8. 17 Sumner Road and 38 Kirkland Street (CGIS Phase 2)
9. 90 Mount Auburn Street
10. New College Theatre
11. Laboratory for Integrated Science and Engineering (LISE)
12. Grant/Cowperthwaite Housing
13. 870-888 Memorial Housing
14. Blackstone Station Renovations
15. Hemenway Gymnasium
16. 23 Everett Street
17. 20-20A Prescott Street
18. Rockefeller Hall
19. Radcliffe Gym
20. Conant Addition

Will Require City Permits or Approvals Within Three Years

21. Law School Planning Framework
22. Switch House Affordable Housing
23. Hilles Re-use
24. 22-24 Prescott Street
25. 1306 Massachusetts Avenue

V. 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 2004 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.

B. Information on the point of origin of commuter trips to Cambridge for faculty and/or staff and/or students.

C. Have there been any changes in your TDM plan or strategy since submitting your 2004 Town Gown-report? If so, please describe briefly. (Your PTDM plan is on file at CDD.)

Harvard University is the largest employer in the City of Cambridge, and 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. In addition, the University announced a goal of increasing the percentage of graduate students housed in on-campus facilities. Harvard currently houses approximately 40% of its graduate students but aspires to house one half of its graduate students by 2011. The University believes this will further reduce transportation impacts by reducing the number of commuting students.

Harvard's Parking and Transportation Demand Management ("PTDM") Plan was approved in 2003. The PTDM Plan provided the City of Cambridge with a baseline assessment of Harvard's parking supply as well as detailing how the University manages its vehicle trips through the transportation demand ("TDM") measures and strategies offered by the *CommuterChoice* Program. The PTDM Plan described a menu of transportation services and incentives that Harvard had in place to reduce its single occupancy vehicle ("SOV") rate by 10% from 27.4 % of the commuting population to 24.7 %.

Since the PTDM Plan was approved, Harvard has met and exceeded its base year SOV rate goal of 24.7 %. In fact, the results of the 2004 PTDM survey document Harvard's SOV rate at 17.0 % for Cambridge based employees and non-Harvard housed graduate students. This sharp reduction reflects Harvard's ongoing commitment to the extensive programs and measures contained in Harvard's PTDM Plan.

Beginning in September 2004, monthly MBTA Pass sales have been available to affiliates online providing the convenience of receiving a monthly pass at home. This allows employees to avoid the lines at pick-up sites on campus. Further, employees must only sign up once to receive a monthly pass in the mail on a recurring basis. Employees may change the pass type they wish to order or cancel their online at any time. Harvard continues to subsidize the cost of MBTA passes at a rate of 40%, and has increased its subsidy of monthly MBTA commuter rail passes from 40% to 50% beginning in May 2005. As an added bonus, the price for the pass is now deducted from an employee's paycheck before taxes.

Other programs and incentives in Harvard's PTDM Plan have had the following results:

- An increased number of sheltered bike parking spaces;
- The number of Harvard Departments participating in Zipcar™ has tripled;
- The number of registered Zipcar™ Affiliates has increased from 1,704 to over 2,000;
- Parking spaces for use by Zipcar™ vehicles has been increased from 8 to 9;
- Signed parking spaces for use by carpoolers and vanpoolers have been created;
- Harvard has been recognized as a member of the EPA's National Best Workplaces for Commuters Initiative since 2002.

Harvard University's *CommuterChoice* Program is committed to tracking and monitoring the various TDM programs and incentives it provides, and to improving its programs based on annual survey data and other program feedback. Surveys indicate that the numbers of employees and students have remain relatively constant over time and changes in modes of travel have reduced the SOV rate and increased the numbers of people using public transit. For the results of surveys of commuting mode choice for faculty, staff and students and for information on the point of origin of commuter trips to Cambridge, please refer to the University's annual PTDM Progress Report, on file with the City.

The following is a list of current *CommuterChoice* Program offerings:

- Information on local transit options
- MBTA monthly pass subsidy and pre-tax savings
- Information on safe bicycle routes and general bicycle safety
- Carpool partner matching and carpool registration
- Discounted and preferential parking for carpools and vanpools
- Assistance with vanpool formation
- Discounted Zipcar™ membership information
- Emergency Ride Home Program for carpool participants
- Park and Ride information
- Assistance with transportation information as it relates to moving to the area or relocation
- Outreach to the University's Transportation Coordinators, representing all of the University's Departments.

The programs and measures in Harvard's PTDM Plan are extensive, and when included with the University's promotion of a greener campus through the Harvard Green Campus Initiative, demonstrate that the University is acting responsibly to maintain and improve the quality of life within the City of Cambridge.

Additional information on these program offerings is available on line at **www.comuterchoice.harvard.edu.**

A copy of Harvard University's PTDM Plan is available by contacting Jean Clark, City of Cambridge PTDM Planning Officer, at 617-349-4673 or jclark@cambridgema.gov. Harvard submits annual PTDM updates which are on file with the City's Community Development Department.

VI. INSTITUTION SPECIFIC INFORMATION REQUESTS

1. **Provide an update on planning and construction activities in the North Yard and Law School areas, including plans for the Massachusetts Avenue frontage.**

   See Section II, Future Plans Narrative: Projects in Construction and Future Plans

2. **Provide an update on the conversion of the Hilles Library to student services related uses.**

   See Section II, Future Plans Narrative: Projects in Construction

3. **Provide an update on plans for the three special district areas created hrough the Riverside Zoning, including plans for institutional housing at 888 Memorial Drive and Banks Street and plans for the power plant and switch house on Blackstone Street.**

   See Section II, Future Plans Narrative: Projects in Construction

4. **Provide an update on planned construction and changes in program for property at the Radcliffe Quadrangle and at the Observatory.**

   Quadrangle Housing: As the University progresses in planning for Harvard's future in Allston, a large number of academic and other programmatic options are being considered. One option the University is exploring includes the construction of undergraduate housing in Allston and the conversion of the Quadrangle to graduate student housing. In the coming year, this and many other ideas and perspectives will be cooperatively discussed with our Cambridge and Allston neighbors, key University groups, and city and state officials before a physical framework to guide future plans is developed.

   Observatory: See Section II, Future Plans Narrative: Future Plans, Cambridge

5. **Provide an update on any anticipated change in the quantity of space leased to commercial tenants (retail and office), with particular attention paid to any ground floor retail activity currently accessible to the public.**

   By early 2006, Harvard will complete 90 Mt. Auburn Street which will have a retail tenant on the ground floor occupying approximately 1,000 SF. With regard to Harvard's other retail properties in Harvard Square, Harvard

endeavors to maintain full occupancy and will, when vacancies, occur strive to tenant these properties with uses that are compatible with and supportive of the vibrant Harvard Square retail environment. In general, the University has a policy of not leasing to national retail chains.

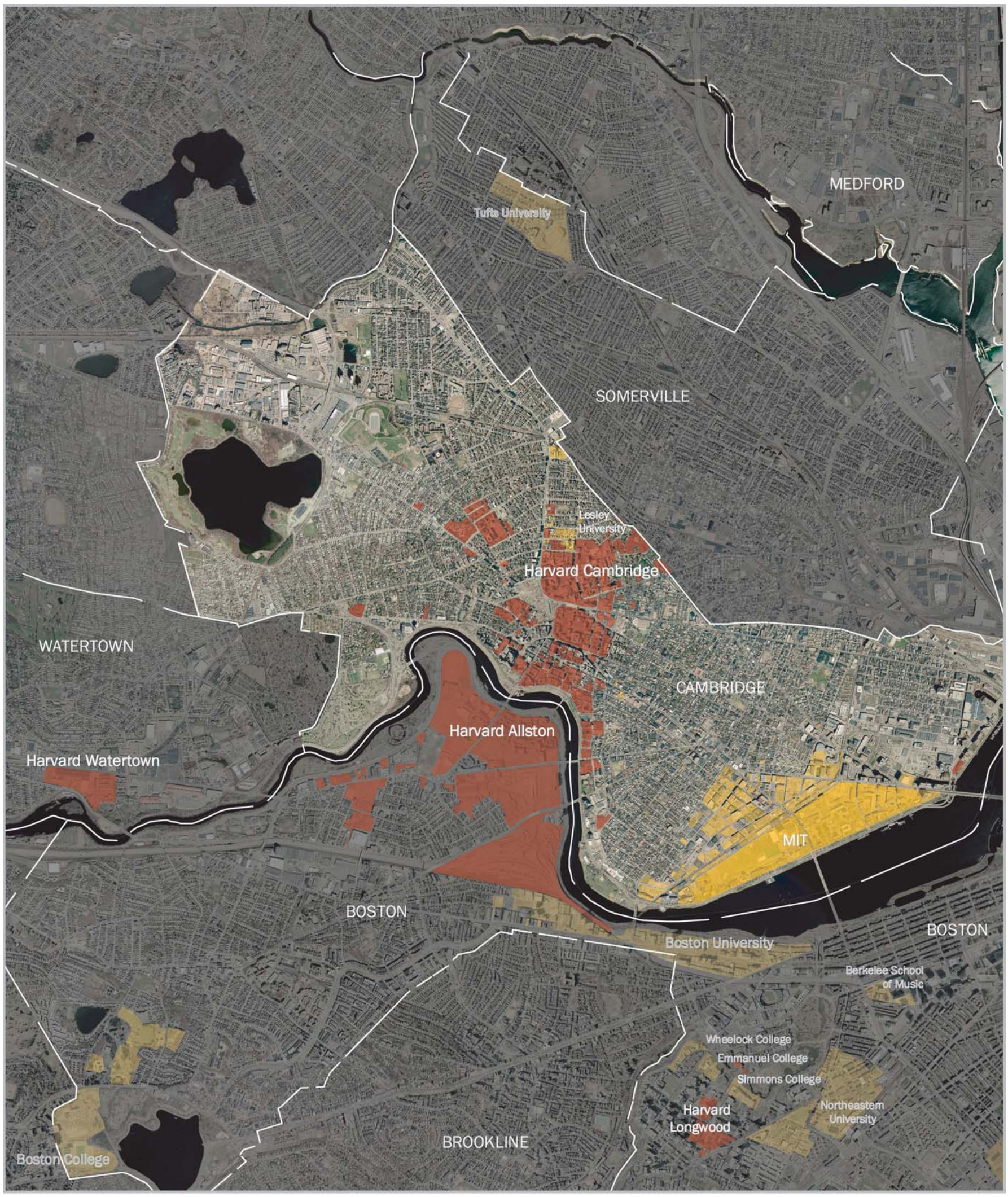
6. Provide an update on planned construction and changes in program for property in the block between Prescott and Ware Streets.

No changes in program are anticipated in any buildings on this block. Harvard Real Estate Services (HRES) is planning to undertake capital improvements to several of its existing affiliated housing facilities located on this block. At 22-24 Prescott Street, HRES is planning a renovation project that will begin construction during the summer of 2006 and includes repairing and recladding the side and rear facades, restoring and repointing the brick masonry on the front façade, adding an accessible entrance, and undertaking other minor interior improvements. Within the next five to ten years, HRES also has plans to repair the exterior masonry, windows, and/or roofs at the following properties: 20-20A Prescott Street, 9-13 Ware Street, and 472-474 Broadway.

7. Provide an update of the plans for Allston as they affect the Cambridge campus and the City of Cambridge. Address the proposals described by the recent "Interim Report".

See Section II, Future Plans Narrative: Future Plans, Allston

Appendix I



November 2004

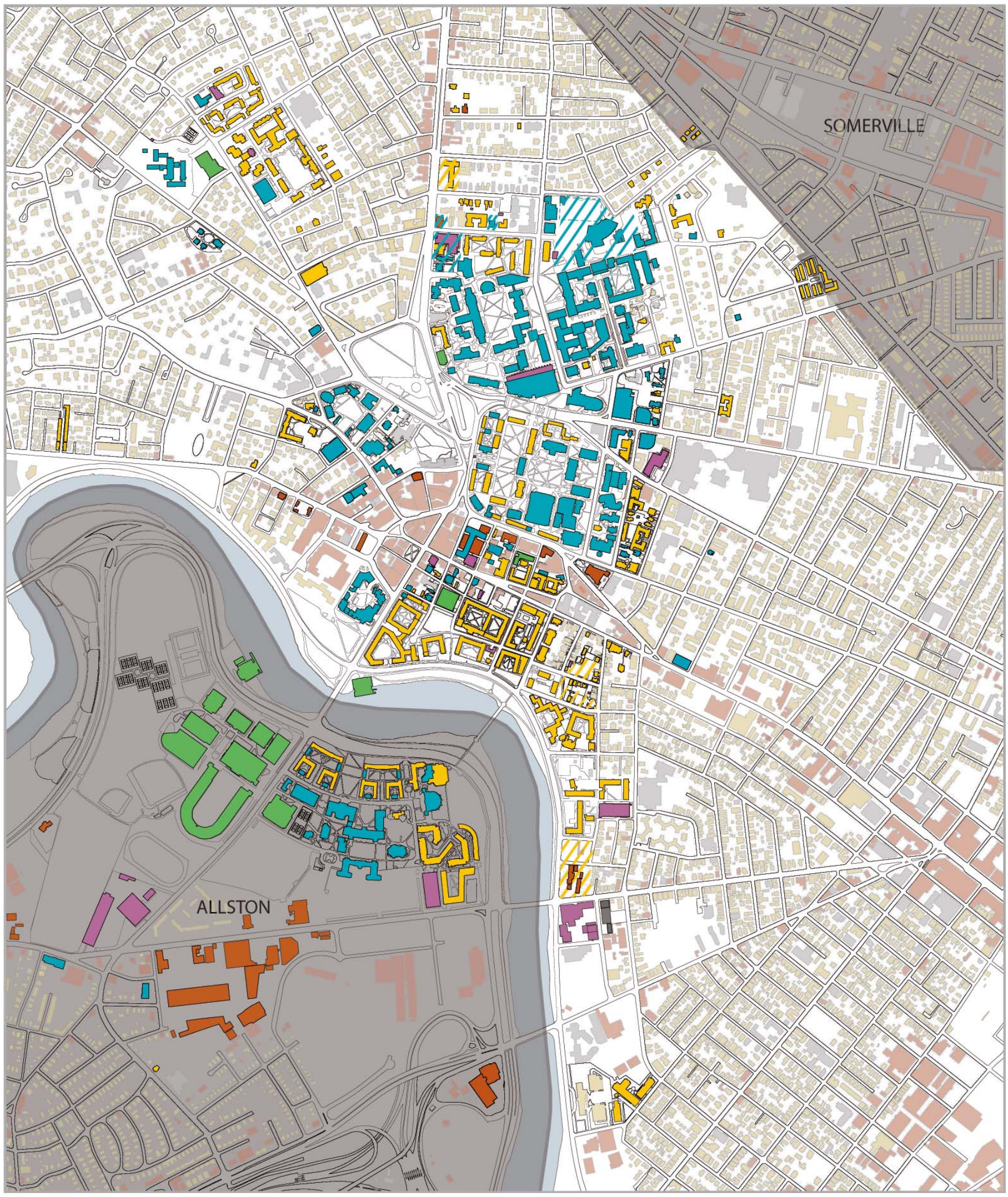
Map A - REGIONAL SCALE

Harvard's real estate encompasses five non-contiguous campuses in three different municipalities. Like other key institutions in the Boston metropolitan area, Harvard is located within mature urban neighborhoods. In addition, Harvard, MIT and Boston University are adjacent to the Charles River.

LEGEND

Institutional Land Holdings

- Harvard University
- Other Colleges
- City Boundaries



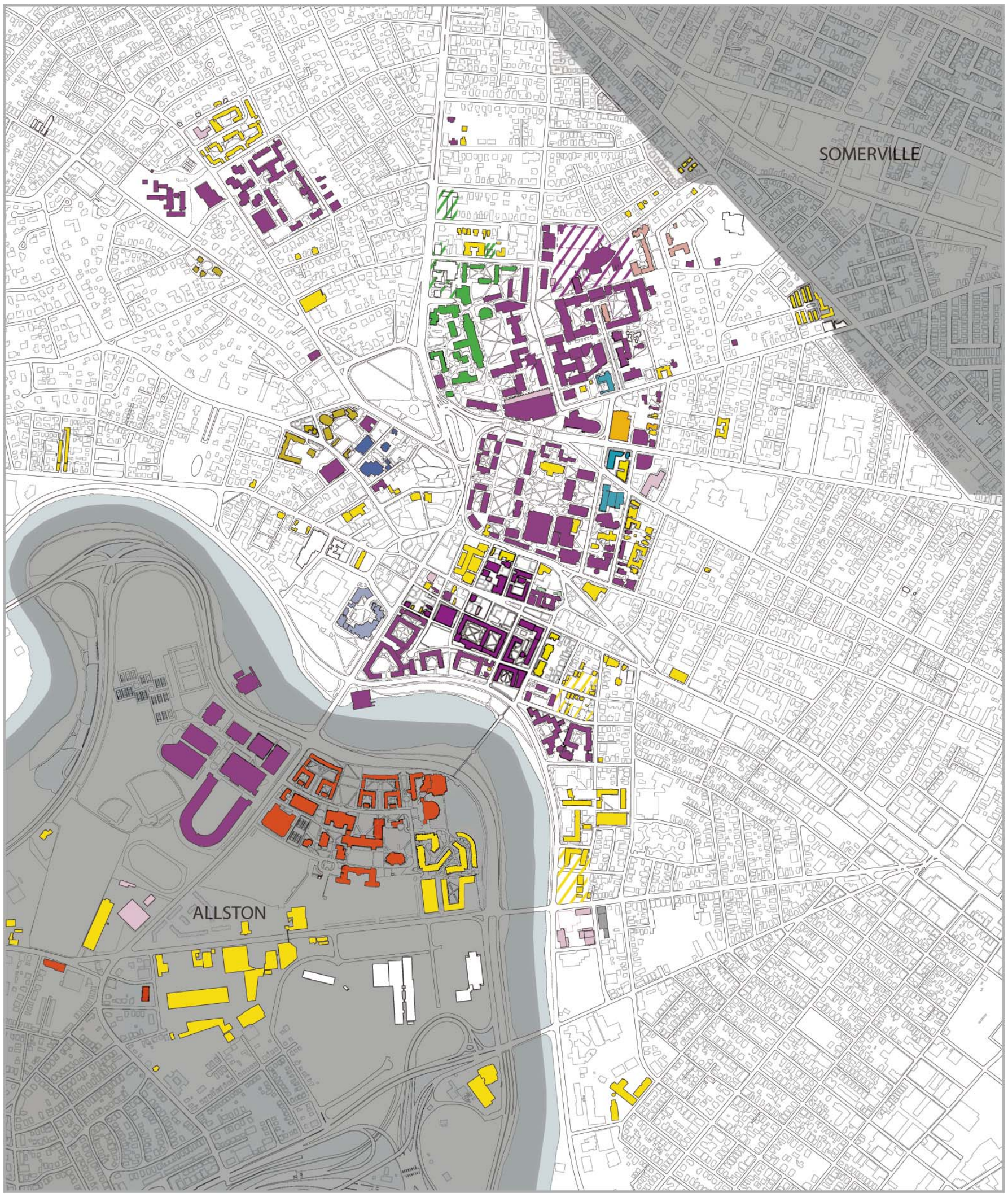
Map B - LAND USE

Harvard is an urban campus where University and urban land uses intermingle, largely at the campus edges where most residential and commercial University functions are located. Innovatitive planning and design can minimize impacts and enhance opportunities at these campus edges. Appropriate density and height, adequate open space and sensitive architectural design are tools to create positive transitions between institutional and non-institutional uses.

LEGEND

Building by Primary Use

- Academic/Administration
- Harvard Commercial
- Non-Harvard Commercial
- Non-Harvard Institutional
- Harvard Residential
- Non-Harvard Residential
- Athletic
- Parking/Service and Support
- Community Housing/Turnkey
- Academic/Administrative Planning
- Harvard Residential Planning



Map C - ADMINISTRATIVE STRUCTURE

Harvard has a long-standing tradition of decentralized planning. Different schools and administrative entities have historically managed their own physical assets. As we move into the future, planning across school boundaries is becoming critical for optimizing University and City resources.

Note: Harvard Medical Shool is not listed because it does not occupy buildings in the Cambridge or Allston campus.

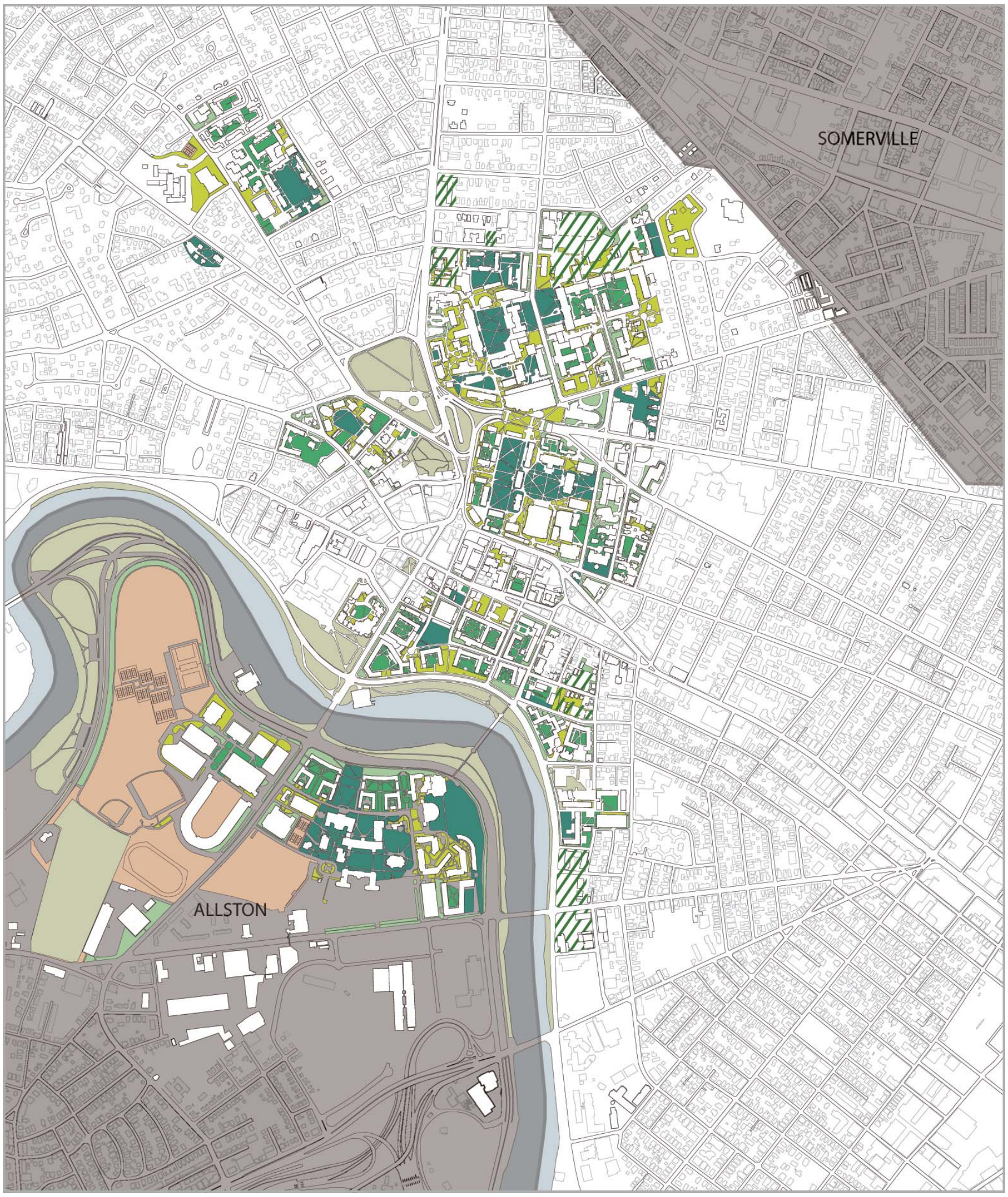
LEGEND

Building Affiliation

Faculties
- Faculty of Arts & Sciences
- Graduate School of Design
- Graduate School of Education
- Harvard Business School
- Harvard Divinity School
- Harvard Law School
- Kennedy Scool of Government
- Radcliffe Institute
- School of Public Health

Non-Faculty
- Harvard University Art Museums
- University - General
- Harvard Real Estate Services
- Non-Harvard buildings on Harvard Land

- Faculty of Arts & Sciences Planning
- Harvard Law School Planning
- Harvard Real Estate Srvcs Planning

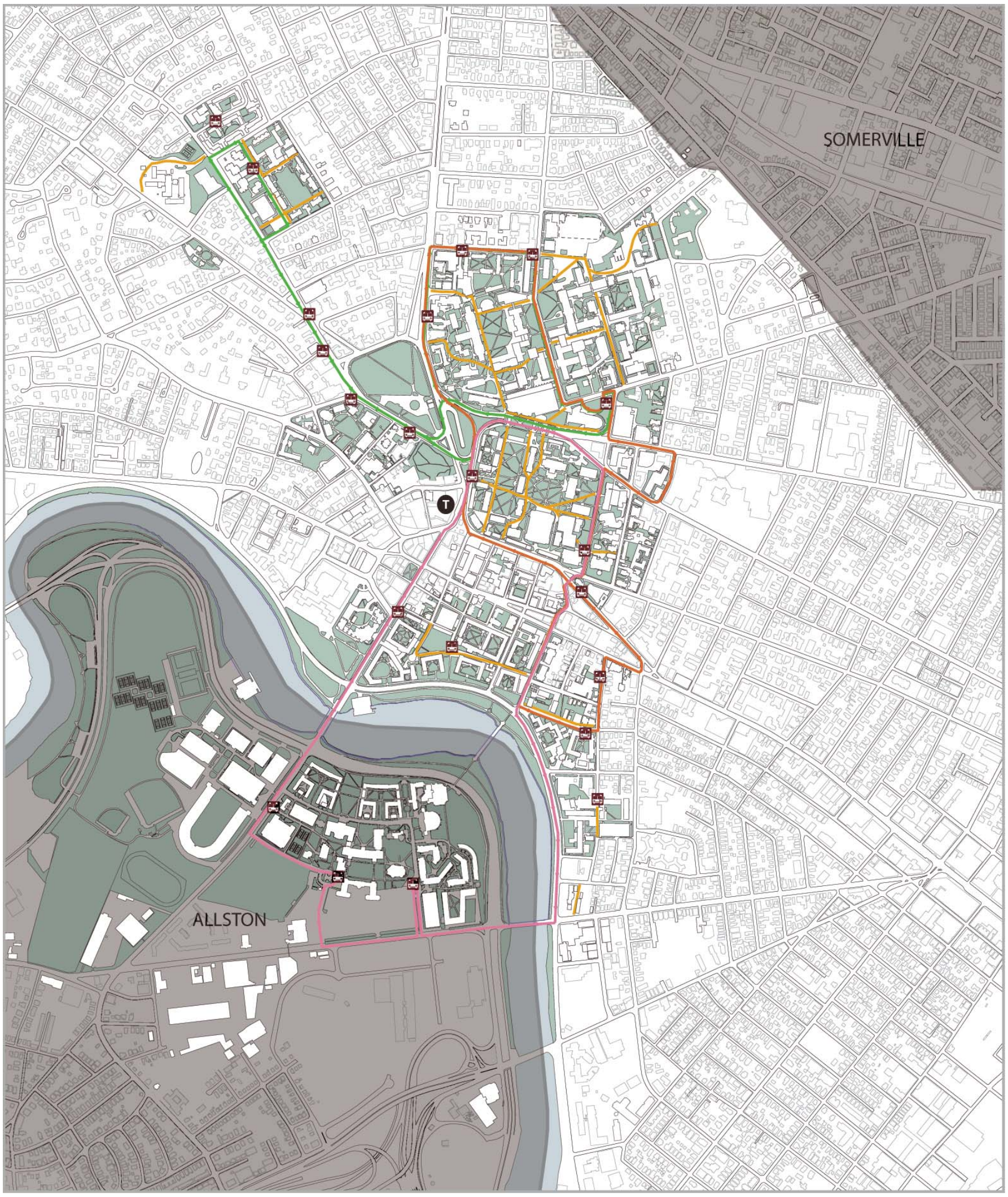


Map D - OPEN SPACE

Harvard's open space in Cambridge is comprised of a diverse collection of quadrangles,courtyards, gardens and pathways that provide the physical core and structure to the campus. This open space network connects to the city street system and contributes to the creation of a vibrant pedestrian-oriented environment shared by city residents and the campus community.

LEGEND

- Yards/Greens
- Gardens/Courts
- Interstitial Areas
- Frontages
- Athletic Fields
- Publicly Owned Open Space
- Future/Improved open Space



Map E - TRANSPORTATION

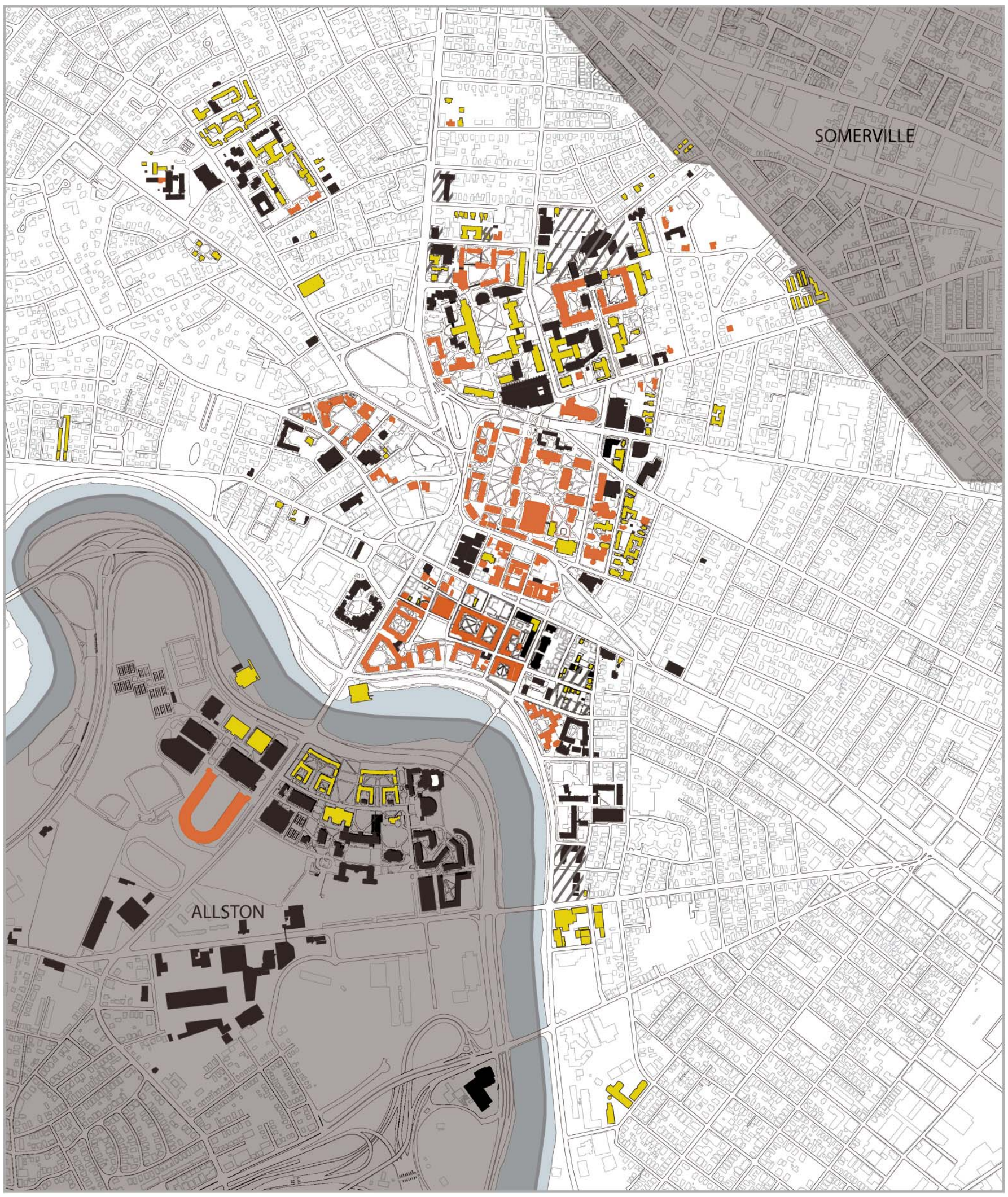
Harvard in Cambridge is primarily a pedestrian campus. Harvard's shuttle system and the public transit system connect the Cambridge campus with the other Harvard campuses and affiliate institutes. This extended network decreases the University population's reliance on the automobile.

LEGEND

Pedestrian Routes
- **Campus Pathways**

Basic Shuttle Routes
- **Currier House - Memorial Hall via Harvard Square**
- **Mather House - Memorial Hall via Harvard Square**
- **Soldier Field Park - Business School - Harvard Square**

Shuttle



November 2004

Map F - HISTORIC RESOURCES

Harvard is the oldest university in North America. Many of Harvard's buildings have historic designations. These historic buildings present great opportunities for the preservation and enhancement of the unique character of Harvard. Harvard's historic buildings also contribute to the urban design character of the City.

Harvard Buildings with Historic Designations

- Local Historic Landmark
- National Historic Landmark
- National Register District (Contributing Buildings Only)
- National Register Determination of Eligibility
- National Register Individual Property
- Preservation Restriction

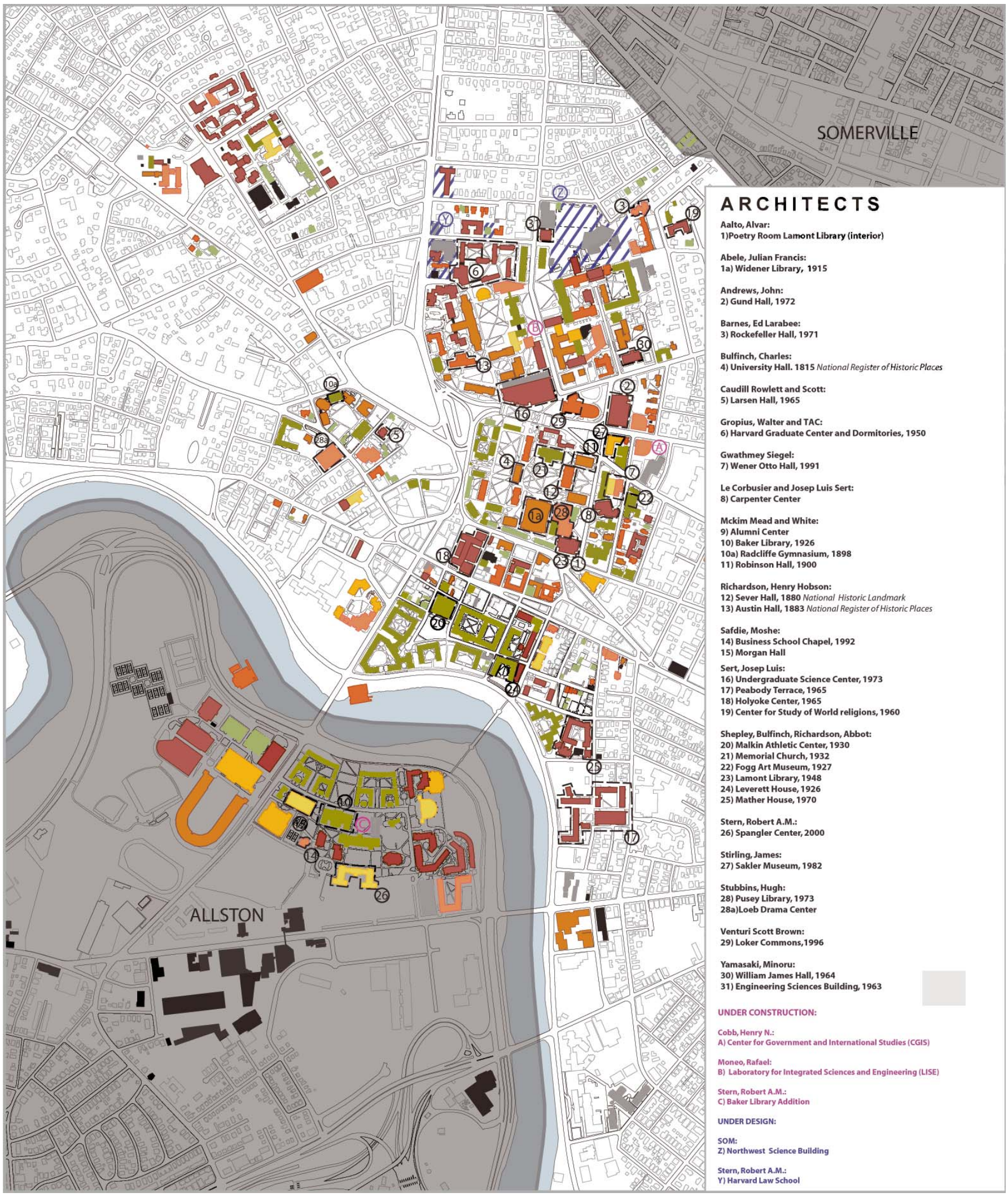
Harvard Buildings without Historic Designations

- Building Over 50 Years of Age
- Building Under 50 Years of Age

Development

- Proposed Area for Development

Map G - HARVARD BY ARCHITECT



Harvard has a long-standing commitment to design excellence demonstrated by the large number of buildings designed by "famous" architects. The design innovation implied with architect selection often involves risk-taking.

Sources for identification of "famous architects":

http://www.greatbuildings.com/architects.html
Dictionnaire des architects, by Emard Oudin, Nouv. ed. Paris: Seghers, c.1994
Encyclopedia of 20th Century Architecture. Ed. by Vittorio Magnago Lampugnani. NY: H.N. Abrams

Primary Style

- Colonial/Colonial Revival
- Georgian/Georgian Revival
- Neoclassicism
- Romantic Revival
- Modernism
- New Modernism
- Post Modernism
- New Historicism
- Other/Unclassified
- No Data

Under Design by "Famous Architects"

Appendix II

Resources for Planning Information at Harvard

Harvard University maintains a number of websites that provide updated information about University planning and construction.

VICE PRESIDENT FOR GOVERNMENT, COMMUNITY, AND PUBLIC AFFAIRS

The Vice President for Government, Community, and Public Affairs maintains a web page called "Harvard in the Community - Planning for the Future" which provides information about important construction projects, including quarterly updates on projects in construction in Cambridge.
www.community.harvard.edu/development

HARVARD PLANNING + ALLSTON INITIATIVE (HP+AI)

HP+AI's principal mission is to serve as the coordinating team for University-wide planning in Cambridge, Boston and Watertown. The HP+AI web page describes the services of the department, provides a link to the Allston Initiative web page, and also provides links to several documents, including *Harvard Patterns* (an analysis of the Allston/Cambridge campuses), the Town Gown Report, and the University's Parking and Transportation Demand Management Plan.
www.hpai.harvard.edu

ALLSTON INITIATIVE

The Allston Initiative is the planning effort to create the framework for the University's physical development in Allston. The Allston Initiative web page includes press clips, photos, maps, and other information, including details about the "Allston Room," which is located in Holyoke Center and open to the public.
www.allston.harvard.edu

CONSTRUCTION MITIGATION

The University maintains a webpage devoted exclusively to updates on major projects in the North Campus, Harvard Square, Riverside, and the Law School. The site also provides contact information for Harvard's Construction Mitigation Team.
www.construction.harvard.edu

HARVARD GREEN CAMPUS INITIATIVE (HGCI)

The HGCI is an interfaculty organization that works to address the real life challenges of achieving campus environmental sustainability within Harvard University. The web site provides information about a number of University programs that support sustainable practices.
www.greencampus.harvard.edu