

2008  
Harvard University's

## Town Gown Report



*for the*  
City of Cambridge

*Submitted by:*  
University Planning Office



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**Institution Name:** President and Fellows of Harvard College  
**Report for Time Period:** 2007 – 2008 Academic Year  
(unless otherwise noted, data reflects June 30, 2008)  
**Date Submitted:** December 1, 2008

## I. EXISTING CONDITIONS

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

### A. FACULTY & STAFF

	2005	2006 <sup>1</sup>	2007 <sup>1</sup>	2008
<b>Cambridge Based Staff</b>				
Head Count	11,202	11,439	11,647	12,017
FTEs	8,923	9,115	9,379	9,725
<b>Cambridge Based Faculty</b>				
Head Count	1,518	1,541	1,581	1,760
FTEs	1,359	1,392	1,440	1,590
<b>Number of Cambridge Residents Employed at Cambridge Facilities</b>				
	3,825	3,946	3,973	4,166
<b>Number of Cambridge Residents Employed at Boston Facilities</b>				
	645	664	693	732

#### *Ten-year projection*

Growth projections are influenced by many factors and no central University department has undertaken such projections for faculty and staff counts.

<sup>1</sup> Figures for 2006 and 2007 have been updated.

## B. STUDENT BODY <sup>2</sup>

Please provide the following statistics about your Cambridge-based student body:<sup>3</sup>

	2005	2006	2007	2008
<b>Total Undergraduate Degree Students</b>	<b>6,947</b>	<b>7,002</b>	<b>7,100</b>	<b>7,081</b>
Day	6,562	6,613	6,715	6,648
Evening	385	389	385	433
Full Time	6,722 ( <i>160</i> )	6,792 ( <i>179</i> )	6,880 ( <i>168</i> )	6,837 ( <i>196</i> )
Part Time	225 ( <i>225</i> )	210 ( <i>210</i> )	220 ( <i>217</i> )	244 ( <i>237</i> )
<b>Total Graduate Degree Students</b>	<b>9,223</b>	<b>9,221</b>	<b>9,363</b>	<b>9,238</b>
Day	8,631	8,622	8,773	8,538
Evening	592	599	590	700
Full Time	8,372 ( <i>87</i> )	8,405 ( <i>94</i> )	8,611 ( <i>95</i> )	8,495 ( <i>147</i> )
Part Time	851 ( <i>505</i> )	816 ( <i>505</i> )	752 ( <i>495</i> )	743 ( <i>553</i> )
<b>Total Non-degree Students</b>	<b>4,821</b>	<b>5,109</b>	<b>5,623</b>	<b>5,653</b>
Day	351	434	358	353
Evening	4,470	4,675	5,265	5,300
<b>Total Number of Students in Cambridge</b>	<b>20,991</b>	<b>21,332</b>	<b>22,086</b>	<b>21,972</b>

*Numbers in italics represent students at the 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.

<sup>2</sup> Includes all non-degree students enrolled in day or evening classes, such as persons taking Harvard Extension classes.

<sup>3</sup> Counts as of October 15, 2007.

## C. STUDENT RESIDENCES

	2005	2006	2007	2008
<b>Number of Undergraduate Students Residing in Cambridge<sup>4</sup></b>				
In dormitories	6,498	6,449	6,449	6,485
With cars garaged in Cambridge	67	20 <sup>5</sup>	26	33
In off-campus, affiliate housing	85	0 <sup>6</sup>	0	0
In off-campus, non affiliate housing	64	101	103	112
<b>Number of Graduate Students Residing in Cambridge</b>				
In dormitories	1,436	1,420	1,387	1,164 <sup>7</sup>
With cars garaged in Cambridge	97	86	155	132
In off-campus affiliate housing	1,356	1,385	1,356	1,546
In off-campus, non-affiliate housing	3,135	3,267	3,382	3,347

### *Ten-year projection*

Harvard's housing stock is managed as a University-wide resource to accommodate the needs of the larger University community including students participating in executive education programs, junior faculty, and family members of affiliates.

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. With the recently completed projects in Riverside (500 beds) and in the Fenway (231 beds) Harvard has achieved this goal.

<sup>4</sup> Data collected in June 2008 for the period of September 2007– August 2008. These figures represent beds available for undergraduate students in Cambridge and include 252 beds located at 10-20 DeWolfe Street. The actual number of students may differ from these numbers to some degree.

<sup>5</sup> In 2006, the total number of undergraduate students bringing cars to Harvard (whether garaged in Cambridge or Allston) decreased significantly, likely due to increased awareness of transportation alternatives, increased fees for University parking permits, and the high cost of gasoline.

<sup>6</sup> Until 2002, a minority of undergraduates, primarily non-traditional-age students, were provided affiliate housing. After 2002, affiliate housing was no longer offered to undergraduates; however, students currently in housing were allowed to stay through graduation. (This does not apply to DeWolfe housing which is block leased by FAS for undergraduate beds.)

<sup>7</sup> The decrease in the number of graduate students residing in dormitories is due in part to the 2008 demolition of Wyeth Hall (39 beds) and the conversion of Rockefeller Hall (87 beds) to office use.

## D. FACILITIES & LAND OWNED

	2005	2006	2007	2008
Acres (Tax Exempt)	198.47 Acres	198.47 Acres	201.13 Acres <sup>8</sup>	201.59 Acres <sup>8</sup>
Acres (Taxable)	28.74 Acres	28.47 Acres	25.34 Acres <sup>8</sup>	24.61 Acres <sup>8</sup>
Number of Buildings	302	303	304	395 <sup>9</sup>
<b>Dormitories</b>				
Number of Buildings <sup>10</sup>	79	79	79	78
Number of Beds	7,950	8,007	7,834	7,988
<b>Size of Buildings (GSF)</b>	<b>13.4M</b>	<b>13.4M</b>	<b>14.6M<sup>11</sup></b>	<b>15.1M</b>
Assembly/Museum	871,100	889,052	949,190	884,536
Athletic	217,799	217,799	297,170	225,761
Classroom	520,370	520,370	484,979	482,330
Commercial	262,699	262,699	245,180	282,045
Healthcare	78,850	78,850	78,850	77,155
Laboratory	2,165,610	2,238,209	2,404,953	2,861,537
Library	1,193,939	1,175,987	1,117,081	1,122,453
Office	2,140,725	2,398,688	2,558,508	2,496,780
Residential	5,020,519	5,017,320	5,542,578	5,713,873
Support	933,512	602,135	924,419	923,487

<sup>8</sup> As part of the Riverside housing development, a total of approximately three acres of land were transferred from taxable to tax exempt status in 2007 and 2008. In addition to the parcels that contain Harvard's affiliate housing and the new affordable units developed by Harvard for the City, the exempt land includes the  $\frac{3}{4}$  acre public open space for which Harvard is granting a surface easement to the City of Cambridge. Harvard's taxable acres were further reduced by the transfer of the Blackstone Switch House to the City of Cambridge, after Harvard converted this structure into affordable housing units, and the sale of six residential properties.

<sup>9</sup> Building counts for 2005-2007 include only tax exempt properties in Cambridge. The number reported this year reflects all of Harvard's Cambridge buildings, both taxable and tax-exempt.

<sup>10</sup> The number of dormitory buildings for 2005-2007 has been updated. The 2008 figure reflects the demolition of one dormitory, the conversion of one dormitory to office use, and the addition of the Cowperthwaite dormitory.

<sup>11</sup> Harvard has been conducting an inventory of all buildings based on standards contained in the federal Postsecondary Education Facilities Inventory and Classification Manual, 1992. (These measurements are for internal use and are distinct from other measurement standards, including City of Cambridge zoning definitions.) As of June 30, 2007, Harvard added one building to its inventory, the Laboratory for Interface Science and Engineering (132,500 SF).

## 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.

Harvard University owns and maintains 4,536 non commercial parking spaces in the City of Cambridge. These spaces constitute the University's parking inventory and are used to support University operations 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, it also submitted a detailed inventory of Harvard's parking spaces. Harvard updates this inventory annually in December.

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

	2005	2006	2007	2008
<b>Affiliate Housing - Tax Exempt</b>				
Number of Units	880	880	880	878 <sup>12</sup>
Number of Buildings	8	8	8	8
<b>Affiliate Housing - Taxable</b>				
Number of Units	765	738	734	891 <sup>13</sup>
Number of Buildings	52	47 <sup>14</sup>	46	54 <sup>13</sup>
<b>Other Housing - Tax Exempt</b>				
Number of Units	None	None	None	None
Number of Buildings	None	None	None	None
<b>Other Housing - Taxable</b>				
Number of Units	None	None	None	None
Number of Buildings	None	None	None	None

<sup>12</sup> The decrease in taxable affiliate housing from 2007 reflects two units that were converted to childcare use at Peabody Terrace.

<sup>13</sup> The increase in the number of taxable affiliate units and buildings from 2007 is due to the creation of new units at 5 Cowperthwaite Street and the Banks-Grant Street housing. (Two single-family houses were sold and six basement units were removed.)

<sup>14</sup> The reduction in the number of taxable affiliate buildings from 2005 is due to the sale of four properties and the destruction by fire of 47-49 Banks Street (one property was sold). Additionally, Beckwith Circle, which is located in Somerville, was incorrectly included in previous building counts.

**Property Transfers:<sup>15</sup>**

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

- Zero Arrow Street (condominium)<sup>16</sup>

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

- 87 Garden Street
- 29 Robinson Street

**Please describe any planned dispositions or acquisitions:**

- None

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<sup>15</sup> As reported on Tax Report ABC submitted to the City of Cambridge March 2008.

<sup>16</sup> The purchase of this property was completed after the filing date of the Tax Report.

## 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
One Bow Street	8,450	FAS	Office
One Brattle Square	18,737	KSG	Office
One Kendall Square	27,000	HMS	Laboratory
One Story Street	6,125	DCE	Classroom
10 Ware Street	2,000	UIS	Office
104 Mt. Auburn Street	17,612	FAS	Office
104 Mt. Auburn Street	14,332	Provost	Office
124 Mt. Auburn Street	56,520	KSG	Office
124 Mt. Auburn Street	29,984	OHR	Office
124 Mt. Auburn Street	51,169	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
124 Mt. Auburn Street	1,871	Provost	Office
125 Mt. Auburn Street	36,564	HLS	Office
1408-1414 Massachusetts Ave	50,000	FAS	Office
1430 Massachusetts Avenue	5,656	FAS	Office
1430 Massachusetts Avenue	2,600	GSAS	Office
155 Fawcett Street	3,500	FAS/ART	Warehouse
25 Mt. Auburn Street	10,162	LASPAU	Office
44 Brattle Street	10,193	GSE	Office
44R Brattle Street	8,417	GSE	Office
5 Bennett Street	6,030	KSG	Office
50 Church Street	10,910	GSE	Office
50 Church Street	3,608	FAS	Office
625 Massachusetts Avenue	70,762	FAS	Office
<b>Total:</b>	<b>465,164</b>		

**F. PAYMENTS TO CITY OF CAMBRIDGE:**

	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>
<b>Total Payments</b>	<b>\$13,773,161</b>	<b>\$14,592,500</b>	<b>\$15,175,870</b>	<b>\$13,388,613</b>
Real Estate Taxes Paid	\$5,178,764	\$4,642,265 <sup>17</sup>	\$4,605,164	\$4,806,268
Payments in Lieu of Taxes (PILOT)	\$1,751,204	\$2,056,671	\$2,105,490	\$2,173,492
One time Payment <sup>18</sup>	\$1,000,000			
Water and Sewer Fees Paid	\$4,336,267	\$5,328,965	\$5,646,457	\$5,159,149
Other Fees and Permits Paid <sup>19</sup>	\$1,504,921	\$2,564,599 <sup>20</sup>	\$2,816,752	\$1,249,703 <sup>21</sup>

***Ten-year projection:***

Based on the 2005 renewed PILOT Agreement with the City of Cambridge and the payment schedules provided to the City, the amount that Harvard University will pay in PILOT to the City of Cambridge for the next 10 years is projected to be approximately \$27 million.

<sup>17</sup> The fact that the amount paid in Real Estate Taxes in FY2006 is less than the amount paid in Real Estate Taxes in FY2005 is mainly attributable to property sales and reductions in the tax rates.

<sup>18</sup> One-time payment per renewed PILOT agreement between the City of Cambridge and Harvard University.

<sup>19</sup> Includes building permit and other construction fees.

<sup>20</sup> The increase in Other Fees and Permits is largely attributable to building permits for a number of major projects.

<sup>21</sup> Permit fees paid have decreased from the previous two years as significant projects have been completed.

## II. FUTURE PLANS NARRATIVE

### A. UNIVERSITY INITIATIVES

Since last year's Town Gown Report, Harvard has completed several important projects in Cambridge (discussed later in this chapter). While current fiscal realities will impact physical development on Harvard's campus, work continues on the planning of capital projects that advance the University's academic mission and enhance the campus' built environment. Several initiatives in the areas of sustainability, strengthening of academic programs, and improvements to key aspects of student life are ongoing and continue to influence physical planning on the campus.

#### **Commitment to Sustainability**

Since the creation of the Harvard Green Campus Initiative in 2000, Harvard has sought to strengthen its commitment to sustainability. This commitment is demonstrated in a comprehensive set of sustainability policies and practices that have made Harvard a recognized leader in campus sustainability efforts. These practices have not only made Harvard a greener university, but have greatly increased awareness of sustainability issues.

As a major educational and research institution, Harvard University also recognizes it has a responsibility to become a leader in addressing one of the most important issues of our times: global environmental change. In July 2008, President Drew Faust announced that the University will commit itself to a goal of reducing Harvard's greenhouse gas emissions to 30% below 2006 levels by 2016. In October, Harvard established the Office for Sustainability to provide vision and oversight for implementation of Harvard's sustainability goals, including the reduction of greenhouse gas emission. Through these and other efforts, Harvard has become a learning center and living laboratory for the application of environmentally preferred practices that not only further sustainability at the local level but contribute to the broader goal of addressing global environmental change.

#### **The Undergraduate Houses**

The undergraduate House system has been a defining feature of Harvard College since the system was first established by President A. Lawrence Lowell in 1930. The undergraduate Houses formalize Harvard's centuries-old tradition of learning and living together. As the University begins planning for the comprehensive renovation of the Houses, it is undertaking a review of the role and purpose of House life at Harvard. The renewal of the Houses is a part of the larger effort to enhance the undergraduate experience at Harvard both educationally and socially.

To inform the renewal planning process, the Dean of the Faculty of Arts and Sciences has charged a House Program Planning Committee (HPPC) with studying three key areas:

- Residential Living Spaces – determining the ideal range for the number of students in a House and exploring how learning and study spaces should be configured

- House Life – defining the vision of House life in the future and how the Houses should be linked to the academic mission and incorporate students’ intellectual and leadership interests
- Academic and Social Spaces – identifying where academic and social facilities should be located in each House and what formal spaces are needed

### **Investing in Science and Engineering**

Harvard’s ongoing investment in capital projects supporting the sciences includes both new construction, such as the recently completed Northwest Science Building, and the renovation of existing facilities to respond to new initiatives in scientific research. In particular, the importance of developing a collaborative approach to science and engineering has necessitated a change in physical research space. For example Harvard’s laboratories are increasingly structured in an open-plan layout to allow shared use of equipment and facilities across schools and faculties, fostering researcher collaboration and information exchange.

Laboratory spaces across Harvard’s Cambridge campus must continue to be renovated and equipped with new technology and tools for use by a diverse set of scholars supporting key science research in nanotechnology, genomics, bio-engineering, systems biology, high-powered computing, and stem cell research.

### **Arts, Humanities, and Social Sciences**

The arts, humanities, and social sciences continue to be central to Harvard’s mission to provide a well rounded liberal arts education. The Task Force on the Arts completed its work in November 2008 and has put forward a set of recommendations which seek to enhance the role of the arts in the undergraduate curriculum, build new graduate programs in the arts, and increase the physical and virtual presence of the arts across Harvard’s campus. As Harvard more broadly examines the role of the arts at the University, it also continues planning for a reconceived and renovated Harvard Art Museum building at 32 Quincy Street, which will provide the University with a state-of-the-art facility for teaching, research, and exhibition.

Harvard has also begun a preliminary discussion of how the broad range of social sciences can share resources and foster greater collaboration across disciplines. The scope of collaboration is also becoming increasingly international as the University thinks strategically about how its academics programs can engage with societies around the world.

## **Developing Campus Common Spaces**

President Faust established a University-wide steering committee to explore ways to enhance Harvard's Cambridge campus to ensure that the physical environment better supports the intellectual and social vitality of the University. The committee will guide the planning and development of a series of future improvements to areas on Harvard's Cambridge campus that will draw people together for work and relaxation in a spontaneous and informal way.

Harvard planning studies and student surveys have highlighted the need for additional spaces for cultural, recreational, and social activities for the Harvard community. The Commons Space Initiative will ensure that Harvard is taking full advantage of the ways in which its physical environment can support the kinds of engagement among students, faculty, staff, and the larger community that enhance and sustain the vitality of the University.

The committee has undertaken a preliminary review of the Cambridge campus to identify areas that might benefit from physical and programmatic improvements. The project sets the stage for the University to enliven its campus spaces, which can add to the vibrancy of Harvard Square and complement the many attractive public improvements recently completed by the City of Cambridge and the Harvard Square Business Association.

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## B. CAPITAL PROJECTS

During 2008 Harvard completed two significant capital projects, the Northwest Science Building and the new graduate student residence at 10 Akron Street, and construction continued on Harvard Law School's new Northwest Corner Building. Planning also continues for the renovation and expansion of the Harvard Art Museum at 32 Quincy Street. In addition to these major building projects, the University continues to renovate existing campus buildings and spaces, and is undertaking a study for the future renovation of the Undergraduate Houses.

### IN PLANNING

#### 32 Quincy Street (Renovation And Addition)

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**Architect:** Renzo Piano Building Workshop (Architect of record: Payette Architects)

**Total Square Feet:** 214,717 GSF (includes 53,000 GSF demolition, 104,000 GSF renovation, 110,000 GSF new construction)

**Green Attributes:** Targeting LEED Gold



*The 32 Quincy Street project will preserve the original building while creating a state-of-the-art facility to house the Harvard Art Museum collections.*

The Harvard Art Museum is planning to renovate, restore, and expand its current facilities located at 32 Quincy Street. The project will facilitate the centralization of the collections, galleries, and curatorial staff of the Fogg Museum, the Busch-Reisinger Museum, and the Arthur M. Sackler Museum in one state-of-the-art facility.

The project will upgrade the building's infrastructure to meet professional museum standards, resolve spatial limitations and structural problems of later additions. It will sensitively restore the existing building envelope, expand the Art Museum's object-based study centers, increase exhibition space, and enhance visitor amenities. Programmatically, the project will protect and preserve the world-class collections and enhance the teaching and research mission of the Harvard Art Museum.

Pritzker Prize-winning architect Renzo Piano Building Workshop, with local design partner Payette Associates, has created a design that respectfully preserves the original building, while supporting the new program necessary to maintain the mission and functionality of a world-class institution. The project requires the demolition of the building's additions while restoring the original facades on Broadway and Quincy Street.

New work will be concentrated behind the existing structure along Prescott Street and atop the existing roof, crowning the building with a sloped glazing system, but carefully receding from the historic Quincy Street elevation. The three-story Prescott Street extension gives a new permeability to the building, creating a second entrance with equal weight to the first. The additions have been designed to have the least possible impact on the historic structure and are distinct in their architectural expression.

The project team has worked closely with the Cambridge Historical Commission staff and Massachusetts Historical Commission in developing and refining the various aspects of the design. This project will also require zoning relief from the Board of Zoning Appeals.

In June 2008, the Harvard Art Museum closed 32 Quincy Street (former home of the Fogg and Busch-Reisinger Museums) to the public to begin the preparations for this project. The Arthur M. Sackler Museum at 485 Broadway remains open and has been reinstalled with representative works from the collections of all three museums. When complete, the renovated building at 32 Quincy will house the three museums in one state-of-the-art facility.

#### Fay House (Renovation)

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**Architect:** Venturi Scott Brown and Associates

**Total Square Feet:** 20,600 GSF renovation

**Green Attributes:** Targeting LEED Silver



*Fay House in Radcliffe Yard will be renovated for offices and administrative functions.*

The Radcliffe Institute for Advanced Study is planning a major renovation of Fay House, which houses many of the Institute's administrative offices and functions. The interior of this historic structure will be re-designed to optimize the building's functionality and improve its efficiency while retaining the building's historic character.

Specific project components include: making the building fully accessible; addressing building life safety with new egress stairs, and new fire detection and suppression systems; improving occupant comfort and efficiency by updating heating, cooling, plumbing, electrical, and telephone/data systems; and undertaking repairs and improvements to the building exterior and interior.

## Holden Green – Cambridge (Renovation)

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**Architect:** DiMella Shaffer

**Total Square Feet:** 18,310 GSF in Cambridge (entire project: 78,400 GSF)

**Green Attributes:** Targeting LEED Silver



*Phased renovations to the Holden Green housing complex will upgrade life safety and building systems.*

Harvard is in the process of upgrading the life safety and building systems in the complex of buildings which comprise Holden Green, an affiliated apartment complex straddling the Cambridge / Somerville line. These improvements will include new fire protection systems, new fire alarm systems, and new electrical systems. The project also includes significant accessibility upgrades including the creation of accessible units, a rebuilt accessible entrance plaza, and reconfigured parking to facilitate access to the accessible units. The upgrades will occur in a series of phases. The work in the Cambridge portion of the project is anticipated to begin in May 2009.

## PLANNING STUDIES

### Child Care Study

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Harvard's Office of Work / Life Resources is undertaking a planning study to identify a location for a new affiliated child care center facility. This project would support Harvard's larger commitment to expand child care capacity on campus.

### Undergraduate House Renewal

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Harvard is currently planning life safety improvements and is undertaking a comprehensive planning study to guide a long-range physical renewal program for Harvard's undergraduate Houses. As part of this study, a planning committee is examining key programmatic areas including residential living spaces, House life, and academic and social spaces which will inform the development of future renewal plans. FAS has also undertaken an initial facility assessment of the Houses to help determine their condition and to recommend the level of renovation that is appropriate to each House.

**Architect:** Robert A.M. Stern Architect  
**Total Square Feet:** 235,000 GSF  
**Green Attributes:** Targeting LEED Gold



BEFORE



AFTER

*The Oxford Street garage has been demolished and an underground parking facility is being constructed as part of the Northwest Corner Building project.*

The most significant project on the Law School campus is the Northwest Corner Building which will improve the environment for teaching and learning, providing new classrooms, academic and clinical offices, and new spaces for student activities. The addition of the Northwest Corner Building will create a new focus for the Law School’s campus and create a more dynamic center for student life.

In addition to responding to programmatic and student needs, the project will provide major physical improvements to the area benefiting both the Harvard campus and adjacent neighborhoods. These improvements include a building design that recognizes the site’s important interface with Massachusetts Avenue and the community, placing parking underground, improved pedestrian connections with the rest of the Harvard campus, and the creation of a more welcoming entrance to the Harvard campus from adjacent neighborhoods.

The slurry wall has been completed and excavation of the garage is currently underway. Upon completion of the garage, construction of the building will commence.

Jacobsen Laboratory (Renovation And Addition)

**Architect:** Ellenzweig Associates

**Total Square Feet:** 6,000 GSF renovation; 1,000 GSF addition

**Green Attributes:** Targeting LEED Gold



*A two-level infill connector  
will provide additional  
laboratory research space.*

The Faculty of Arts and Sciences is undertaking an approximately 7,000 SF renovation project which includes a 1,000 SF expansion of an existing two-level connector between the Mallinckrodt Chemical Laboratory and Conant Lab Building on Harvard's north campus. The project was approved by the Board of Zoning Appeal in July 2008.

As part of Harvard's continuing investment in its science facilities, the project will provide up to date research space accommodating the ongoing work of a pre-eminent chemistry research group. The intent of the renovation is to provide one large laboratory space in a layout that encourages the entire lab group to interact in a well organized and safe layout.

The renovated space will provide additional fume hoods, contiguous bench space, and separate write up areas to support the group's research. Support spaces will include a new instrumentation facility (to be located in the space created by the expansion of the existing bridge), chemical storage room, glove box room, cold room and seminar room/kitchenette facility. The scope of work will also include the total renovation of existing laboratories, the addition of a new men's room, and updated women's restroom.

## Radcliffe Landscape: Sunken Garden

**Landscape Architect:** Stephen Stimson Associates

**Total Square Feet:** 14,000 SF landscape

**Green Attributes:** Water-saving irrigation system, retention of existing canopy trees, integrated pest management



*Renovation of the Sunken Garden in Radcliffe Yard will restore the garden's character and improve accessibility.*

The Radcliffe Institute for Advanced Study is restoring the “Sunken Garden” located at the corner of Garden Street and Appian Way. The project was approved by the Cambridge Historical Commission in May 2008.

The character of the Sunken Garden has been diminished over time as certain elements such as the stone walls and fountain have fallen into disrepair, and inappropriate plantings have been introduced. The project seeks to re-establish and build upon the garden's character while improving accessibility for all users.

Key components of the proposed project include the following:

- Establishing an accessible path that connects the upper and lower levels of the garden
- Rebuilding the fountain and establishing it as a focal point of the garden.
- Rebuilding existing stone walls which have settled over time
- Retaining the garden's significant mature trees and re-establishing the sense of enclosure through the addition of appropriate new plant materials that create filtered views to and from the garden
- Adding trees and other plantings particularly at the garden's edges

RECENTLY  
COMPLETED

Northwest Science Building (New Construction)



*Faculty of Arts and  
Sciences Laboratory*

The Faculty of Arts and Sciences completed construction of the Northwest Science Building in the spring of 2008. The new building provides almost 250,000 SF of interdisciplinary science research and teaching facilities, and represents a significant investment in the Sciences on Harvard's Cambridge campus.

Law School Woodframes And North Hall (Renovation and Partial Demolition)



*Law School Dormitories*

In the spring of 2008, the Harvard Law School completed renovation of the woodframe houses on the North Hall Site. These houses were relocated as part of the Harvard Law School Northwest Corner Project, which is currently under construction.

10 Akron Street And Woodframes (New Construction)



*Residential Real Estate  
Graduate School Housing*

In summer 2008, Harvard completed construction of its new graduate student residence at 10 Akron Street and the nearby wood frame houses. The completion of these projects represents the fulfillment of the development agreement reached with the City. The adjacent community open space is currently under construction by the City of Cambridge.

Rockefeller Hall / Divinity School Landscape (Landscape)



*Divinity School  
Green Space*

As part of an extensive renovation of Rockefeller Hall, Harvard Divinity School converted a former parking area into a landscaped green space to create a more cohesive identity for the Divinity School and an attractive campus interface with the community.

BYERLY HALL (Renovation)



*Radcliffe Institute for  
Advanced Study Offices*

The Radcliffe Institute for Advanced Study has completed the renovation of Byerly Hall creating a new research home for the Institute's fellows. The renovation project included the creation of a new accessible entrance that is contemporary yet respects the building's architectural character.

## C. SUSTAINABILITY

*President Faust addresses students, faculty, and staff at the Sustainability Celebration.*



*Former Vice-President Gore was the keynote speaker.*

### 30% Reduction of Greenhouse Gas Emissions by 2016

On October 22, more than 8,000 students, faculty, and staff attended a Sustainability Celebration in Harvard Yard where University President Drew Faust launched an ambitious program to reduce the University's greenhouse gas emissions. The Celebration, which included the official unveiling of the new Office for Sustainability (see next section), was part of a week-long program of sustainability-related speakers, forums, and activities.

The reduction of greenhouse gas (GHG) emissions is a crucial part of meeting the challenge of climate change, now widely recognized as one of the paramount issues of our time. Harvard recognizes the urgency of this issue and has embraced environmental sustainability as a means to address it and to show leadership in the community.

In July 2008, the Harvard University Task Force on Greenhouse Gas Emissions, a group comprised of faculty, administrators, and students who examined Harvard's GHG emissions, released a report with recommendations for the University's GHG reduction strategy. The Task Force's recommendations are ambitious and far-reaching, and include: initiating a comprehensive and adaptive program to address GHG emissions reduction; developing formal goals and timetables for emissions reduction; and building capacity to manage and staff reduction efforts.

Harvard has set an initial goal of reducing GHG emissions by 30% below the 2006 baseline by 2016. To meet this ambitious goal Harvard will seek to make continuous improvements in University operations such as enhancing energy efficiency, reducing the GHG intensity of our energy sources, managing demand, fostering behavior changes, and by acquiring or creating high-quality carbon offsets necessary to meet our GHG reduction goals.

Photo by: Camille McMorrow



*Banners around the campus are designed to promote "green" consciousness*

#### Office for Sustainability Established

Harvard's Green Campus Initiative has become the Office for Sustainability (OFS). The OFS will play a critical role in the advancement of Harvard's sustainability objectives. The new office will guide the University in the institutionalization of the Harvard Sustainability Principles (see Appendix I) through developing policy and program; overseeing the GHG Reduction Goal Implementation framework; fostering information sharing and best practices among the schools and departments; managing internal and external communications on sustainability; and providing expertise and guidance on green building and energy conservation strategies to the University.

The OFS will continue to broaden the HGCI's partnership with Harvard schools and offices to work on behavior change and occupant engagement programs. The OFS has initiated a number of outreach programs involving students, faculty, and staff. The Harvard Sustainability Pledge asks for all members of the Harvard community to make individual conservation commitments. In 2007, over 8,000 Harvard students, faculty, and staff signed the pledge. OFS also partners with schools through Green Teams that work on issues such as recycling, purchasing, composting, energy, and awareness education. Throughout the year, Green Team members participate in events such as Freecycle Day, Earth Day tabling, sustainable dining events, and composting kick-offs. Green Living Programs and the Resource Efficiency Program also offer occupant engagement at schools, where students are trained to be peer leaders and teach their fellow students about environmental conservation. These team efforts and occupant engagement work have resulted in a 13% reduction in electricity use in undergraduate dorms from 2002-2008 and a 40% increase in recycling rates.

## Harvard Recognized as Campus Sustainability Leader

Harvard University's commitment to environmental sustainability is evident in its numerous programs encompassing building construction and design, behavioral change, procurement practice, renewable energy, staff training, waste reduction, ongoing environmental education, and recycling.

### Sustainability Report Card

THE COLLEGE  
SUSTAINABILITY  
REPORT CARD

Harvard has been nationally recognized as a leader in sustainability by the Sustainable Endowments Institute. The institute surveyed 200 public and private universities and recognized Harvard as one of only six universities earning the highest ranking of "A-" on its 2008 College Sustainability Report Card.

### Princeton Review Green Rating

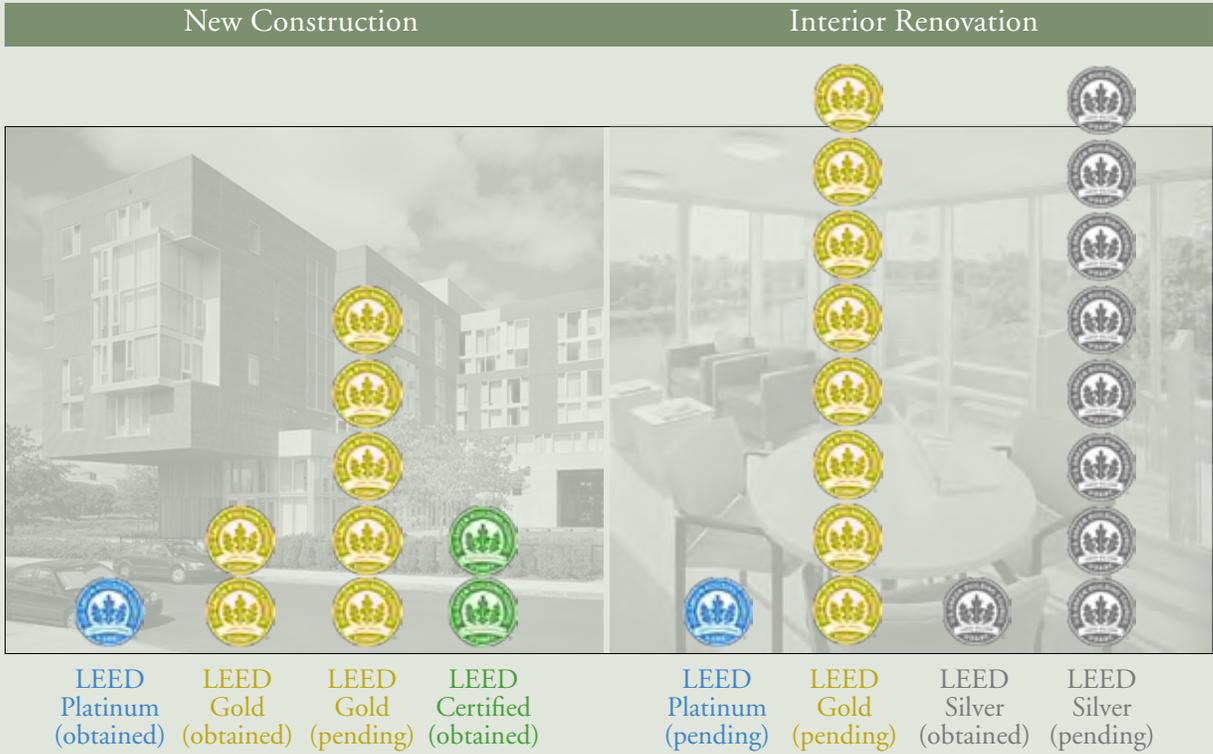


Harvard is included as one of only eleven colleges to receive The Princeton Review's top Green Rating of 99 in areas such as green building, transportation, purchasing, and teaching. The Princeton Review noted that Harvard has the largest green campus organization in the world, the Green Campus Initiative, which was established in 2000, and is now the OFS. One of the HGCI's first initiatives was to establish a \$12 million revolving green campus loan fund to provide interest free loans for green campus projects. To date, over 180 projects have received support from this innovative fund.

## Harvard's LEED Buildings and Projects

### Buildings And Interior Renovations

Leadership in Environmental and Energy Design (LEED) certification recognizes buildings that have selected and improved a sustainable site, improved water efficiency, minimized energy use, selected environmentally preferred building materials, provided an improved indoor environmental quality, and utilized innovative strategies to improve building performance. Over the past six years, Harvard has experienced a boom in green new construction and renovation projects in Cambridge that incorporate LEED standards. To date, over 28 Harvard projects have received or are seeking certification with the U.S. Green Building Council (USGBC).



### Green Building Guidelines

Harvard has developed green building guidelines for construction and renovation projects. Major capital projects are expected to seek minimum LEED Silver certification and must undertake energy modeling as part of their planning.

Smaller capital projects are encouraged to meet recommended performance requirements based on LEED standards in areas such as lighting, HVAC, plumbing, interior architecture, landscaping, and stormwater management.

HGCI has developed a range of green building services including: a web-based Green Building Resources site, training modules (life cycle costing, LEED standards, cost-effective green building, etc.), the Green Campus Loan Fund, and an advisory service to assist project managers in the application of the Guidelines.

## Alternative Energy Systems

The integration of alternative energy sources into capital and operational planning can significantly reduce negative environmental impacts while advancing sustainability goals. Harvard is committed to increasing the use of alternative energy systems and is exploring wind, solar, and geo-thermal energy, as well as the use of bio-diesel and alternative source fuels.



*The educational turbine display in Holyoke Center attracts the attention of passersby and promotes interest in alternative energy.*

### **Wind**

Harvard has created a wind turbine educational display in the Holyoke Center Arcade with the intention of generating interest and awareness of alternative energy sources. Harvard also plans to install six roof-mounted wind turbines on Holyoke Center that will gather valuable data about the application of wind turbine technology, and also generate a small portion of the electricity used in the building.

## Solar

Solar energy can be harnessed to produce electricity and domestic hot water. Harvard is exploring the potential of both solar voltaic and solar thermal energy.

### *Electric power*

*Solar voltaic panels provide electricity at the Science Center.*



*Photo by: Gosia Sklodowska*

A roof integrated solar system generates electricity to meet a portion of the lighting needs for Cabot Library in the Science Center and an outdoor solar system provides electricity for one of the exterior lights.

### *Domestic Hot Water*

*Students won funding for a solar thermal heating system at 3 Sacramento Street.*



*Photo by: Dara Olmstead*

Two flat plate panels will provide at least 20% of the hot water used by the students in the undergraduate Co-op dorm at 3 Sacramento Street. The project was funded as a prize for the 2007 Sustainability Pledge. For each person who took the pledge, \$1.50 was put in a fund for an on-campus renewable energy system with 3 Sacramento's solar thermal system won the funding.

*The solar energy demonstration project at 46 Blackstone Street will provide hot water for all the buildings on the site.*



Six roof-mounted panels will heat domestic hot water for at the entire Blackstone site: the Steam Plant, the North office building and the LEED Platinum-certified South office building. This demonstration project is designed to evaluate the effectiveness of this renewable energy technology for potential applications across Harvard.

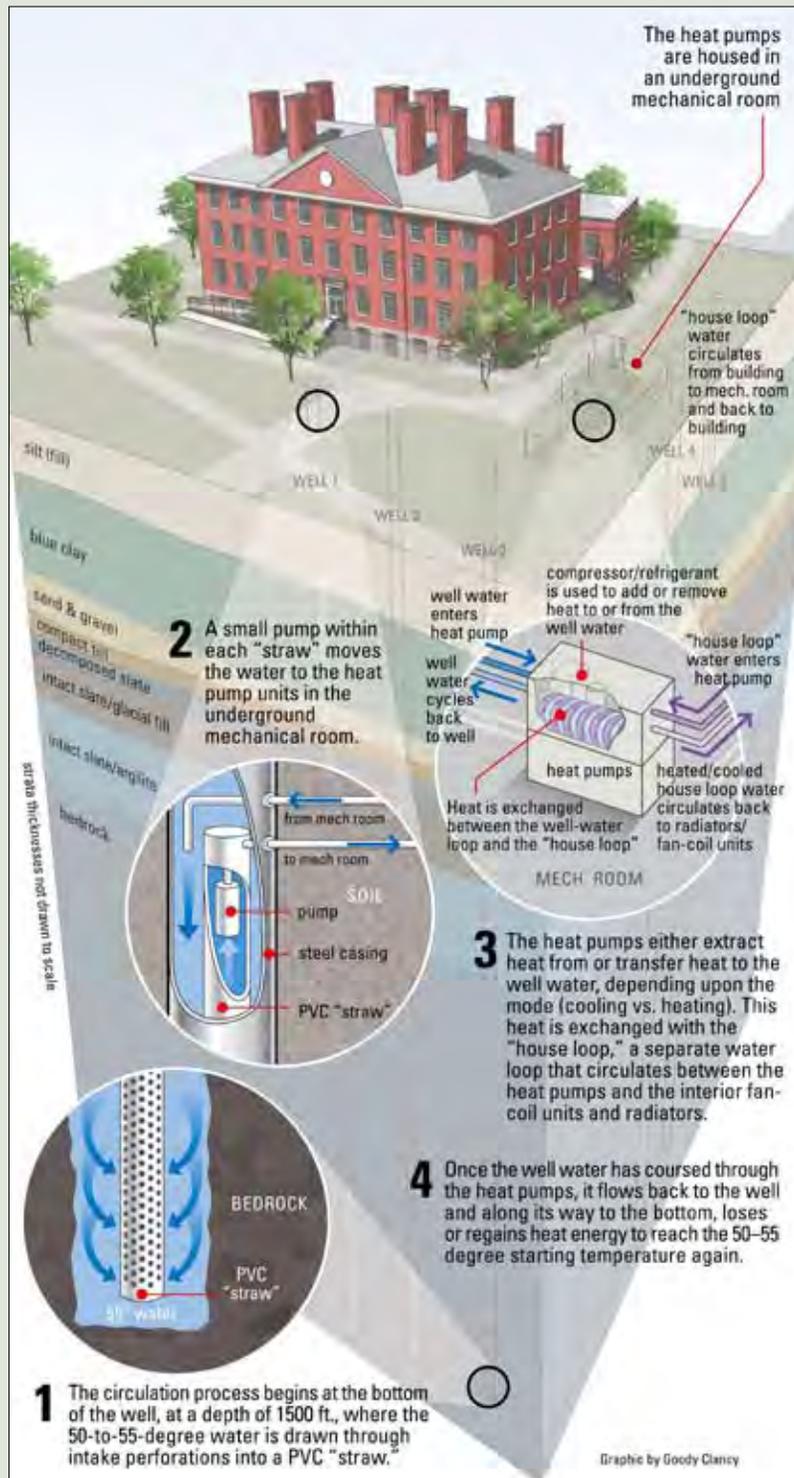
*A portion of the hot water for the 55 units at 472-474 Broadway and 20-20A Prescott Street will be provided by solar energy.*



Roof-mounted solar panels will provide a portion of the domestic hot water for the residential buildings at 20-20A Prescott Street and 472-474 Broadway. These projects were designed so that they are not visible from the street and were approved by the Mid Cambridge Neighborhood Conservation District

## Geothermal Heating

Harvard has employed ground source heat pump (geothermal) systems in recent projects including Byerly Hall, 46 Blackstone, Radcliffe Gymnasium, 90 Mount Auburn Street, 1 Francis Avenue, 2 Arrow Street, and the Quadrangle Recreation and Athletic Center. Ground source heat pumps use the relatively constant temperature of the earth (approximately 50 degrees F) to heat or cool a building by circulating fluid or groundwater from the ground into the building,



*Geo-thermal system  
at Byerly Hall*

## BIOFUELS

Harvard uses two types of biodiesel: B20 (20% soybean oil, 80% diesel oil blend) in diesel powered vehicles such as shuttles and trucks and straight vegetable oil in one of the University's recycling trucks.

### *B20 in Diesel Powered Vehicles*



Biodiesel began fueling the 25 diesel vehicles in Harvard's fleet during spring 2004 as the University Operations Services constructed a biodiesel filling station. The oil blend promises to reduce the emissions of particulates and greenhouse gases. Biodiesel out-performs conventional gasoline, diesel fuel, compressed natural gas and electric vehicles in relation to net environmental impact and cost.

### *Straight Vegetable Oil in Recycling Truck*

In September 2006, one of Harvard's recycling trucks was converted to run on waste vegetable oil from Annenberg Dining Hall. The project, first proposed by two students, was implemented by Harvard Recycling, HGCI, and the Harvard Transportation Services. The truck runs as well on straight vegetable oil as it did on diesel and the exhaust smells much better.

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## D. ALLSTON UPDATE

### Institutional Master Plan to Be Submitted



*Credit: Ayers/Saint/Gross Architects and Planners and Michael Vergason Landscape Architects, LTD., Courtesy of the Allston Development Group, Harvard University*

*Draft Illustrative Plan-  
October 2008*

In 2009, Harvard University will ask the City of Boston to approve a master plan for expansion of Harvard's campus in Allston. Harvard presented a "framework" master plan to the City in 2007 (see last year's Town Gown Report). Major refinements to that plan are underway and under discussion with the Harvard community, neighbors, and the City of Boston. These refinements lay out the defining components of the plan, including the transportation system, green space network, building footprints and heights, and major uses. The plan is on display in the Allston Room in the Holyoke Center arcade in Harvard Square and at [www.allston.harvard.edu](http://www.allston.harvard.edu).

Harvard's planning in Allston focuses on a variety of campus uses that could include research and academic buildings, graduate schools, arts, culture, housing, new athletic facilities and fields, acres of parks and green space, and a circulation network of new streets and bicycle and pedestrian paths. Allston will be the new home of the Harvard Stem Cell Institute and other emerging interdisciplinary scientific initiatives.

The plan transforms some 200 acres and replaces truck parking lots, former distribution centers and warehouses, and a former concrete plant, and creates a green, open campus, offering everyone a place to learn, reflect, invent, create, walk, bike, visit or simply be.

The Allston Initiative Master Plan is built on four principles:

### **Interdisciplinary Teaching and Research**

- Responding to new fields of inquiry and new approaches to teaching, learning and research
- Providing research space to enable scientists from diverse disciplines to collaborate on common problems yielding discoveries beneficial to human health
- Creating a crossroads where faculty and students in the fields such as public health, education, business, and government can work together

### **Building Community; Creating Place**

- Replacing what has historically been largely industrial land with new academic buildings, improved streetscapes, and new open green space for the campus and the community
- Creating a place where communities and individuals come together and where culture and arts enliven campus and community life

### **Sustainability**

- Constructing new buildings that meet high standards for sustainable design and construction
- Using renewable or “clean energy” sources
- Managing stormwater with strategies to protect, treat, and replenish groundwater and help protect the Charles River
- Developing a comprehensive transportation strategy will include extensive pedestrian walkways and encourage bicycle and shuttle use
- Reducing of carbon dioxide and other greenhouse gas emissions

### **Economic Development**

- Strengthening Boston’s position as a pre-eminent location of excellence in higher education and one of the world’s premier life science research centers
- Generating approximately 4,000-5,000 new jobs over the next 20 years, and an average of 600-800 construction jobs each year
- Bringing increased spending on goods and services from local businesses by the presence of new Harvard employees

For more information, please visit [www.allston.harvard.edu](http://www.allston.harvard.edu).

## Harvard Allston Science Complex



*Construction of the Harvard Allston Science Complex is underway*

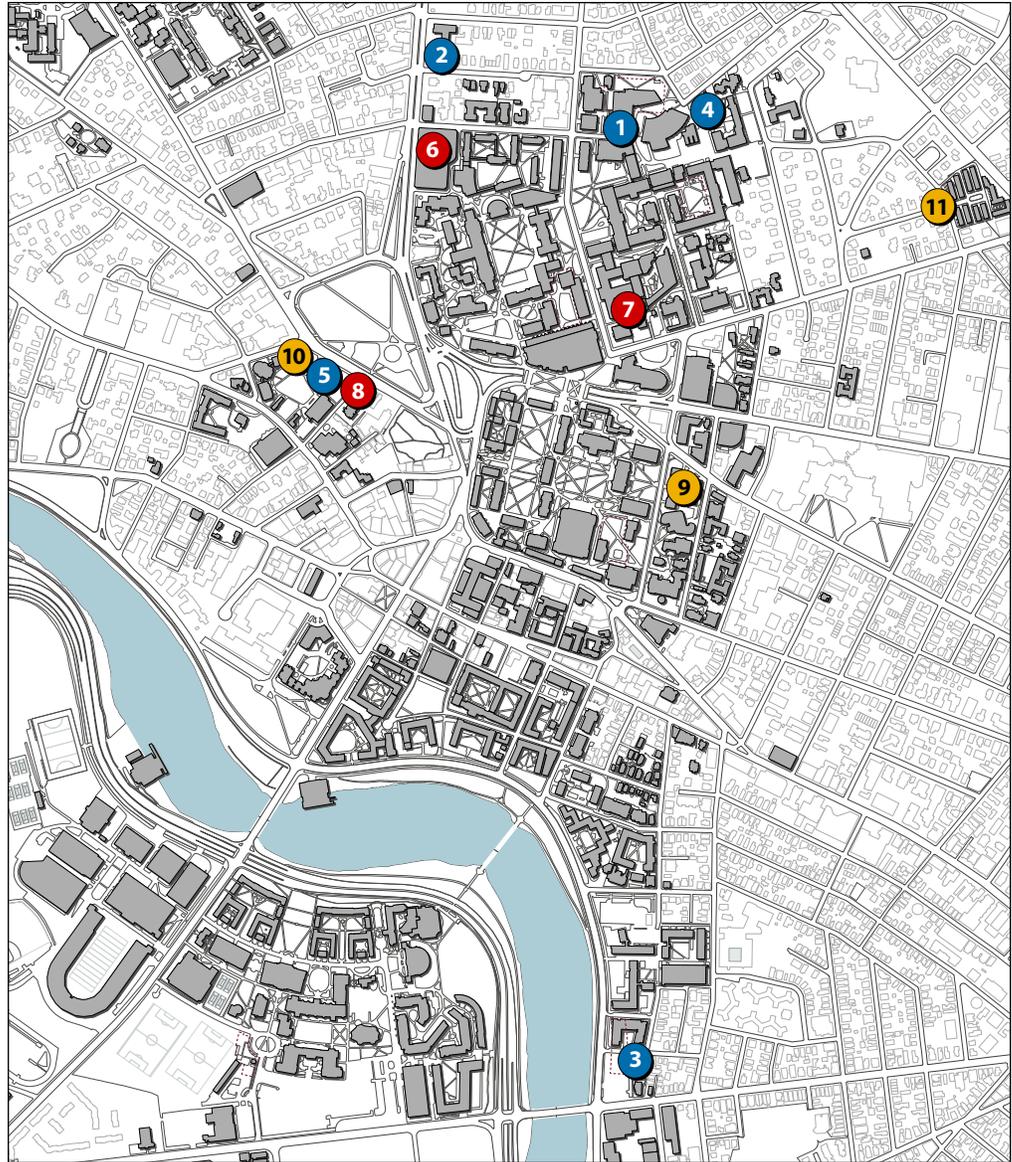
Construction began this year on Harvard Allston Science Complex on Western Avenue, just east of the intersection with North Harvard St. with completion scheduled for 2011 The complex is being designed by Behnisch Architekten, a Stuttgart, Germany-based architecture firm internationally renowned for designing environmentally friendly buildings.

The complex, which will create one million square feet of new space for scientists and researchers, is slated to become the new home of the Harvard Stem Cell Institute and other emerging interdisciplinary scientific initiatives. Along with research and teaching space, the complex will offer an open, green courtyard to the Harvard community and neighbors alike in a setting previously characterized by asphalt vehicle parking, a soda bottling plant and other commercial and industrial uses.

### 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)

Projects Completed,  
in Construction,  
and in Planning



**Recently Completed**

1. Northwest Science Building
2. Law School Woodframes and North Hall
3. 10 Akron Street and Woodframes
4. Rockefeller Hall Renovation / Divinity School Landscaping
5. Byerly Hall



**Currently in Construction**

6. Law School Northwest Corner Building
7. Conant-Mallinckrodt Laboratory
8. Radcliffe Landscape: Sunken Garden



**Will Require City Permits or Approvals Within Three Years**

9. 32 Quincy Street (Harvard Art Museum)
10. Fay House
11. Holden Green (Cambridge)

## Project List

### Completed Within the Past Year

Project	Programmatic Goal	Green Attributes
Northwest Science Building	Interdisciplinary research and teaching in the sciences	Energy efficient lighting systems
Law School Woodframes and North Hall	Facilitates the creation of needed academic spaces and replaces dormitory space	Reuse of existing structures, Energy Star appliances, energy efficient lighting, natural light / operable windows, passive attic ventilation
10 Akron Street and Woodframes	University goal of housing 50% of graduate students and providing affordable community housing	LEED registered, targeting Gold
Rockefeller Hall / Divinity School Landscape	Creation of more amenable student support spaces and more administrative offices; improved accessibility; create a more cohesive HDS campus	LEED registered, targeting Gold
Byerly Hall	Relocation of Radcliffe Fellows programs to Radcliffe Yard	LEED registered, targeting Gold.

### Currently in Construction

Law School Northwest Corner Building	Replacement of inadequate academic facilities and student activity space; relocation of parking underground	LEED registered, targeting Gold
Lab Renovation (Conant-Mallinckrodt)	Science research	Targeting Gold
Radcliffe Landscape Sunken Garden	Improvement of campus open space	Water-saving irrigation system, retention of existing canopy trees, integrated pest management

### Will Require City Permits or Approvals within Three Years

32 Quincy Street (Harvard University Art Museums)	Improve access to collections, promote outreach to new audiences, foster collaboration among curatorial departments, and enhance the museum's role in Harvard's educational mission.	Targeting LEED Gold, Use of certified renewable lumber; improved energy efficiency; utilization of campus central utilities plant vs. on-site heating/cooling; incorporation of natural day-lighting
Fay House	Improvement of administrative support space	Targeting LEED Silver, Re-use of existing building fabric, new energy efficient building systems, use of sustainable building materials
Holden Green - Cambridge	Upgrade life safety and building systems	Targeting LEED Silver equivalent, High Efficiency Hydronic heating system with enhanced commissioning, over 95% of construction waste recycled, low VOC paints, adhesives and carpet systems were utilized, reuse of 95% of the existing building walls floors and roof

## 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.**

*See map on page 33.*

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.**

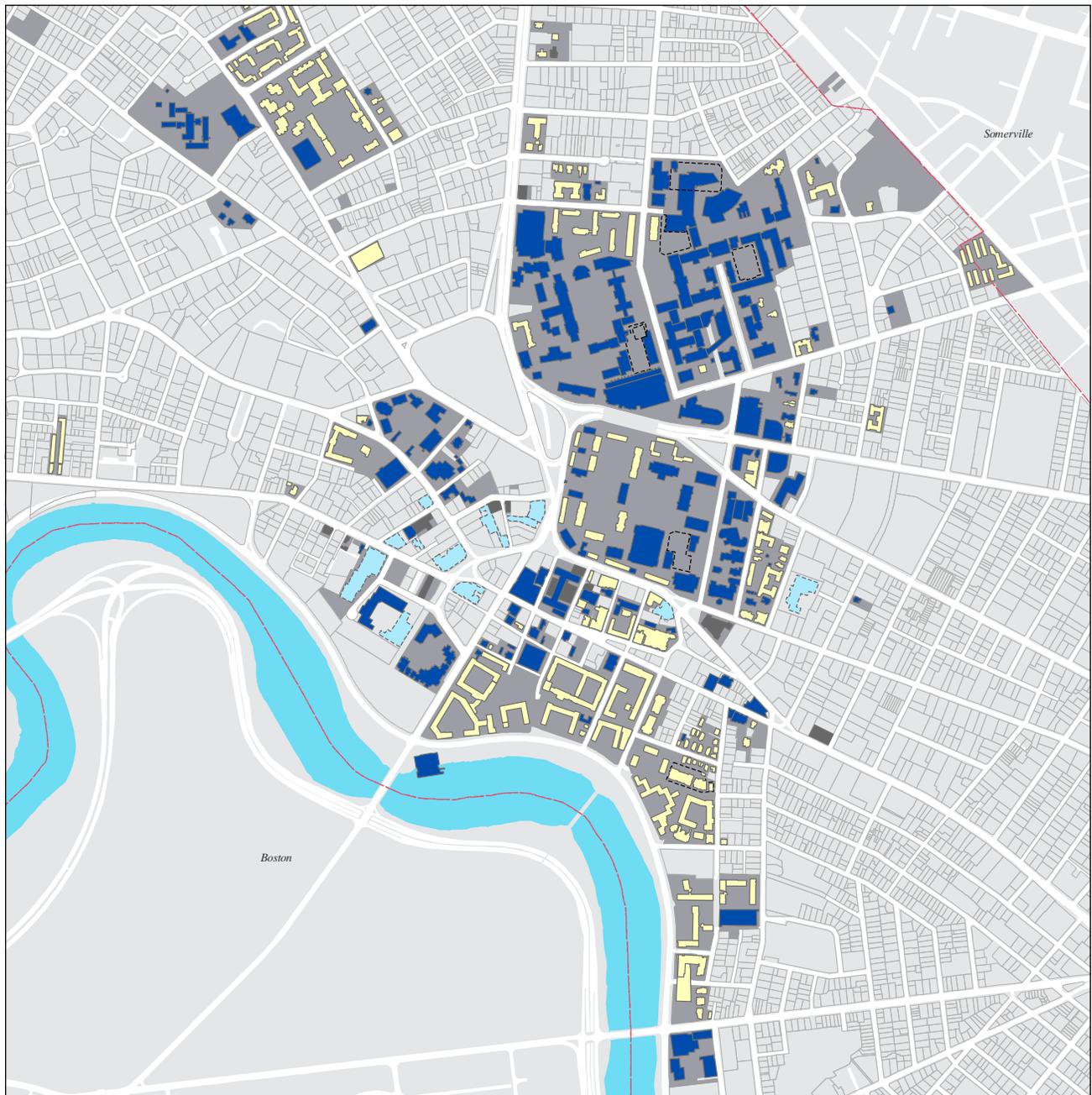
*See map on page 33.*

5. **Map of all regularly scheduled campus shuttle and transit routes.**

*Map 4.3 shows Harvard's campus shuttle and transit routes.*

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

Map reflects building information as of June 30, 2008



### Legend

#### Buildings by Ownership Status and Primary Use <sup>(1)</sup>

- Harvard Owned - Institutional <sup>(2)</sup>
- Harvard Owned - Residential
- Harvard Owned - Other <sup>(3)</sup>
- Leased <sup>(4)</sup> - Institutional <sup>(5)</sup>

#### 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 outside the map coverage area.
- (3) See Map 2, next page.
- (4) Buildings may be leased by Harvard in whole or in part.
- (5) The following buildings leased by Harvard for Institutional Use are located outside the map coverage area:  
155 Fawcett Street  
625 Massachusetts Avenue  
One Kendall Square

## Map 4.2 Real Estate Leased to a Third Party in Cambridge



### Legend

#### Buildings by Ownership Status and Use

- Leased to 3rd Party for Commer
- Harvard Owned - Other

#### Land Parcels

- Harvard Owned
- Non-Harvard Owned

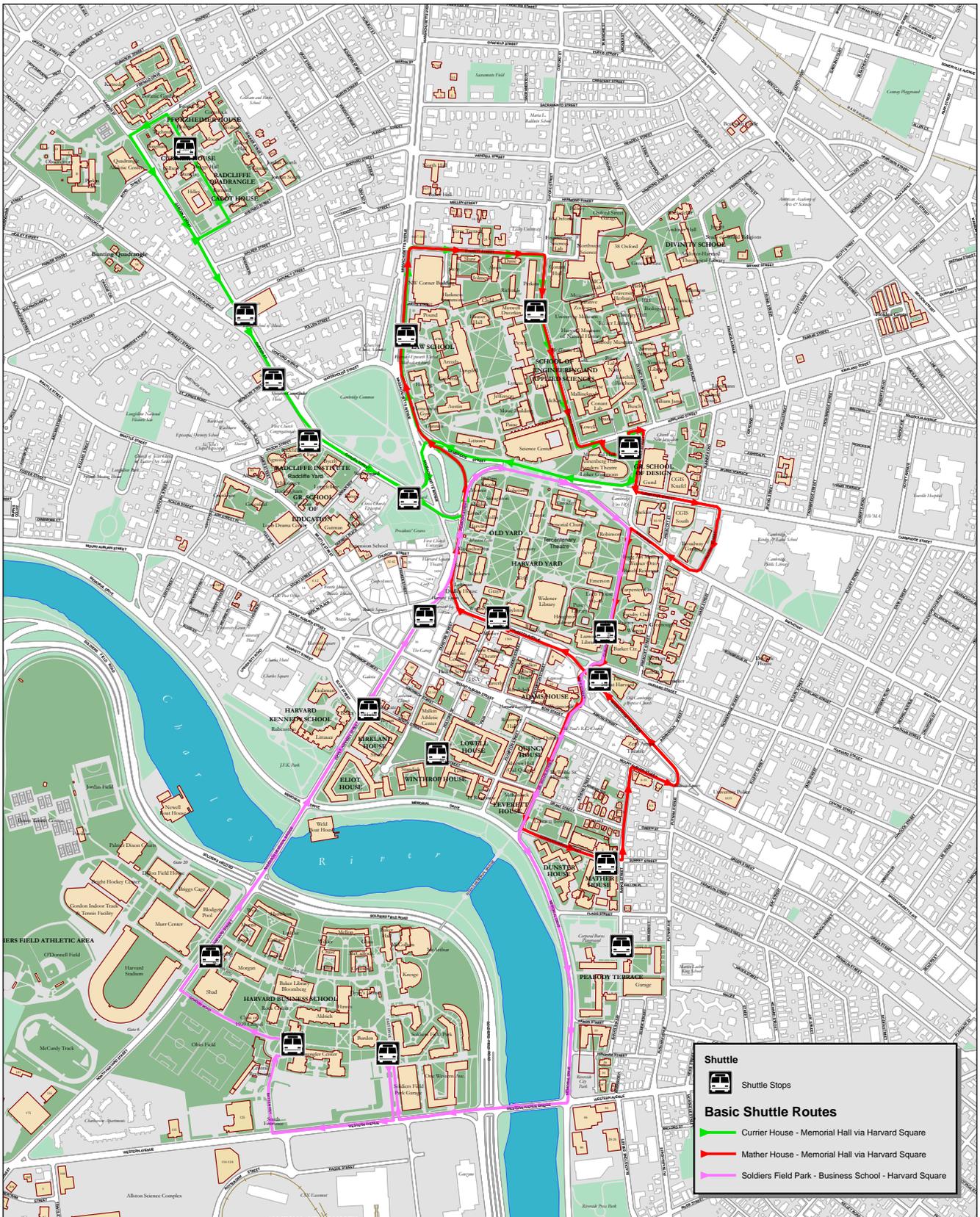
### Notes:

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

All buildings leased to a third party are owned by Harvard, except for the following buildings which are controlled by Harvard through lease agreements:

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

## Map 4.3 Harvard Campus Shuttle and Transportation Routes



## 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.

Harvard is the largest employer in 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. In 2008 there was a 4 percent increase (to 38.6%) in Cambridge based employees and students leaving after 6:00 pm, with fully 21 percent leaving after 7 pm. These times are considered non-traditional-peak hours for commuters. The rest of Harvard's commuters are spread throughout the day reducing traffic congestion and impacts.

Harvard's Parking and Transportation Demand Management (PTDM) Plan, approved by the City of Cambridge in 2003, provides a baseline assessment of Harvard's parking supply and management of vehicle trips through the transportation demand measures and strategies offered by the CommuterChoice Program. The PTDM Plan describes the transportation services and financial incentives that Harvard offers its students, staff, and other affiliates.

Harvard is a leader among Cambridge employers of its size and has consistently maintained an exceptionally low SOV rate. When adopted, Harvard's PTDM Plan targeted a goal of reducing the Single Occupancy Vehicle (SOV) rate by 10% (from 27.4% to 24.7%). This goal was surpassed the following year when Harvard's achieved an SOV rate of 17.0%. **The results of the 2008 PTDM survey document Harvard's SOV rate at 14 % for Cambridge based employees and graduate students.**

Harvard's PTDM programs, which are administered by *CommuterChoice*, are having a direct positive effect on greenhouse gas emissions by reducing employee and students automobile trips to campus.

Harvard has been recognized as a member of the Environmental Protection Agency's Best Workplaces for Commuters Initiative since 2002. Harvard's low SOV rate and the reduction of trips to Cambridge reflect the University's ongoing commitment to the programs and measures contained in Harvard's PTDM Plan.

### *CommuterChoice* Program

Harvard's *CommuterChoice* Program tracks and monitors the transportation demand management programs and incentives it provides, and is committed to improving its programs based on annual survey data and other program feedback. 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
- Departmental Bike Program  
(see [www.commuterchoice.harvard.edu/dept\\_bikes.shtml](http://www.commuterchoice.harvard.edu/dept_bikes.shtml))
- Carpool partner matching and carpool registration
- Discounted and preferential parking for carpools and vanpools
- Assistance with vanpool formation
- Discounted Zipcar™ membership
- Emergency Ride Home Program for carpool participants
- Park and Ride information
- HarvardWalks! a walk to work programs and 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.

Some highlights from the past year include:

#### **T Pass Program**

- The CommuterChoice Program sold an average of 6,397 T passes per month, a 9% increase from 2007.

#### **Zipcar™**

- All Zipcars on Harvard's campus are hybrid.
- Harvard negotiated with Zipcar to lower the hourly rental rate of Toyota Prius to \$7 per hour for Harvard members, a rate that Zipcar now offers to all members. The *CommuterChoice* Program conducted an extensive marketing campaign announcing this new low Prius hourly rate, resulting in a dramatic increase of approximately 1,000 new Harvard Zipcar members (a 22% increase for 2009), bringing the number of Harvard ZipCar members to 5,400.

#### **Bicycles**

- Seven departments have joined the Department Bike Program to add 14 new bikes to the program.
- The *CommuterChoice* Program worked closely with the Bay State Bike Week Committee to help produce the most successful Bike Week in the its 10 year history.
- An additional 100 Harvard cyclists attended the *CommuterChoice* Program Bicycle Appreciation Breakfast, a 100% increase, and Bike Week Challenge registrants rose by 22%.
- An "Abandoned Bike Project" was implemented to remove abandoned bikes across the campus.
- The inventory of bike racks on campus including information about location, condition, and type has been updated.

## Outreach

*CommuterChoice* promoted its programs and activities by participating in departmental employee events and establishing ten new *CommuterChoice* informational kiosks across campus. In addition, *CommuterChoice* participated in the following departmental employee events:

- Dining Services Employee Fall Kick Off
- Graduate School of Arts and Sciences Green Fair
- Harvard Business School Employee Green Fairs
- Harvard Divinity School Green Team
- Human Resources Financial Forum
- Kennedy School of Government benefits and Wellness Fair
- University Health Services Health and Wellness Fair

## Fleet Management and Shuttle Services

The programs and measures in Harvard's PTDM Plan are extensive, as are those of Harvard's Fleet Management and Shuttle Services Departments, which have converted their fleet of shuttles and buses, as well as any diesel university vehicle that they maintain, to an 80/20 bio-diesel mix. Additionally, the Fleet Management Department has tested a new diesel exhaust filter to further reduce vehicle emissions, and worked with Harvard's Office for Sustainability and Dining Services to convert a recycling truck to run on the waste vegetable oil from Harvard's freshmen dining facility.

**Additional Information** Additional information on sustainable transportation options is available on line at: [www.comuterchoice.harvard.edu](http://www.comuterchoice.harvard.edu).

For additional information about Harvard Fleet Management and Shuttle Services' commitment to alternative fuels and other sustainability initiatives, please visit: [www.uos.harvard.edu/transportation/fle.shtml](http://www.uos.harvard.edu/transportation/fle.shtml).

A copy of Harvard University's PTDM Plan is available at: <http://www.upo.harvard.edu>.

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 area, including plans for the Massachusetts Avenue frontage.**

See Future Plans Narrative

2. **Provide an update for the plans for Allston as they affect the Cambridge campus and the City of Cambridge, with particular attention to proposed transportation links connecting Boston and Cambridge**

See Future Plans Narrative

3. **Provide a discussion of the university role in the Harvard Square office market. What is the impact of an increasing university presence, particularly on office and retail uses?**

Harvard University contributes significantly to the market strength and vitality of Harvard Square. The University brings over 25,000 students, faculty and staff to the Square each day. Undergraduates alone are estimated to spend approximately \$20 million on an annual basis, and visitors to the University account for over 190,000 visitor days in Cambridge generating significant restaurant, retail, and hotel business.

By virtue of the Square's proximity to the University's main campus, there is and will continue to be a strong Harvard presence in Harvard Square, but with respect to the Square's office and retail uses, this presence does not mean an increasing predominance of Harvard related uses.

### **Office Space**

The percentage of Harvard Square office space leased by the University has remained relatively stable over the last 10 years, averaging approximately one-fifth of the Square's total private office market. The office space leased by Harvard is used primarily for administrative functions. The daily, year-round presence of these employees provides significant economic support for the retail and service activities in Harvard Square, adding to the Square's vitality.

Harvard's leased office space has historically provided a solid base for the office market in Harvard Square, and has likely provided a degree of rental stability to an office market that fluctuates over time. The University's practice has been to lease upper floor office spaces rather than impacting existing street level retail uses.

Harvard employees take advantage of public transit subsidies and other transportation benefits as part of the University's transportation management programs. As a result, 43% of Harvard's Cambridge staff commute by public transit and Harvard's single occupant vehicle trip rate is 14% compared to over 80% average in Middlesex County. This greatly reduces the number of trips to Harvard Square by private automobile, reducing traffic congestion and the demand for parking.

## **Retail Space**

The percentage of Harvard Square space owned by the University and leased to others for retail and services has remained stable over the last 10 years, averaging approximately one-fifth of total Harvard Square retail space. Harvard shares the City's interest in supporting a unique retail environment in Harvard Square. Harvard leases space to 35 businesses that are almost all locally owned, some of which have been operating for over 30 years such as Grolier Book Shop, Leavitt & Pierce, Harvard Bookstore, and Bartley's Burger Cottage.

Harvard also works collaboratively with other stakeholders in the Square and the City to identify and secure desired retail uses. For instance, a City-led retail study in 2005 identified a market as one of the most desired uses not currently in the Square. Recognizing this need, Harvard secured a market tenant for its leased space at Church and Brattle Streets.

### **4. Provide an update on the Fogg Museum project, with particular attention to possible effects on the surrounding community and streetscape.**

See Future Plans Narrative

## Appendix I



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## Campus-wide Sustainability Principles

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Harvard University contributes to the global environment and human well-being in several important ways. Through its primary mission of research, education, and outreach, Harvard's faculty have made significant advances in science, economics, public policy, design, medicine, and public health. The University's academic preeminence and respect throughout the world also provides a considerable opportunity and responsibility to consider the example set by the economic, human health, and environmental performance of its campus. Harvard also influences generations of students whose future behaviors and decisions are shaped by what they learn from their campus experience and the actions of the University's leaders.

The University has an affirmative record of responsible compliance with environmental and safety regulations and a proven effective system of environmental management accountability. As Harvard plans its future growth, these considerations should support planning decisions that reflect a balance of economic, environmental, and socially responsible values.

The following 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 Principles

Harvard University is committed to developing and maintaining an environment that enhances human health and fosters a transition toward sustainability. 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.

## Implementation Framework

In order to be successful over the long term, decisions concerning human health and sustainability must be economically sound and seamlessly integrated with established management and financial systems. The initial implementation plan for the University's Sustainability Principles is based on four closely related tracks:

- **Capital Planning and Construction** - The University's capital planning and approvals process for new construction and major renovation of existing campus facilities will be expanded to incorporate the Sustainability Principles in its review. Each school and administrative department proposing a capital project will be required to establish specific objectives consistent with the principles as part of the formal approval process for capital projects. Currently this is done for numerous other financial, technical and regulatory issues.
- **Annual Financial and Budget Planning** - The University's annual budget planning process will include explicit recognition of the Sustainability Principles in the commitment of operating funds. As part of its internal annual financial plan, each school and department will be requested to set specific goals and to report on how expenditures for facilities, support services, procurement and other activities are consistent with the University's commitment to continuous improvement towards campus sustainability.
- **Supporting the Schools and Departments** - The University will continue to invest in support systems for sustainability, such as the Harvard Green Campus Initiative (HGCI), to implement the Sustainability Principles by providing schools and administrative departments with: a clearinghouse of proven planning tools, guidelines, preferred technologies, products and design solutions; campus specific research and innovation; cost effective financial incentives; training and expertise; assistance in meeting planning and reporting requirements; and a means of facilitating broad community engagement.
- **Broad-based Continued Review** – Recognizing that the concepts of sustainability will evolve over time through experience, research, economic analysis, and technological advances, the University will continue the work that led to the development of the Sustainability Principles by appointing a standing sustainability advisory group consisting of members of the faculty, administration, and student body. This group will aid in the development of sustainability indicators, monitor progress, and provide recommendations for improving the Sustainability Principles and Implementation Framework.

## Appendix II

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## Resources for Planning Information at Harvard

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

### OFFICE OF GOVERNMENT, COMMUNITY, AND PUBLIC AFFAIRS

The Office of 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](http://www.community.harvard.edu/development)**

### HARVARD UNIVERSITY PLANNING OFFICE

The University Planning Office provides planning services for the University including land use, urban design, transportation and infrastructure, housing, regulatory review, finance, project management, and community process to support the physical planning needs of individual faculties and across the University. The goal is to create an integrated campus that serves Harvard’s future academic needs and is an asset to the broader urban community.

**[www.upo.harvard.edu](http://www.upo.harvard.edu)**

### OFFICE FOR SUSTAINABILITY

The Office for Sustainability is an interfaculty organization that works to address the real life challenges of achieving campus environmental sustainability within Harvard University. The website provides information about a number of University programs that support sustainable practices.

**[www.greencampus.harvard.edu](http://www.greencampus.harvard.edu)**

### ALLSTON DEVELOPMENT GROUP

The Allston Development Group provides planning expertise, analytical support, and project management for the University’s physical development in Allston. The Allston Development Group seeks to implement a vision for the Allston campus which advances Harvard’s academic mission and is also an integral part of the broader urban community.

**[www.allston.harvard.edu](http://www.allston.harvard.edu)**

### CONSTRUCTION MITIGATION

The University maintains a web page 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](http://www.construction.harvard.edu)**