



CITY OF CAMBRIDGE
COMMUNITY DEVELOPMENT DEPARTMENT

BRIAN MURPHY
Assistant City Manager for
Community Development

To: Planning Board
From: CDD Staff
Date: July 29, 2014
Re: **Town-Gown Process**

On August 5, we have scheduled a follow-up discussion with the Planning Board on the Town-Gown reports and presentations.

Background

Each year, CDD requests that Cambridge's major higher education institutions (Harvard University, MIT, Lesley University and Cambridge College) submit a report on issues related to their institutional planning, including growth trends, future campus development plans and initiatives, and commuter data. Starting this year, the EF Hult International Business School will also be included.

The reports are submitted before the end of each calendar year and later published on the CDD web site. At the start of the new year, the Planning Board holds a "Town-Gown" meeting for the institutions to present and answer questions from the Board.

Last April, the Planning Board discussed the Town-Gown process following the 2013 reports and presentations. While Board members found the reports and presentations to be valuable overall, it was noted that the process has not provided much opportunity for dialogue between the Planning Board and representatives of the institutions. The Board's comments were communicated in a report to the City Council.

2014 Reports and Presentations

CDD is currently preparing the questionnaire for the 2014 Town-Gown reports. We have attached a draft copy of this questionnaire for review and comment by the Board. The questionnaire will be distributed in August and reports due before the end of 2014.

For the presentation process, we propose the following tentative schedule:

- February 3, 2015: A meeting to hear presentations from the institutions and public comment. No additional business will be conducted.
- February 10, 2015: A follow-up meeting for the Planning Board to discuss the reports and presentations, ask questions to institutional representatives, and consider any comments to be made to the City Council. Other items of business may also be discussed at that meeting if necessary.

We welcome feedback from the Board about this schedule.

2014 Annual Town Gown Report

Institution Name: _____

Report for Time Period (e. g., Spring '13 semester or 2012-2013 term): _____

Date Submitted: _____

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 & STAFF¹

<i>Cambridge-based Staff</i>	2010	2011	2012	2013	2014	2024 (projected)
Head Count:	_____	_____	_____	_____	_____	_____
FTEs ² (if available):	_____	_____	_____	_____	_____	_____
<i>Cambridge-based Faculty</i>						
Head Count:	_____	_____	_____	_____	_____	_____
FTEs ¹ (if available):	_____	_____	_____	_____	_____	_____
Number of Cambridge Residents Employed at Cambridge Facilities:	_____	_____	_____	_____	_____	

¹ Post-doctoral scholars are counted in the "Student Body" section. Do not include them in the "Faculty & Staff" section.

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.

C. STUDENT RESIDENCES	2010	2011	2012	2013	2014	2024 (projected)
------------------------------	------	------	------	------	------	---------------------

Number of Undergraduate Students residing in Cambridge:

In dormitories:	_____	_____	_____	_____	_____	_____
Number with cars garaged in Cambridge:	_____	_____	_____	_____	_____	
In off campus affiliate housing ⁴ :	_____	_____	_____	_____	_____	_____
In off campus non-affiliate housing:	_____	_____	_____	_____	_____	

Number of Graduate Students residing in Cambridge:

In dormitories:	_____	_____	_____	_____	_____	_____
Number with cars garaged in Cambridge:	_____	_____	_____	_____	_____	
In off campus affiliate housing ⁵ :	_____	_____	_____	_____	_____	_____
In off campus non-affiliate housing:	_____	_____	_____	_____	_____	

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

⁵ 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

The following facilities and land information should be provided for the campus as a whole as well as for sub-areas/precincts of the campus. For example:

- *Harvard University for the North Campus, Law School, Radcliffe Quad, Harvard Yard, etc.*
- *MIT for the East Campus, West Campus, Sloan School, Investment holdings, etc.*
- *Lesley University for the Main Campus, Porter Square Campus and Brattle Campus*

	2010	2011	2012	2013	2014	2024 (projected)
Acres:						
Tax Exempt	_____	_____	_____	_____	_____	_____
Taxable	_____	_____	_____	_____	_____	_____
Number of Buildings: (include both taxable and tax exempt buildings)	_____	_____	_____	_____	_____	_____
Dormitories:						
Number of Buildings:	_____	_____	_____	_____	_____	_____
Number of Beds:	_____	_____	_____	_____	_____	_____
Size of Buildings (gross floor area):	_____	_____	_____	_____	_____	_____
Institutional/Academic	_____	_____	_____	_____	_____	_____
Student Activities/Athletic	_____	_____	_____	_____	_____	_____
Dormitory/Nontaxable Residential	_____	_____	_____	_____	_____	_____
Commercial	_____	_____	_____	_____	_____	_____
Taxable Residential	_____	_____	_____	_____	_____	_____

Parking

This section refers to parking spaces maintained in Cambridge only. Provide figures for the Campus as a whole. Include additional information as necessary.

Number of parking spaces maintained for students (include resident and commuter parking): _____

Number of parking spaces maintained for faculty, staff and visitors: _____

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

2010	Tax Exempt - Affiliate Housing ⁴	Taxable - Affiliate Housing ⁴	Tax Exempt - Other Housing	Taxable - Other Housing
Number of Units:				
Number of Buildings:				

2011	Tax Exempt - Affiliate Housing ⁴	Taxable - Affiliate Housing ⁴	Tax Exempt - Other Housing	Taxable - Other Housing
Number of Units:				
Number of Buildings:				

2012	Tax Exempt - Affiliate Housing ⁴	Taxable - Affiliate Housing ⁴	Tax Exempt - Other Housing	Taxable - Other Housing
Number of Units:				
Number of Buildings:				

2013	Tax Exempt - Affiliate Housing ⁴	Taxable - Affiliate Housing ⁴	Tax Exempt - Other Housing	Taxable - Other Housing
Number of Units:				
Number of Buildings:				

2014	Tax Exempt - Affiliate Housing ⁴	Taxable - Affiliate Housing ⁴	Tax Exempt - Other Housing	Taxable - Other Housing
Number of Units:				
Number of Buildings:				

2024 Projected	Tax Exempt - Affiliate Housing ⁴	Taxable - Affiliate Housing ⁴	Tax Exempt - Other Housing	Taxable - Other Housing
Number of Units:				
Number of Buildings:				

Property Transfers:

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

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

Please describe any planned dispositions or acquisitions:

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.

F. PAYMENTS TO CITY OF CAMBRIDGE: ⁶

	FY 10	FY 11	FY 12	FY 13	FY 14
Real Estate Taxes Paid	\$	\$	\$	\$	\$
Payment in Lieu of Taxes (PILOT)	\$	\$	\$	\$	\$
Water & Sewer Fees Paid	\$	\$	\$	\$	\$
Other Fees & Permits Paid	\$	\$	\$	\$	\$

G. INSTITUTIONAL SHUTTLE INFORMATION

Please include information about all regularly scheduled shuttle services operated by your institution within the City of Cambridge or between Cambridge and other municipalities:

Route Name	Vehicle Type, Energy Source, and Capacity	Frequency of Operation	Weekday Hours of Operation	Weekend Hours of Operation

Please provide ridership data, if available, and describe efforts both to coordinate shuttle system with other institutions and to streamline shuttle services. Indicate if you allow residents to use shuttles.

⁶ Fiscal Years for the City of Cambridge begin on July 1 and end on June 30 of the following year. For example, FY 14 for the City of Cambridge includes the period from July 1, 2013 through June 30, 2014.

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."

STRATEGIC AND LONG TERM PLANNING

Describe your institution's current and future physical plans:

- Employ a future planning horizon of ten years;
- Describe campus development efforts over the past five years to provide context;
- Summarize the needs and strategic goals stated in institutional plans;
- Review your institution's specific planning objectives for the coming ten year period;
- Address how your campus will evolve to address your institution's strategic goals and objectives, providing specific information on projects and plans where available;
- Include in your discussion:
 - Sustainability planning efforts, as they relate to physical planning, building design, and infrastructure;
 - A description of existing facilities for housing your students, faculty and staff and any plans for increasing such housing;
 - A review of the relationship between planned and projected institutional development and adjacent residential and commercial districts within Cambridge and any impacts that might result from that development (e. g., use of open space, parking and transportation impacts; etc.);
 - A review of the relationship between planned and projected institutional investment portfolio development and adjacent retail and commercial districts within Cambridge and any impacts that might result from that development (e g., loss or relocation of retail space, conflicting uses, etc.); and
 - Expected changes in student enrollment, including undergraduate, graduate and non-degree students, and expected changes in the number of post-doctoral positions.
 - Effects on housing needs and institutional plans for housing these individuals, including any goals for the proportion or number of students housing in university owned or controlled properties. Address this question separately for undergraduate and graduate students.

PRECINCT AND SITE SPECIFIC 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 all future short term and long term development sites under the institution's ownership, including both academic and non-academic properties (coordinate with Map 4 in Section IV);
- In the first section of your future plans narrative, make specific note of any changes that have occurred in your institution's future plans for a particular site or area (such as changes to the anticipated future use of a site) within the past three years. Explain the reasons that have led to any such changes in thinking.

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 the "green" attributes over and above city green building requirements, if any, of the project;
- Indicate identified future development sites on your campus (coordinate with Map 4 in Section IV).

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.).
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.
3. Map of development projects completed within the past year, now underway, proposed or planned within the next three years.
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.
5. Map of all regularly scheduled campus shuttle and transit 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 2012 Annual Report, you may so indicate in the appropriate space.

A. Results of surveys of commuting mode choice for faculty, staff, and students.

- B. Information on the point of origin of commuter trips to Cambridge for faculty, staff and students.
- C. Have there been any changes in your TDM plan or strategy since submitting your 2012 Town Gown-report? If so, please describe briefly. (Your PTDM plan is on file at CDD.)

VI. INSTITUTION SPECIFIC INFORMATION REQUESTS

Cambridge College

1. Discuss the school's recent strategic review, completed in 2012.
2. Discuss changes in student enrollment in recent years and the school's approach to such changes in light of the strategic review completed in 2012
3. Provide clarification about the parking arrangements for College employees and students. What facilities are available for each population? What efforts are being made to discourage the use of single occupancy vehicles as a means of transportation to class for students?
4. Discuss planning for bicycle facilities on campus, including Hubway stations.
5. To develop a more complete picture of the institution, provide a listing of the college's education sites located outside of Cambridge.

Harvard University

1. Provide an update on plans for Harvard's Allston campus and any potential or anticipated impacts on the City of Cambridge.
2. Describe your involvement with the Massachusetts Department of Transportation on the I-90 Allston Interchange Project and plans for commuter rail and the West Station.
3. What is Harvard's strategy in selecting tenants for retail sites? How is retail used to enhance the urban experience? Describe plans for properties currently held by the University on or near Massachusetts Avenue. Particular attention should be paid to a description of the uses on the ground floor of these sites, as they relate to community concerns about maintaining an active retail environment.
4. Discuss planning for bicycle facilities on campus, including Hubway stations.
5. Provide more detail on the House Renewal Program, particularly where it involves converting graduate student housing, affiliate housing, or other facilities, including the Inn at Harvard, to temporary undergraduate housing. Discuss the long term plans for such temporary facilities, after the House Renewal Program is complete.
6. Provide a summary of the Fogg Museum project, with particular attention to effects on the surrounding community and streetscape, as well as events and other programming that are inviting to the Cambridge community.
7. Provide an update on the remediation efforts for the commercial parcel at Everett Street and Massachusetts Avenue, as well as Harvard's planning for the future use of that site.

Lesley University

1. Provide an update on the status of the university master plan process and recent planning efforts.
2. Discuss planning for shuttle bus services between campuses and bicycle facilities on campus, including Hubway stations.
3. Provide an update on planning and construction activities on the Main Campus, Porter Square, and Brattle Street areas. The Porter Square update should address the Porter

Exchange building, the AIB building, the parking lots located across Massachusetts Avenue, the North Congregational Church, and 818 Somerville Avenue.

4. Describe plans for properties currently held by the University on or abutting Massachusetts Avenue. Particular attention should be paid to a description of the uses intended on the ground floor of these sites, as related to community concerns about maintaining an active retail environment. Also address plans for the parking lots across Massachusetts Avenue from University Hall. Are there any plans to screen or beautify these lots?
5. To develop a more complete picture of the institution, provide a listing of Lesley's education sites located outside of Cambridge.
6. Review strategies to mitigate the visual impact of the many telecommunications antennas mounted on University Hall, in collaboration with wireless network providers and City staff.

Massachusetts Institute of Technology

1. Review the conclusions of the study evaluating the need for and feasibility of providing additional housing for graduate students, visiting students, and post-doctoral fellows. Discuss steps MIT plans to take to address housing needs, the timeline for action, and physical planning related to those actions. Review the expansion in enrollment of graduate students, visiting students, and post-doctoral fellows since 2008. Discuss the reasons for this increase in enrollment and discuss the prospects for further changes in enrollment in coming years.
2. Provide an update on long term academic and non-academic planning for the main campus, with a particular focus on all potential locations for academic uses and plans for green space and edges along Massachusetts Avenue, particularly near the railroad crossing, and edges adjacent to Area 4.
3. Provide an update on MIT's Kendall Square planning efforts.
4. Provide information on MIT's plans for ground floor retail along Main Street and in both Kendall Square and Central Square. What strategy does MIT follow in selecting tenants for retail sites? How is retail used to enhance the urban experience?
5. Discuss planning for bicycle facilities on campus, including Hubway stations.
6. Provide an update on the feasibility study being conducted for a multi-use path along the Grand Junction railroad right-of-way.
7. Report on planning for the "far west" sector of campus, such as the area adjacent to Fort Washington Park.