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HARVARD UNIVERSITY
2001-2002
Town Gown Report Update

Institution Name: Harvard University
Report for Time Period: Harvard's Town Gown Report Update is submitted for the 2001-2002 academic year. Unless otherwise noted, all data reflects spring 2002.
Date Submitted: December 19, 2002

I. EXISTING CONDITIONS

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

1. FACULTY & STAFF

1. Cambridge-based **Staff** Head Count: 7,814 FTEs¹ (if available): 7,225
2. Cambridge-based **Faculty** Head Count: 1,719 FTEs¹ (if available): 1,497
3. Number of Cambridge Residents Employed at Cambridge Facilities:
3,044 Harvard University employees work in Cambridge facilities and live in Cambridge.
Additionally, Harvard University employs 626 Cambridge residents in Boston facilities.

2. STUDENT BODY²

I. Cambridge³

Total Degree Students Attending Classes in Cambridge:.....**15,972**
Total Undergraduate Degree Students:.....7,085⁴
Day:6,650
Evening:435 (Extension School)
Full Time:.....6,831 (Extension School students: 181)
Part Time:.....254 (Extension: 254)
Total Graduate Degree Students:.....8,887⁴
Day:.....8,261
Evening:.....626 (Extension School students)
Full Time:.....8,119 (Extension School: 177)
Part Time:.....768 (Extension School: 449)
Total Non-Degree Students⁵:.....**4,819**⁶

1 "FTE" refers to Full Time Equivalent employees, which treats part-time workers as a fraction of a full time position based on the number of hours worked per week.

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

3 Counts taken October 15, 2001.

4 Includes Extension School students.

5 Includes Cambridge-based non-degree students enrolled in day or evening classes, 93% of the non-degree students are enrolled in classes at the Harvard Extension School, with the remaining 7% at the various Cambridge-based Graduate Schools. [City of Cambridge footnote]

II. Boston: Allston

Total Degree Students Attending Classes in Allston:.....**1,847**⁷

Total Undergraduate Degree Students:..... 0

Total Graduate Degree Students:.....1,847

Day:.....1,847

Evening:.....N/A

Full Time:1,847

Part Time:.....0

Total Non-Degree Students:..... **0**

III. Boston: Longwood Medical Area (LMA)

Total Degree Students Attending Classes in the LMA:.....**1,798**⁸

Total Undergraduate Degree Students:0

Total Graduate Degree Students:.....1,798

Day:.....1,798

Evening:0

Full Time:.....1,589

Part Time:.....209

Total Non-Degree Students:..... **34**

3. STUDENT RESIDENCES

I. Undergraduate Students:

Harvard College is a residential college. 97% of undergraduates are housed on campus.

Number residing in Cambridge in dormitories:

Approximately 6,365 undergraduate students reside in Harvard-owned dormitories located in Cambridge.

Number of these with cars garaged in Cambridge:

Approximately 69 undergraduate students have permits to park vehicles in Harvard's Cambridge parking facilities. These permit holders represent only one percent (1%) of the total undergraduate student population. This is a 47% year-to-year decrease. The small number of undergraduates with cars on campus is a direct result of how strongly Harvard College discourages undergraduates from bringing cars to campus.

6 Non-degree students include students enrolled in at least one class (undergraduate or graduate) that is creditable toward a degree or formal award. Counts typically include Tuition Assistance Program students (professional, administrative, support and teaching staff), special students, and some visiting fellows and scholars).

7 Less duplication.

8 Less duplication.

Undergraduate Students *continued*

Number residing in Cambridge in off campus affiliate housing⁹:

Because Harvard College is a residential college and providing housing is key to the academic mission, any undergraduate students who are not accommodated in the dormitories are offered housing in Harvard Planning and Real Estate's Affiliated housing or in Harvard-owned cooperative housing. Ninety-five undergraduate students reside in Harvard Planning and Real Estate Affiliated housing. Approximately 30 undergraduate students reside in the Dudley House Coop. All of these students are included in the 97%.

Number residing in Cambridge in off campus non-affiliate housing:

Via the freshman dormitories and The House System, Harvard College offers well maintained, academically and socially-oriented housing accommodations to all undergraduates. Ninety-seven percent of undergraduates reside in these on campus facilities. Only approximately 200 undergraduate students, primarily non-traditional-age students, reside in non-Harvard-owned, off-campus housing. These 200 students represent 2.8 percent of the total undergraduate students.

II. Graduate Students:

The University houses 37% of all graduate students. The University recently established a goal to house 50% of all graduate students in on-campus facilities within 10 years.

Number residing in Cambridge in dormitories:

Approximately 1,280 graduate student resident in Harvard-owned dormitories located in Cambridge.

Number of these with cars garaged in Cambridge:

Approximately 185 graduate students have permits to park vehicles in Harvard's Cambridge parking facilities. These permit holders represent two percent (2%) of the total graduate student population.

This small number of graduate students with cars on campus is a direct result of how strongly Harvard's graduate schools discourage students from bringing cars to campus. In addition, in all leasing materials, Harvard Planning and Real Estate strongly discourages students from bringing cars.

Number residing in Cambridge in off campus affiliate housing³:

Approximately 1,214 graduate students live in Harvard Planning and Real Estate Affiliated housing located in Cambridge. All full-time, enrolled graduate students are eligible to live in HPRE Affiliated housing.

Number residing in Cambridge in off campus non-affiliate housing:

Approximately 3,140 of all Harvard University graduate students live in privately owned facilities located in Cambridge.

⁹ 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.*

4. FACILITIES & LAND OWNED

I. Tax Exempt Facilities & Land:

1. Acres: 190 acres¹⁰
2. Number of Buildings: 301 buildings¹¹
3. Size of Buildings (square feet): Approximately 11.64 million gross square feet (GSF)¹²

This is an increase of approximately one acre and 140,000 gross building square feet. These changes reflect the University's acquisition of the Roland Institute, which comprises 88,000 of building square feet and occupies one acre of land. The remaining 52,000 building square feet is comprised of infill and building-addition projects that were described in the 2000-2001 Town Gown Report Update.

4. Dormitories:

Harvard University Housing Stock in Cambridge

*(Rounded numbers provided
except for number of buildings)*

			Number of Buildings
First-Year Student Dormitory	1,660	560	19
Upperclassmen Houses	<u>5,303</u>	<u>3,730</u>	<u>55</u>
Harvard College Dormitory Total:	6,970	4,290	74
Graduate Student Dormitory Total:	1,350	1,280	17
HPRE Affiliated Housing portfolio (apartments):	<u>2,310</u>	<u>1,661</u>	<u>95</u> ¹³
Cambridge Totals:	10,473	7,200	156

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

10 Based on land ownership reported in Schedule B of the City of Cambridge 3ABC tax form and the acquisition of Rowland Institute (area figures for the Roland Institute are approximate; parcel boundaries of the site are currently unclear and are at present being determined by Massachusetts Land court).

11 The number of Harvard buildings is based on data currently contained in the Harvard Planning and Real Estate (HPRE) Building Database, which tracks building construction, significant building additions, and acquisition of new property.

12 This number reflects the purchase of the Pleasant Street property as well as property reported on Schedule C of the City of Cambridge 3ABC tax form.

13 This number was taken from the HPRE RRE direct tax and PILOT payment worksheet.

Yes, call Tanya Iatridis, Director of Public Approvals, Harvard Planning and Real Estate.

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5. TAXABLE FACILITIES & LAND:

1. Acres: 28 acres¹⁴ Number of buildings: 87 buildings
2. All Taxable Properties (gross floor area): 1.13 million gross square feet (GSF)

This is an increase of approximately two acres and 130,000 GSF of building space over last year resulting from the purchase of residential property at 157, 165, and 173 Pleasant Street. The 3 buildings include 120 units ranging from studios to three-bedroom apartments, 15 % of which will be made available as affordable housing for community residents. The affordable units will be distributed through the buildings and unit types.

3. Commercial Properties Only (gross floor area):

Harvard Planning and Real Estate owns 21 taxable buildings with commercial uses, comprising 295, 1000 gross square feet of space. Harvard leases these facilities to a variety of non-University tenants, who add to the vibrancy and vitality of Cambridge.

Harvard University Commercial Property

		Space for Lease by Commercial Tenants
Holyoke Center - Arcade	Retail/Restaurant	41,967
Holyoke Center - Garage	Parking Garage	42,854
26-28 Church Street	Retail	5,894
32-42 Church Street	Restaurant	7,415
8 Holyoke Street (Sandrine's)	Restaurant	4,700
The Inn at Harvard (1201 Mass Ave)	Hotel	84,160
1244-1256 Massachusetts Avenue	Retail/Restaurant	11,561
1300-1316 Massachusetts Avenue	Retail	11,833
1328 Massachusetts Avenue	Retail/Restaurant	3,219
1607-1615 Massachusetts Avenue	Retail	5,549
870-888 Memorial Drive	Retail	5,202
65 Mt. Auburn Street	Retail	2,660
90 Mt. Auburn Street	Retail	1,073
92-94 Mt. Auburn Street	Retail	6,200
110 Mt. Auburn Street (Harvard Sq Hotel)	Hotel	29,785
132 Mt. Auburn Street	Office	1,104
134 Mt. Auburn Street	Office	2,055
140-142 Mt. Auburn Street	Office	6,556
5 Sacramento Street	Office	5,592
14 Story Street	Office	5,536
4-12 Story Street	Office	10,185

14 This number reflects the purchase of the Pleasant Street property as well as property reported on Schedule C of the City of Cambridge 3ABC tax form.

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Total:	295,100
---------------	----------------

4. Do you maintain a detailed inventory of taxable facilities?

Yes, call Tanya Iatridis, Director of Public Approvals, Harvard Planning and Real Estate.

5. Housing

				Taxable Other
# Units	866 Apartment Units	6,970 Dormitory Beds	619 Apartment Units	270 Apartment Units
# Buildings	8	74	49	39

6. Property Transfers:

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

- Acquisitions:
 - 2 157 Pleasant Street
 - 2 165 Pleasant Street
 - 2 173 Pleasant Street
- Donations:
 - 2 Rowland Institute for Science

The Trustees of the Rowland Institute donated the property to Harvard in an effort to ensure the continuation of scientific research begun by Edwin Land.

Harvard and the Rowland Institute for Science, an interdisciplinary research institute in Cambridge, merged in the spring 2002. This merger was intended to both strengthen and enrich the Rowland's intellectual and physical resources and build on a longstanding collaborative relationship with Harvard. It also enabled Harvard to develop its research and teaching opportunities, drawing upon the unique resources of the Institute. The institute is intended to serve as an incubator for some of the most promising scientists of the future.

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

- 2 None sold since last filing.

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6. REAL ESTATE LEASED

Please attach to the report a listing of all real estate leased by your educational institution within the City of Cambridge. Include street addresses, use (e. g., institutional, residences, commercial, etc.) and approximate area of property leased (e. g., 20,000 SF, two floors, entire building, etc.).

**Commercial Space Leased on Behalf of the University
by Harvard Planning and Real Estate**

			University Tenant
5 Bennett Street	Office	6,030	Kennedy School of Government
3 Bow Street	Office	3,855	Harvard University Parking Office
44R Brattle Street	Office	8,417	Graduate School of Education
One Brattle Square	Office	18,737	Kennedy School of Government
50 Church Street	Office	7,600	Kennedy School of Government
17 Dunster Street	Office	6.15	Faculty of Arts and Sciences
155 Fawcett Street	Office	3,500	Faculty of Arts and Sciences
	Warehouse	34,000	----- ART
30 JFK Street	Office	3,425	Kennedy School of Government
104 Mount Auburn Street	Office	13,734	Kennedy School of Government
124 Mount Auburn Street	Office	34,350	Kennedy School of Government
		20,874	Office of Human Resources
		16,899	HUDO
		10,365	Harvard Law School
		9,765	Graduate School of Education
		2,499	School of Public Health
		698	OGCPA
125 Mount Auburn Street	Office	36,564	Harvard Law School
625 Massachusetts Avenue	Office	70,762	Faculty of Arts and Sciences
875 Massachusetts Avenue	Office	1,362	Office of the General Counsel
1100 Massachusetts Avenue	Office	7,015	Harvard University Provost Office
1280 Massachusetts Avenue	Office	7,483	Harvard University Libraries
1408-1414 Massachusetts Ave	Office	50,000	Faculty of Arts and Sciences
1430 Massachusetts Avenue	Office	8,054	Faculty of Arts and Sciences

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20 University Road	Office	17,887	Kennedy School of Government
10 Ware Street	Office	16,944	Harvard University Information Systems
	Total:	410,825	

7. MAPPING REQUIREMENTS

Please attach to the report maps of the following:

1. Map of all real estate owned in the City of Cambridge. Categorize properties by use as appropriate (e. g., academic, dormitory, commercial investment, etc.).
2. Map of development projects now underway, proposed or planned.

8. DEVELOPMENT PROJECTS : UNDERWAY, PROPOSED OR PLANNED
Significant Projects FY03-FY07

A. **Projects in Construction:** 230,500 new square feet

				New Square Footage
1	29 Garden Street Renovation	HPRE	Residential renovation No change in use	0
2	60 Oxford Street New Building (Includes future relocation of Palfrey House)	HPRE	New construction	90,000 SF
3	North Campus Underground Parking Garage and Palfrey House	HPRE	New construction of garage to replace and consolidate surface spaces in a 4-level underground facility	35,000 SF below grade
4	Lippmann House Renovation	HPRE	Renovation and new construction of No change in use	3,500 SF
5	Gund Hall Basement Expansion	GSD	Renovation and new construction	6,000 SF
6	Science Center Renovation	FAS	Science renovation and new construction (No change in use)	30,000 SF
7	Faculty Club Renovation	HPRE	Dining renovation and new construction (No change in use)	6,000 SF
8	Widener Library Renovation	FAS	Library renovation (No change in use)	0
9	Center for Government and International Studies and 96 Prescott Street	FAS	Renovation and demolition; Residential renovation and relocation	60,000 SF
			Total:	230,500

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B. Projects in Planning: ¹⁵

				New Square Footage
10	Banks, Cowperthwaite and Grant Streets area	HPRE	Residential development	TBD
11	870-888 Memorial Drive Site	HPRE	New construction	TBD
12	Kennedy School of Government	KSG	New construction	110,000 SF
13	90 Mount Auburn Street	HPRE	New construction	25,000 SF
14	Hasty Pudding	FAS	Student life renovation and new construction (Partial change in use from restaurant to institutional)	5,000 SF
15	Harvard University Art Museums	HUAM	Evaluation of space needs	TBD
16	Jewett House	DIV	Renovation	TBD
17	Littauer Hall	FAS	Office/classroom renovation (No change in use)	0
18	Physical Sciences Building	FAS	New construction	120,000 SF
19	Harvard Oxford Street Museums	FAS	Evaluating of space needs	TBD
20	Biological Research Infrastructure Building	FAS	New construction	70,000 SF below-grade
21	North and West FAS Science Buildings & Chiller Plant and Electrical Substation	FAS	New construction	325,000 SF & 22,000 SF
22	Harvard Observatory	FAS	Possible future renovation and/or new construction	TBD
NS ¹⁶	Law School Feasibility Study	HLS	Possible future renovation and new construction	TBD
NS	North Campus FAS Development Framework	FAS	Possible future renovation and new construction	TBD

15 Several projects in planning have not yet identified amount of new construction)

16 NS stands for Neighborhood Study

9. PARKING FACILITIES¹⁷

1. Number of parking spaces maintained for students (including resident and commuter parking):

See answer to Parking Facilities, Question 2.

2. Number of parking spaces maintained for faculty, staff and visitors

On June 30, 2002, Harvard University submitted the final version Parking Facility Inventory to the City of Cambridge Transportation and Parking Department as part of the University's Parking and Transportation Demand Management (PTDM) Report. The University wishes to have all of its filings and submissions with the City of Cambridge be consistent in language and content. Thus, the two questions above will be answered in a manner that is consistent with the City of Cambridge PTDM Ordinance.

Harvard University owns and maintains 4,517 non-commercial parking spaces and 359 commercial parking spaces in the City of Cambridge. These spaces constitute the University parking inventory and are used to support the operations of the University and accommodate faculty, staff, student and visitor parking.

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

		FY03 Permit Fees
Faculty and Staff		
Pooled	\$450	\$480
Assigned	\$830	\$890
Reserved Area	\$635	\$680
Resident	\$775	\$830
Metered – Part-time	\$130	\$140
Night Rate – Student and Faculty Staff	\$125	\$135
Students		
Resident ¹⁸	\$775 - \$1,620	\$775 – \$1,620
Commuter ¹⁹	\$375	\$400
Night Rate	\$125	\$135
Visitors	\$5 / day	\$5 / day

Last year the University supplemented its traditional menu of permits with new, flexible-schedule permit types. Because many of Harvard's employees have non-traditional work schedules, the University is offering permit types that better coincide with employees' flexible schedules. The Morning, Afternoon, and 3-day Permits are intended to fill this need.

17 City of Cambridge footnote: This section refers to parking spaces maintained in Cambridge only.

18 Harvard footnote: FY02 figures represent 10-month permit cost.

19 Harvard footnote: FY02 figures represent 10-month permit cost.

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Additionally, Harvard is committed to increasing its rideshare numbers. To do this, Harvard is offering a tiered system of financial incentives associated with various types of ridesharing.

PARKING FACILITIES *continued*²⁰

		FY03 Permit Fees
Morning or Afternoon Permit	\$315	\$340
3-day Permit	\$315	\$340
2-person Carpool Permit	50% reduced rate	50% reduced rate
3-person Carpool Permit	75% reduced rate	75% reduced rate
Vanpools (with 5 or more Harvard Affiliates)	Free	Free

10. PAYMENTS TO CITY OF CAMBRIDGE:

- | | |
|------------------------------------------------------|--------------------|
| 1. Real Estate Taxes Paid for FY 2002: ²¹ | \$4,479,832 |
| 2. 2002 CPA Surcharge: ²² | <u>\$ 132,944</u> |
| Total Real Estate Taxes Paid for FY 2002: | \$4,612,776 |
| 3. Payment in Lieu of Taxes (PILOT) for FY 2002: | \$1,725,286 |

In FY02, Harvard University paid a total of \$6,338,062 in direct taxes and Payments in Lieu of Taxes (PILOT) to the City of Cambridge. Over the last five years, the University's total PILOT payments increased at a 3.7% compounded annual growth rate.

- | | |
|--------------------------------------------------------------|------------------------------|
| 4. Water & Sewer Fees paid ²³ during FY 2002: | \$3,141,148 |
| <i>Departments Included:</i> | |
| FINANCE DEPT ATTN P ROUSSEAU | FINANCE DEPARTMENT |
| WATER DEPARTMENT | |
| 5. Other fees and permits paid ²⁴ during FY 2002: | \$ 887,375 |
| <i>Departments Included:</i> | |
| THORNDIKE ST, ACCTS PAYABLE | CITY CLERKS OFFICE |
| ASSESSMENT DEPARTMENT | CAMBRIDGE LICENSE COMMISSION |
| ATTN NANCY OATES | DEPT OF TRAFFIC AND PARKING |
| CAMBRIDGE FIRE DEPARTMENT | DEPARTMENT OF HUMAN SERVICE |
| CAMBRIDGE FIRE DEPT DETAIL | DEPARTMENT OF PUBLIC WORKS |

20 City of Cambridge footnote: This section refers to parking spaces maintained in Cambridge only.

21 FY2002 includes the period from July 1, 2001 through June 30, 2002.

22 CPA Surcharge is a 3% surcharge on tax bills to fund the Community Preservation Fund. It was approved by voters in November 2001 and will be used for open space, historic preservation and affordable housing purposes.

23 Includes payments made to City of Cambridge and City of Cambridge Finance Department.

24 Includes payments made to City of Cambridge, City of Cambridge License Commission, City of Cambridge Department of Traffic and Parking, City of Cambridge Electrical Department, Cambridge License Commission, and Cambridge Fire Rescue Department.

ELECTRICAL DEPT
ENVIRONMENTAL HEALTH DIVISION
DIVISION OF ENVIRONMENTAL
DEPARTMENT OF ZONING
INSPECTIONAL SERVICES DEPT
LICENSE COMMISSION
OFFICE OF THE PARKING CLERK
POLE AND CONDUIT COMMISSION
RECORDS DEPT 5 WESTERN AVENUE
TRAFFIC PARKING AND TRANSPORTATION

II. TRANSPORTATION DEMAND MANAGEMENT

Please provide the following information. You may summarize the information below or attach documents to this report, as appropriate. If your school has not updated information since submitting the 2001 Annual Report, you may so indicate in the appropriate space below.

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

Description of the modal split data

For the purposes of the 2001-2002 *Town Gown Report*, Harvard is submitting the results of the mode-share survey conducted for the Department of Environmental Protection (DEP) *Educational Facility Rideshare Program Update Report, Year 2000*. In 2001, the University submitted its *Educational Facility Rideshare Program Update Report, Year 2001 (Short Form)* to the DEP; a mode share survey is not required for *Short-Form* filings. Therefore, new survey data is not available for the *Town Gown Report*.

Every other year, Harvard completes a single mode-share survey for the Cambridge and Allston campuses. As required by the DEP, the survey includes commuting faculty, staff and graduate students, who work or study on either campus. The modal split data contained in *2000-2001 Town Gown Report* reflects a total eligible-employee and commuting-student population of 20,931 persons. Forty percent of this population are commuting graduate students and the remaining 60% are full and part-time employees.²⁵ Undergraduates and graduate students, who are housed on campus, are not included in the survey.²⁶ It is important to note that data from a recent graduate-student housing survey show that 97% of Harvard graduate students who live in on-campus facilities walk, bicycle or use the Harvard shuttle to get to their campus destinations.²⁷

In the summer of 2002, Harvard submitted its Parking and Transportation Demand Management (PTDM) Plan and Parking Inventory to the City of Cambridge. The modal split baseline submitted in the PTDM Plan was based on, but modified from the *Rideshare Update* as agreed by Harvard and the City of Cambridge PTDM Officer.

Comparative analysis of Harvard University's mode split (1999 to 2000)

Harvard University is a proactive manager of transportation demand as reflected in its low Drive Alone rate of 27.4%. (See table below) The University's employee and graduate-student populations act responsibly in choosing among the various commuting choices. As a result of transportation demand management initiatives, the University has reaped significant improvements in its mode split. Most importantly, the use of single-occupant vehicles decreased by 6.4%. This translated into a reduction of 2,579 commuter trips into campus area. The other significant modal-split improvement relates to a 5.5% increase in public transit usage. Harvard Square is well served by public transit and more than one-quarter of Harvard's commuting population uses public transit to get to work.

25 Harvard University Campus, 2000 Ridesharing Update Report, Educational Facilities, December 31, 2000.

26 The University houses 97% of undergraduates and 38% of all graduate students in on-campus facilities.

27 Harvard University Graduate Student Housing Survey, Fall 2001.

Faculty and Staff

**Harvard University Cambridge and Allston
Faculty, Staff and Commuting Graduate Student Mode Share**
Educational Facility Rideshare Program Update Report, Year 2000

Walk	31.7	34.0	- 2.3
Public Transit	28.3	22.8	+ 5.5
Adjusted Drive Alone²⁸	27.4	33.8	- 6.4
Bicycle	7.8	8.0	- 0.2
Carpool	4.8	5.0	- 0.2
Vanpool	0.0	0	N/A
Totals:	100%	100%	

To better understand how Harvard's modal split relates statistically to that of the general public, Harvard's modal split is compared to Massachusetts and national commuting statistics.

Comparative Commute Mode Chart

			National Commuting Statistics <i>Census 2000</i>
Bicycle and Walk²⁹	39.5	4	3
Public Transit	28.3	10	5
Adjusted Drive Alone³⁰	27.4	73	76
Ridesharing: Car & Vanpool	4.8	9	11

28 Adjusted Drive Alone rate includes the non-response rate, which the DEP automatically assigns as a drive alone mode.

29 Bicycle and Walk is combined because that is how the U.S. Census groups mode share data.

30 Adjusted Drive Alone rate includes the non-response rate, which the DEP automatically assigns as a drive alone mode.

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Other: CWW & Telecommuting	N/A ³¹	4	5
Totals:	100%	100%	100%

Harvard's modal split compares favorably to Massachusetts' and national statistics. The comparison illustrates that approximately 75% of Massachusetts and national employees commute alone. Conversely, approximately 75% of Harvard employees commute using alternative modes.

It is also important to note the range of Harvard employees' commute modes. Harvard has relatively high bicycle and walk-to-work rates.³² The Harvard Cambridge and Allston population's walk-to-work rate is nearly eight times Massachusetts' walk-to-work rate. Harvard's bicycle rate alone is double the national combined bicycle and walk-to-work rate.

Graduate, Professional and Medical Students

Graduate Student Mode Split
Graduate Student Commute Mode Share Data
Harvard University Graduate Student Housing Survey, Fall 2001³³

			Weighted Average
Walk	88%	43%	62%
Bicycle	5%	16%	11%
Harvard shuttle	4%	3%	4%
Drive alone	1%	9%	6%
Rideshare and Other	1%	4%	2%
MBTA (all types)	1%	25%	15%
Totals:	100%	100%	100%

Comparative Commute Mode Chart
Harvard University Graduate Student Housing Survey, Fall 2001³⁴

31 Compressed Work Week (CWW) and Telecommuting are two types of flexible work schedules that Harvard departments make available to employees. Employees negotiate these flexible work schedules with supervisors on a case-by-case basis. These two work modes reduce commuting trips. They are, therefore, not included in Harvard's modal split.

DEP Rideshare Survey Results

						Average
Compressed Workweek	1.0%	0.8%	1.2%	0.8%	4.5%	1.7%
Telecommuting	0.8%	0.5%	0.6%	0.9%	2.0%	1.0%

32 The Census Bureau typically combines the walk and bicycle modes into a single category. For that reason, they are combined.

33 Survey was sent to all Harvard University graduate students. There was a 38% response rate. Survey respondents were representative of all Harvard full-time graduate students in terms of gender, age, marital status, and year of study.

34 Survey was sent to all Harvard University graduate students. There was a 38% response rate. Survey respondents were representative of all Harvard full-time graduate students in terms of gender, age, marital status, and year of study.

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	Students Living in the Private Market <i>Housing Survey 2001</i>	Massachusetts Commuting Statistics <i>Census 2000</i>
Bicycle and Walk	59%	4%
MBTA (all types)	25%	10%
Drive alone	9%	73%
Rideshare	2%	9%
Harvard Shuttle and Other	5%	4%
Totals:	100%	100%

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

Harvard's Cambridge-based faculty and staff live predominantly in greater Boston's Inner Ring suburbs. The summary-level, point-of-origin data provided below illustrates that many faculty and staff live in communities that are located close to Harvard Square.

			Change
		2002	2001 - 2002
CAMBRIDGE	27.7%	26.6%	-1%
BOSTON ¹⁴	12.8%	14.1%	1%
SOMERVILLE	12.4%	13.4%	1%
ARLINGTON	4.9%	5.1%	0%
MEDFORD	3.0%	2.9%	0%
BELMONT	2.9%	2.9%	0%
NEWTON	2.9%	2.3%	-1%
WATERTOWN	2.6%	2.5%	0%
BROOKLINE	2.5%	3.1%	1%
LEXINGTON	2.1%	2.1%	0%
MALDEN	1.2%	1.0%	0%
QUINCY	1.1%	1.2%	0%
WALTHAM	1.0%	1.0%	0%
OTHER MASS TOWNS	22.9%	21.4%	-2%

Harvard University is the largest employer in the City of Cambridge. 77% of Harvard's employee population lives within the MBTA region, and almost 75% of this population use alternative transportation modes. To further change the modal split, improvements in regional transit will be necessary. Any new service to improve regional transit options will positively impact Harvard's employees.

35 April 2002 Human Resources data was used for this analysis. Harvard-housed faculty and staff were not included. Addresses and post office boxes were used for this zip-code analysis. Affiliates, who provided campus addresses, foreign addresses or did not provide an address, were excluded from this analysis. Eight percent of the total Cambridge-based population was excluded for these reasons.

HARVARD UNIVERSITY
2001-2002
Town Gown Report Update

			Change
		2002	2001 - 2002
CAMBRIDGE	45.9%	48.7%	2.8%
SOMERVILLE	22.7%	20.4%	-2.2%
BOSTON	12.9%	12.4%	-0.5%
BROOKLINE	4.5%	4.9%	0.4%
ARLINGTON	2.0%	2.2%	0.2%
WATERTOWN	1.7%	1.7%	0.0%
BELMONT	1.2%	1.2%	0.0%
MEDFORD	0.9%	0.9%	0.0%
NEWTON	0.9%	0.7%	-0.2%
MALDEN	0.0%	0.5%	0.5%
Other Mass Towns	6.8%	6.4%	-0.4%

Students make residential choices based on access to public transit and/or the ability to walk and bicycle to campus. The results of the fall 2000, graduate-student-specific DEP survey substantiates this assertion. The survey revealed that only 7% of graduate students drive alone to campus and more than one-half of the Cambridge-based students walk from their residential location to campus. The student-related vehicular impacts on the local environment are, therefore, minimal.

In August 2002, Harvard University announced *its Graduate, Professional and Medical Student Housing Plan* to the City of Cambridge Planning Board. The *Plan* states that Harvard will pursue a ten-year goal of housing 50% of the total graduate, professional and medical student population. Today, the University houses approximately 38%. Because students identify walking as the desired commute mode and because this reduces the vehicular impacts on the campus and community, these new student housing units are likely to be built in locations that are convenient to the University's three campuses: Cambridge, Allston and Longwood Medical Area.

Regional Transit Advocacy

Harvard understands that the purpose of providing this information is to enable the City of Cambridge to fulfill its transportation advocacy role and to lobby for improved regional transit options. Regional transit is a critical variable in the campus access equation. The more regional transit options, the fewer cars will be brought to Harvard's campus. Any efforts to improve regional transit options will positively affect Harvard's employees and the neighborhoods surrounding campus.

Harvard Planning and Real Estate analyzed the point-of-origin data by undertaking point-to-point analyses and density studies. Once the data is mapped and the MBTA subway, bus and commuter rail routes are overlaid, it becomes evident that not all Harvard employees are well served in terms of public transportation options. Of the under-served, two employee populations emerge:

36 May 2002 Student Receivables Database was used for this analysis. Cambridge-based schools include GSAS, GSD, GSE, HDS, HLS, and KSG. Harvard-housed graduate students were not included. Addresses and post office boxes were used for this zip-code analysis. Graduate students, who provide campus addresses, foreign addresses, or did not provide an address, were excluded from this analysis.

1. Employees who live close to campus and are not served by DIRECT BUS ROUTES to campus. For example, many neighborhoods in Somerville, the area with the third largest Harvard employee population, do not have direct public transit to Harvard Square.
2. Employees who live farther from campus and are not as well served by PARKING FACILITIES AT RAIL-ORIENTED public transit. This is the result of inadequate parking facilities at transit stations and employees who do not live within walking distance of transit stations.

Harvard employees would benefit from additional parking capacity in facilities located adjacent to public transit lines. Inner Ring facilities, such as Alewife and Riverside Stations, reach capacity very early on weekday mornings. Regional facilities outside Route 128, such as those at Concord, Acton, Framingham and Braintree Stations reach capacity early on weekday mornings. In order to accommodate any increase in public transit ridership, parking capacity must directly increase.

When the results of the Harvard's Rideshare Update Report questions pertaining to peak and non-peak commuting schedules are analyzed, a third under-served population emerges. One third of Harvard's commuting employees access campus during off-peak hours. Some bus, train and commuter rail schedules change after the traditional peak commuting hours are over. Abbreviated transit schedules do not necessarily provide ample service to Harvard's off-peak commuters. Therefore, effective use of this alternative is significantly reduced during this timeframe.

Educational institutions are naturally geared toward flexible work and academic schedules, and are less intensive traffic generators than other traditional businesses.

When do Harvard's Cambridge-based Employees Commute to Work?³⁷

		Off-peak Commuters
7:30 – 9:30 AM	68%	32%
4:30 – 7:00 PM	67%	33%

One third of Harvard's Cambridge-based employees are non-peak-hour commuters.

When do Harvard's Graduate Students Commute to Work?³⁸

		Off-peak Commuters
7:30 - 9:00 AM	36%	60%
4:30 - 7:00 PM	62%	34%

Almost two thirds of Harvard's graduate students are off-peak commuters in the morning and one third are off-peak commuters in the afternoon.

In addition to the University's active attempts to reduce traffic impacts through the promotion of commuting alternatives, the University's existing commuting pattern naturally spreads out transit, vehicular and pedestrian impacts.

37 Department of Environmental Protection, Rideshare Report Update, 2000. Data was reanalyzed for the Cambridge-based employee population only.

38 Department of Environmental Protection, Rideshare Report Update, 2000. Data was reanalyzed for the Cambridge-based student population only.

Regional Transit Advocacy Conclusion

Harvard University's modal split is an excellent example of a successful partnership between a proactive employer and its receptive and responsible employee population. As Harvard continues to enhance its modal split, it will look to the City of Cambridge to fulfill its regional-transit advocacy role. To further change the modal split, improvements in regional transit will be necessary.

The City of Cambridge could assist Harvard in its transportation demand management efforts by advocating with the MBTA for more extensive and direct public transit service with lengthened peak-service hours and decreased bus headways. The City could assist Harvard in its transportation demand management efforts by advocating for additional parking capacity at MBTA stations. The City could also help improve regional bicycle commuting by advocating for secured bicycle racks at public transit stations and for bicycle racks on buses, such as those on the CT1, CT2, and CT3 lines.

Almost 30% of Harvard University's Cambridge-based employee population lives in Cambridge. Given the accepted standards for walking and bicycling distances, these employees are prime candidates for walking and bicycling commuters.³⁹ Although Harvard has high walk-to-work and bicycle commuting rates, there is room for improvement in the walking and bicycle modes. These improvements could be achieved with the City's assistance. The City could assist Harvard in its transportation demand management efforts by improving roadway surfaces, bicycle-lane striping, crosswalk striping, and sidewalk conditions. These actions would further encourage walking and bicycle commuting.

³⁹ One mile (15-minutes) is considered the standard walkable commuting distance. Three to five miles (15-minutes) is considered the standard for bicycling commuting distance.

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

Harvard University's transportation demand management program is incorporated into its new *CommuterChoice* program. (www.CommuterChoice.harvard.edu) *CommuterChoice* was created by the University's Transportation Services Office in October 2000. *CommuterChoice* is a clearinghouse of information about the variety of commuting alternatives available to Harvard University Affiliates. Harvard seeks to achieve two goals through *CommuterChoice*:

1. Address transportation supply and demand problems
2. Generally improve access to and mobility around the Harvard campus.

Harvard aims to achieve these goals through education and innovative programming, a menu of transportation services, and cost-effective financial incentives.

- *CommuterChoice* educational programs and promotional events
 - Distributes posters, flyers, and announcements
 - Sponsors and hosts National Bicycle Week events.
 - Sponsors and hosts Transportation Fairs
 - Participates in Harvard University New Student Orientations
 - Provides transportation materials for New Employee Orientation packages
- *CommuterChoice* transportation services
 - Ride matching:

Harvard University has been offering ridesharing services to Affiliates since 1975. The *CommuterChoice* program offers improved and more comprehensive services that include locating or "matching" Affiliate riders to others who are interested in sharing their commute. The program also provides information about transit and bicycling options. In early 2002, Harvard University rolled out the *Viva Commute* on-line software to University Affiliates. *Viva Commute* helps Affiliates find ridesharing partners by encouraging them to "team up with other commuters: Help reduce traffic congestion, improve air quality, save money and have a faster, more relaxed commute." <http://harvard.vivacommute.com/>
 - Emergency Ride Home Program

Harvard University Affiliates, who are registered with *CommuterChoice* and are participating in some form of ridesharing five days per week, are eligible for Harvard's Emergency Ride Home Program. Affiliates may use the Emergency Ride Home Program in a number of emergency situations.
 - Zipcar

Harvard University participates in the Zipcar Corporate program. Corporate program participation requires members to set aside dedicated parking spaces for Zipcars at low or no cost. Harvard has allocated five (5) on-campus-parking spaces at no cost to Zipcar. These three Zipcars are available to community members and Harvard Affiliates, and represent one quarter of Cambridge's inventory of Zipcars. <http://www.commuterchoice.harvard.edu/carsharing.shtml>

The allocation of on-campus spaces to Zipcar is an efficient use of its parking. National car-sharing statistics indicate that each Zipcar removes approximately 8 cars from the road and frees up as many 24 parking spaces.

Harvard’s allocation of spaces to Zipcar has potentially reduced demand for 120 on- and off-campus parking spaces. As of August of 2002, 242 Harvard Affiliates were registered with Zipcar.⁴⁰ 118 of these members are Cambridge-based employees or residents.

Cambridge Zipcar Statistics ⁴¹			
			Percent Change
Zipcar members in Cambridge	259	605	Harvard Affiliates comprise 40% of total membership.
Harvard-affiliated, Cambridge-based Zipcar members	146	242	+ 65%
ZipCars in Cambridge	12	33	+ 175%
ZipCars parked on Harvard campus	3	5	+ 66%

- Bicycling Assistance

The University has various types of bicycle facilities across its campuses. There are more than 200 bicycle racks located in convenient locations across the Cambridge campus. With this supply, the University can accommodate approximately 1,800 bicycles. Lockers and shower locations vary depending upon a commuter’s department/office locations. The CommuterChoice Program provides assistance to Harvard Departments that wish to expand these type of facilities that various work sites.

In fall 2002, Harvard University installed bicycle racks on its shuttles. This is another way the University encourages multi-modalism.

Affiliates who register with CommuterChoice, as bicycle commuters, are able to access information about cycling in Boston and Cambridge. Harvard distributes “Boston’s Bike Map” to Affiliates free of charge.⁴² <http://www.commuterchoice.harvard.edu/bicycling.shtml>

- Harvard University shuttles: ensuring reduced vehicular trips among campuses

Harvard University has four campuses and a number of affiliated institutions located in the greater Boston area. The University environment is dynamic and requires Affiliates to travel within discrete campus areas and among campuses and affiliated institutions. To reduce Affiliates’ reliance on automobiles and increase the University’s commitment to multi-modalism, the University operates a Cambridge and Allston shuttle system and a Cambridge and Longwood Medical Area shuttle system. Information about these shuttle systems is provided to students in order to persuade them to reconsider bringing cars to campus.

40 Zipcar participation statistics provided by Zipcar 9/2002. Harvard’s participation in the Corporate program entitles Affiliates to reduced initiation fees, easy access to Zipcars located on campus and reserved for Affiliate use only.

41 Statistics provided by ZipCar in September 2002. Statistics represent August 1, 2002 data.

42 The suggested retail price of the “Boston Bike’s Map” is \$4.95Harvard has distributed more than 300 maps to Affiliates who have registered with CommuterChoice.

Cambridge/Allston Shuttle and Van Services: Free to members of Harvard community

Harvard operates as year-round, Monday through Sunday shuttle service in Cambridge and Allston. The Cambridge/Allston shuttle is a fixed-route, peak-hour transportation service that significantly reduces vehicular trips in and between campus areas. Scheduled service runs weekdays from 7:30 AM to 1:00 AM. The University also supplements the shuttle service with an evening van service that operates 7 PM to 3:00 AM. The day and evening vans are an on-call service.

In the 2001-2002 fiscal year, approximately 599,225 Affiliates used the Cambridge/Allston shuttle and van services.⁴³ In the previous fiscal year, ridership was 581,000. This is a three percent year-to-year increase in ridership. The FY02 average daily ridership was approximately 2,400 Affiliates. Ridership is highest and steadiest on weekdays.

In 2002, Harvard University Transportation Services rolled out *The Shuttletime* software suite, a web-enabled browser for wireless devices, e.g. an Internet-enabled cellular phone or a Palm-Powered™ handheld device. Through this new program, Harvard University Shuttle Services, put searchable campus shuttle schedules in the hands of members of the Harvard community. *Shuttletime* displays arrival/departure times and locations across the Cambridge and Allston campus. In March 2002, Shuttle Services experiences 500 daily web and wireless-access-protocol (WAP) hits on the *Shuttletime* site.

<http://www.secondkiss.com/harvard/tour/index.html>.

Longwood Medical Area Shuttle: the M2

Harvard operates a year-round, Monday through Saturday shuttle service to facilitate transportation between the Cambridge/Allston campuses and the Longwood Medical Area campus. The first bus leaves Cambridge each morning at 7 a.m. with the last bus leaving the Longwood Medical Area at 11:30 p.m. Students affiliated with the Harvard Medical School, Harvard School of Dental Medicine, School of Public Health, and the GSAS/HMS Medical Sciences programs are eligible for free fares. All other students can purchase tickets at a discounted fare.

Almost 30% of the Affiliates who ride the M2 shuttle are enrolled in Cambridge-based academic programs. Therefore, the M2 shuttle significantly reduces vehicular traffic to and from the Cambridge campus.

The annual ridership survey of the M2 shuttle is conducted in October. Based on the 2002 survey results, the University estimates that annual M2 ridership is approximately 635,000 Affiliates and non-affiliates. The average daily ridership was approximately 2,150 persons for the three-day survey period in October 2002.⁴⁴

43 These statistics represent one person, one ride.

44 These statistics represent one person, one ride.

- *CommuterChoice financial incentives*

- Preferential parking for carpool and vanpools

Employees, who are registered in carpools or vanpools and rideshare five days per week, are eligible for on-campus parking in designated spaces and lots.

- Financial Incentives for Carpools and Vanpools

Employees, who registered as carpools of two or more people and rideshare five days per week, are eligible for parking at a 50% reduced rate in designated spaces and lots. Employees who rideshare with three or more people are eligible for parking at a 75% reduced rate in designated spaces and lots.

Employees, who are registered in vanpools and rideshare five days per week, receive free, preferential parking in designated spaces and lots.⁴⁵

- Subsidized MBTA pass program

Harvard University has a MBTA Corporate Pass Program for employees. Through the pass program, employees receive a 40% MBTA pass subsidy up to the IRS-determined benefit cap of \$100 per month. Passes are distributed on-site to employees. The University spends \$1.31 million on the MBTA Corporate Pass program annually.

**Harvard University MBTA Pass Program Participation
Cambridge, Allston and Longwood Medical Area Statistics**

		% of Total Sales
Senior	25	0%
Bus	1,158	23%
Subway	1,598	31%
Combo	1,338	26%
Combo +	134	3%
Zone 1	66	1%
Zone 2	111	2%
Zone 3	136	3%
Zone 4	125	2%
Zone 5	73	1%
Zone 6	112	2%
Zone 7	74	1%
Zone 8	75	1%
Zone 9	49	1%
Boat	9	0%
University-wide participation	5,083	100%

⁴⁵ Harvard requires that at least 50% of the riders be Harvard Affiliates.

Schedules, map, and information regarding any changes are provided to employees at the point-of-purchase. This program is marketed through the CommuterChoice web site, *The Resource*, *The Harvard Gazette*, and other Harvard media outlets.

Within Harvard's Cambridge and Allston-based population, participation in the MBTA Pass program has increased steadily. When compared with September 1999 participation statistics, the September 2002 participation statistics reveal a 74% increase in participation.

**Harvard University MBTA Pass Program Participation
Comparative Data for Cambridge/Allston Population⁴⁶**

		Year-to-Year % Change
September-99	2,103	Base Year
September-00	2,681	27%
September-01	3,292	23%
September-02	3,651	11%

⁴⁶ The May 1999 statistics pre-date the University's increase in MBTA pass subsidy to 40%. Includes Allston and Longwood Medical Area campuses.

III. RECENT EFFORTS TO SHARE INFORMATION

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

Through a variety of standing committees and special meetings, Harvard coordinates with the City on a regular basis regarding long range planning activities, zoning issues and specific projects. Harvard also works to engage neighborhoods and community members in discussions about planning activities. Harvard Planning and Real Estate and the Office of Government, Community and Public Affairs meet regularly with City agencies and citizen groups so that University planning efforts are inclusive and informed by community concerns and interests. Discussions take place in both general information and project-specific forums as summarized below.

1. Joint Committee for Neighborhood/Harvard Consultation

The Joint Committee for Neighborhood/Harvard Consultation is now comprised of representatives from eight neighborhood groups (the Agassiz Neighborhood Council and the Agassiz Committee on the Impact of Development, the Association of Cambridge Neighborhoods, the Cambridge Neighborhood Initiative, the Harvard Square Defense Fund, Neighborhoods 9 and 10, the Mid Cambridge Neighborhood Association, and the Riverside Neighborhood Association), the Community Development Department, and Harvard University. The Joint Committee has been active for over 12 years, and serves as a forum where Harvard representatives and Cambridge neighborhood leaders meet and discuss topics of mutual interest. The Committee is co-chaired by a neighborhood and a Harvard representative. The Joint Committee meets monthly to share information and discuss neighborhood issues, planning and zoning issues, and community activities. Monthly agendas for each meeting contain detailed, updated information about University planning and development projects. A recent example of a monthly agenda that is distributed to the committee electronically and in print is attached to this report.

2. Advisory Committees

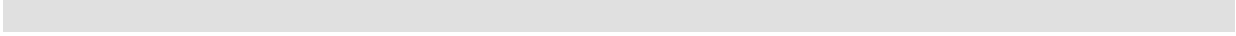
By serving as members on a variety of City advisory committees, Harvard representatives share information about future plans and work to address issues that are raised. Examples of advisory committees include:

- Agassiz Working Committee,
- Harvard Square Design Committee,
- Harvard Square Advisory Committee,
- Cambridge Pedestrian/Bicycle Committees,
- Cambridge Licensee Advisory Board,
- Climate Protection Task Force,
- Rooftop Mechanicals Advisory committee

In addition to participating in City advisory committees, Harvard has established working committees with neighborhood representatives to address specific planning issues. For example, Harvard created the Ad Hoc Consultative Committee for Environmental and Safety Concerns in the Harvard University North Yard Area that was comprised of community members, City and Harvard representatives. Harvard has worked with a group of abutters to establish the Hammond Edge transition recommendations and recently created a design working committee to work on the planning and design of the building that will complete the Hammond edge.

3. Neighborhood Study Committees

This past year, Harvard University representatives served as members of two neighborhood planning study committees in processes and led by the Community Development Department: the Agassiz Study Committee and the Riverside Study Committee.



3. Neighborhood Study Committees *continued*

The Agassiz Study Committee addressed issues such as traffic, parking, housing, neighborhood commercial areas and employment, park maintenance, and University development. A preliminary report summarizing the recommendations of the Agassiz Study Committee has been drafted. Harvard has recently agreed to serve on the Agassiz Working Committee, also established by the City, to address community concerns and opportunities regarding future University planning of the north campus area.

Since its creation over a year and a half ago, the Riverside Study Committee has evaluated zoning changes for several areas in the Riverside community including major University properties at Cowperthwaite and Grant Street, at 870-888 Memorial Drive. Community opposition to and concerns about the impact of Harvard's proposal to develop new museum buildings at the Memorial Drive property were the impetus for the Loose moratorium petition and the creation of the Study Committee. Among other goals, the committee focused on the desire to preserve access to the River, increase open space and reduce the impact of traffic. In response to these objectives and strong opposition to the art museum proposal at the Memorial Drive property, Harvard presented studies for graduate student housing as an alternative use. New housing would help the University increase housing options, reducing pressure on the private market while also reducing traffic over both the existing commercial use and the proposed museum use. Housing furthermore could be designed so that sizeable open, landscaped areas are provided. Harvard has stated an interest in including community affordable housing units consistent with the City's inclusionary housing ordinance. Given these advantages in addressing stated community goals, Harvard proposes to utilize the Memorial Drive property for graduate student housing. Because the committee's recommendations do not permit reasonable institutional use, Harvard could not support the zoning recommendations.

4. Project Discussions

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

- a new library services building at 90 Mt. Auburn Street;
- the underground garage at 52 Oxford Street, that will replace surface parking in the north campus area;
- the Center for Government and International Studies that would replace two existing institutional buildings located on Cambridge Street; and
- Renovations at the Quadrangle to building utilities and undergraduate residence halls, extensive landscaping and roadway improvements;
- Lippman House – an addition for the Nieman Fellows program;
- 29 Garden Street – renovation of graduate student housing;
- Faculty Club - creation of new employee facilities underground, expansion of the central kitchen, increased storage and staff office space.

The University informs residents about planning activities through letters, bulletins, community newsletters, websites, and presentations at neighborhood association meetings. For example, last year, Harvard provided information regarding the 52 Oxford Street underground garage and Harvard Law School physical planning study at multiple special meetings and Agassiz Neighborhood Council meetings. Harvard representatives also provide updates regarding specific planning activities to the Cambridge Historical Commission, the Mid Cambridge Neighborhood Conservation District, the Planning Board as well as other boards and commissions. In cooperation with the Agassiz Neighborhood Council, the University has organized and regularly updates a comprehensive collection of planning and project information for review by neighborhood residents that are kept in binders at the Agassiz Neighborhood Council, the main branch of the Cambridge Public Library and the Office of Community Affairs.

5. Administrative Working Group

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

6. Construction Mitigation meetings

The University has worked to enhance communication with neighbors regarding construction activities and mitigation efforts. We have hired a construction mitigation manager who operates an on site construction mitigation office and 24-hour call line. Information regarding weekly construction activities for the CGIS project and the Oxford Street Garage are posted at information boards and sent to neighbors directly via email. Construction web sites (www.construction.FAS.harvard.edu and www.sixtyoxford.harvard.edu examples) provide regular updates about construction activity. The construction mitigation manager and his team have also met with neighbors to discuss construction work and resolve issues as they come up.

7. Publications and other Communications

Harvard University updated its community *Welcome Guide to Arts, Events, & Special Places at Harvard* that invites neighbors to participate in special events, musical and theater performances, sporting events, and other activities that take place at the University.

IV. FUTURE PLANS

On page 12 of the Town-Gown Report, the members of the Town-Gown Committee agreed that “Universities should offer statements of their future needs to the city and plans responding to those needs. These plans should include specific statements about known development projects and their status; forecasts of faculty, staff or student population growth; and identified needs that do yet have solutions . . . These plans should address known concerns of the community, such as parking and/or tax base erosion.”

In this section of the report, please provide a summary of your institution’s current and future facility plans. To the extent possible, please cover a planning horizon of at least ten years. Please include projected changes in your employee and student populations, anticipated changes to your housing stock, and planned property acquisition and disposition. Please include discussion of projects now underway, planned or under construction in adjoining cities and towns that may have a significant impact on the City of Cambridge. As appropriate, please include excerpts from institutional planning reports or summarize the results below. In making this request, the City of Cambridge acknowledges that as conditions change, your institution may need to modify the plans described below, changing or abandoning them as necessary. If your school has not updated future plans since submitting the 2001 Annual Report, you may so indicate in the space below. You may either use the space below for your response or attach a statement to this report.

A. Overview of Future Projects

To maintain excellence in teaching and research of new ideas, the University strives to create an environment that is dynamic and highly adaptive. This pertains to both its human and physical resources. In its work the University must not only address new areas of inquiry, but also be responsive to the global teaching and research environment. These requirements provide impetus for hiring faculty and staff, and for undertaking capital projects that support teaching and research initiatives.

The academic foundation of capital planning depends on a number of variables. They include grant awards from federal and/ or private sources; gifts from Harvard friends and family; availability of leading faculty to teach and conduct research; and global demand for knowledge in specific academic study areas, such as genomics, stem cell research, the study of antimatter, engineering, or electronic-business solutions.

In a speech this spring, President Summers spoke about the importance of being able to address emerging fields of knowledge. With regard to the sciences for example, Summers noted:

We are at a remarkable point in life sciences and biology, as professors described to me the transition that we are in from half a century of reductionist science, from the organism to the cell to the nucleus to the chromosome to the gene to the DNA, back to a period we are now in of putting the pieces back together and understanding disease processes at their root. We are now, for the first time in human history, at a place where that kind of potential exists in the next several decades with respect to most of the major diseases.

As best they can through academic-planning processes, Harvard’s schools attempt to plan for advancements that members of our society will someday consider crucial to life in the modern world.

Academic planning has implications for the University’s human and physical resources. These implications often require capacity building. As a result of academic planning and as informed by the University’s institutional priorities, the Schools define capital plans that identify renovation and new construction projects. The University strives to achieve capital plans through sensitive development. Therefore, in addition to academic-program drivers, projects also respond to the University’s campus planning and design principles, examples of which are listed below.

Harvard University's Campus Planning and Design Principles

- Respect the historic character of the University while recognizing contemporary developments in design;
- Maintain proportions in building massing and landscaping that are sensitive to human scale;
- Demonstrate a commitment to excellence of design in the choice of architects and the formulation of programs;
- Utilize existing facilities through conversion rather than construction of new structures where feasible;
- Maintain a sense of open space by limiting vehicular traffic and concealing parking facilities;
- Facilitate collaboration and foster a sense of University community;
- Recognize the concerns of the community in the formulation of building programs, especially in the "transition" zones where development intensity can exacerbate conflicts.

Many of the proposed new facilities are intended to alleviate existing overcrowded conditions. Over time, some of the graduate schools plan to increase their faculty and staff populations to achieve academic-planning aspirations. The College does not plan to grow the undergraduate student population.

With regard to traffic Harvard does not increase its parking inventory with each new capital project. Instead, it maintains a stable parking inventory, and manages new demand for parking and transportation services. The University transportation demand management strategies, as implemented by Harvard's CommuterChoice department, work to reduce congestion, improve air quality, and maintain its very low drive-alone rate. Approximately 75% of Harvard employees commute to campus using alternative modes such as public transit, walking and bicycling.

The following are lists of projects in construction and projects in planning. Each project fits within the broader University context of institutional priorities and academic mission. The academic mission affords immediacy and responsiveness to society's need for knowledge by:

- Teaching the next generation of leaders in practically every field of study and learned profession,
- Promoting and expanding knowledge through research,
- Serving society through achieving both.

This responsiveness may prompt the Schools to conduct periodic reprioritizations of academic initiatives. Campus development and human resource trends are, therefore, best tracked using long-term horizons.

B. PROJECTS IN CONSTRUCTION⁴⁷

Summary

Since our last report, Harvard completed eight renovation and construction projects in Cambridge:

1. New construction of a two-family residence on Athens Terrace;
2. Complete rehabilitation of a residential property at 17 Grant Street;
3. Access and academic improvements at 53 Church Street;
4. Interior and exterior upgrades including accessibility improvements to historic Austin Hall;
5. Renovation and an addition at the Andover Library;
6. Renovation of the Center for the Study of World Religions;
7. Infill construction of Bauer Life Sciences in the North Yard; and
8. Renovation of three residential facilities at the Quadrangle.

These projects support several of Harvard's priorities and goals, e.g. housing for students and affiliates; maintenance of our historic buildings; adapting to changing academic priorities and methods; increased physical accessibility to Harvard facilities for people with disabilities; and infill on our existing campus to meet the space needs of our schools.

There are also eight projects currently in construction or under renovation. They include two projects, 60 Oxford Street and the North Campus Garage, within the Hammond-Gorham Streets Transition Overlay District. Also, additions to the Science Center, the Faculty Club, Gund Hall, and the renovation of Widener Library will improve the academic and neighborhood environment of the University community. The Center for Government and International Studies that replaces two existing institutional buildings is also under construction will also improve the quality of the neighborhood and campus environment. Finally, Harvard will further its commitment to housing students and Affiliates through renovations at 29 Garden Street.

The **PROJECTS IN CONSTRUCTION** section of this Report is organized according to planning area.

Planning Area: North Campus

University priority: Advance teaching and research
in the sciences

- **60 Oxford Street New Building** [MAP ID 2]: This new building is the first of several University projects within the Hammond-Gorham Transition Overlay District. A landscaped courtyard will provide pedestrian access between the Agassiz neighborhood and the University's North Yard campus. University Information Systems will be the primary building occupant. Construction is expected to be complete in early 2003. This project incorporates the relocation of the Palfrey House (a historic wood frame structure) to Hammond Street. The building has moved to a temporary location near Conant Hall where it will remain until it can be moved to its permanent location following the completion of the North Yard underground garage.
- **North Campus Underground Parking Garage** [MAP ID 3]: This four-level, 730 car underground parking garage will consolidate and replace existing surface parking in the North Yard. Planning for additional science laboratory space above the garage is about to begin. Construction of the garage phase of this project is expected to start in Fall 2002 and be completed in Fall 2003.

47 [] indicates location on the map, "Harvard University Significant Projects in Construction," which has been provided to comply with Town Gown Section F, Map Requirements.

- **Lippmann House Renovation** [MAP ID 4]: This addition to an existing building will enable Harvard's Neiman Foundation to offer improved facilities to Fellows as they pursue research projects in journalism. The addition will accommodate a new seminar room, a small library, and a computer room. The renovation will improve accessibility for people with disabilities. Construction began in Fall 2002 and will be completed in Fall 2003.
- **Science Center Renovation** [MAP ID 6]: The addition to this building will address the space needs of University science, mathematics, and computer departments. One of the highlights of the project will be a new public exhibit space for the Collection of Historical Scientific Instruments. Infrastructure improvements will provide new restrooms and upgrade fire detection and electrical systems.

Planning Area: Riverside

University priority: Housing

- **29 Garden Street Renovation** [MAP ID 1]: The comprehensive renovation of this building will provide improved housing opportunities for Harvard graduate students, faculty, and staff. The University Police and the Parking Office have been relocated; the University Police will re-establish a small presence on the premises upon completion of the project in Fall 2003.

Planning Area: Mid Cambridge

University priority: Optimization of campus for academic use

- **Gund Hall Basement Expansion** [MAP ID 5]: This below grade addition will create and expand facilities that support coursework, research, and operations for the Graduate School of Design. Construction has begun on this project and will be coordinated with construction of the Center for Government and International Studies.
- **Faculty Club Renovation** [MAP ID 7]: This project will expand the central kitchen, increase storage, expand office space, and create new employee facilities. These improvements will reduce the frequency of deliveries and will eliminate an unsightly dumpster. The terrace on the north side of the building will be enclosed and an outdoor terrace will be created off the southeast dining room. Construction began in June 2002 and is expected to be completed in Fall 2003.
- **Center for Government & International Studies (CGIS) and 96 Prescott Street** [MAP ID 9]: This project will create a home for Harvard's Government Department and affiliated centers for international studies. Two buildings are proposed on the north and south sides of Cambridge Street; the building at 96 Prescott Street will be re-located and renovated. CGIS has been the subject of extensive review by city agencies and community groups. Harvard has requested City Council approval for an underground connector between the two new buildings.

Planning Area: Harvard Square

University priority: Optimization of campus for academic use

- **Widener Library Renovation** [MAP ID 8]: This multi-phased project is expected to be completed in Spring 2004, and has encompassed stack renovations; major HVAC, life systems, and code upgrades; and increased accessibility for people with disabilities. The library has been open during all phases of the renovation.

C. PROJECTS IN PLANNING

Summary

Harvard's projects in planning address a range of near and long-term University physical plant needs and respond to academic priorities in three primary areas:

- Increase graduate student housing;
- Advance teaching and research in the sciences; and
- Optimization of campus for academic use.

Harvard has consistently focused on comprehensive planning in campus precincts to facilitate the achievement of near term needs in the context of a long-term planning framework. Two key examples merit mention here.

In collaboration with the local community and various City departments, Harvard initiated a framework-based planning process for the North Campus, a campus area that abuts the Agassiz community. This builds on the collaborative spirit that started with the jointly sponsorship of the Hammond-Gorham Transition Overly District. Harvard works with this community and the City through various active committees including the Agassiz Study Committee, the Agassiz Working Group, the Agassiz Neighborhood Association and the Agassiz Committee on the Impact of Development. The goals of these collaborative relationships are to arrive at mutually predictable and mutually beneficial plans for University development and utilization of the Harvard campus.

Similarly, the University initiated a parallel effort to arrive at transition guidelines for its properties at Banks, Cowperthwaite and Grant Streets, all of which are located in the City's Riverside neighborhood. The University aspires to build graduate student housing in this area and plans to advance comprehensive planning for these use at these sites and for its property at 870-888 Memorial Drive.

The **PROJECTS IN PLANNING** section of this Report is organized according to planning area.

Planning Area: North Campus

University priority: Advance teaching and research in the sciences

- **North Campus FAS Development Framework [NS]:** Harvard is working closely with the Agassiz community to review a long-range planning framework for transformation of an area of the campus that was chiefly characterized by surface parking accommodating over 500 cars and ancillary and storage facilities. Harvard has worked with planning consultants Skidmore, Owings and Merrill to create a planning framework that addresses academic priorities in the sciences for the Faculty of Arts and Sciences.
- **Law School Feasibility Study [NS]:** The Law School has been evaluating programmatic needs and has identified areas of the campus that could potentially be developed to address present space needs. A feasibility study to define options to address space needs will begin in January 2003. Campus options being explored include replacement of Everett Street Garage parking underground to permit the construction of academic buildings and green space; an addition or new construction of dormitory units at North Hall; options for retail businesses; and relocation of wood frame buildings including 23 Everett Street. Harvard will continue to work closely with the community through the planning process.
- **Jewett House [MAP ID 16]:** The Divinity School is planning to upgrade the kitchen and living spaces of Jewett House, the Divinity School's Dean's residence. The only exterior work will include replacement of the shutters and possibly of the carport.

- **Littauer Hall [MAP ID 17]:** This renovation will enable the Economics Department to provide a central space for undergraduate tutorial services, research space for faculty, and workspace for graduate students. These activities currently take place in a number of different locations.
- **Physical Science Building [MAP ID 18]:** A new science building connecting the Cruft and McKay Laboratories is planned to provide high-quality interdisciplinary laboratory space for physics, chemistry, chemical biology, engineering and applied sciences in a new Center for Mesoscale Structures and Materials.
- **Harvard Oxford Street Museums [MAP ID 19]:** FAS is exploring ways in which it can expand the exhibition space of the Peabody Museum and the Museum of Natural History, and bring to the public domain the large part of its collection that is currently in storage. In assessing the physical plant of the museums, which is outdated and in need of substantial -improvements, FAS has considered the possibility of creating new facilities for these museums in Allston.
- **Biological Research Infrastructure Building [MAP ID 20]:** A two-level underground research facility is proposed for construction below the Biological Laboratories courtyard. This new facility will support research groups focusing on molecular and cellular biology.
- **North and West Science Buildings [MAP ID 21]:** The Faculty of Arts and Sciences is proposing two new science buildings in the North Yard. These buildings would meet the space requirements for the Department of Earth and Planetary Sciences and Department of Evolutionary Biology. One of the laboratory buildings would be located above the proposed North Yard Underground Parking Garage and the other would be located adjacent to the Museum of Comparative Zoology addition. Harvard has begun a collaborative design process with the Agassiz community for these two buildings. A new chiller plant and electric substation will be incorporated into West building located adjacent to the Museum of Comparative Zoology addition. The new electrical substation will replace the existing substation along Oxford Street.

Planning Area: Riverside

University priority: Housing

- **Banks, Cowperthwaite and Grant Streets [MAP ID 10]:** Harvard is evaluating this site as a location for faculty and graduate student housing. University planning is in the early stages and discussions with the community will continue.
- **870-888 Memorial Drive Site [MAP ID 11]:** For several years, Harvard explored the possibility of locating a new museum on this site. However, the University has shifted its planning direction in response to vigorous opposition by the Riverside neighborhood. Harvard is now evaluating the site as a location for graduate student housing. University planning is in the early stages and discussions with the community will continue.

Planning Area: Mid Cambridge

University priority: Optimization of campus for academic use

- **Harvard University Art Museums [MAP ID 15]:** Harvard University Art Museums is evaluating its space needs at the Fogg and Sackler buildings. The University is planning to address building and system deficiencies at the Fogg Museum and improve accessibility for people with disabilities. Plans include upgrades to climate control and mechanical systems, development of enclosed loading and service areas and an assessment of options to address future space needs. Interior space modifications at the Sackler are being planned.

Planning Area: Harvard Square

University priority: Optimization of campus for academic use

- **Kennedy School of Government** [MAP ID 12]: Planning for the Kennedy School of Government addressed the prospect of future space needs. In the future, a new building would provide additional classroom, conference, and office facilities for researchers and program administrators.
- **90 Mount Auburn Street** [MAP ID 13]: Although an earlier controversial building design was not approved for this site, Harvard Planning and Real Estate has redesigned the building and has received approval for the new design from the Cambridge Historical Commission. The Harvard University Library, whose offices are currently dispersed in various locations across campus, will be the tenant of the new four-story building. A public gallery space for exhibitions will be incorporated in the ground floor and open to the public. Construction is expected to commence in summer 2003.
- **Hasty Pudding** [MAP ID 14]: The Faculty of Arts and Sciences purchased this historic building last year and is planning to rebuild portions of the building and renovate the 300-seat theater for undergraduate drama productions. Drama productions will be open to the public. The remainder of the building's space will be renovated for the use of a Harvard College student arts organization.

Planning Area: Garden Street

University priority: Optimization of campus for academic use

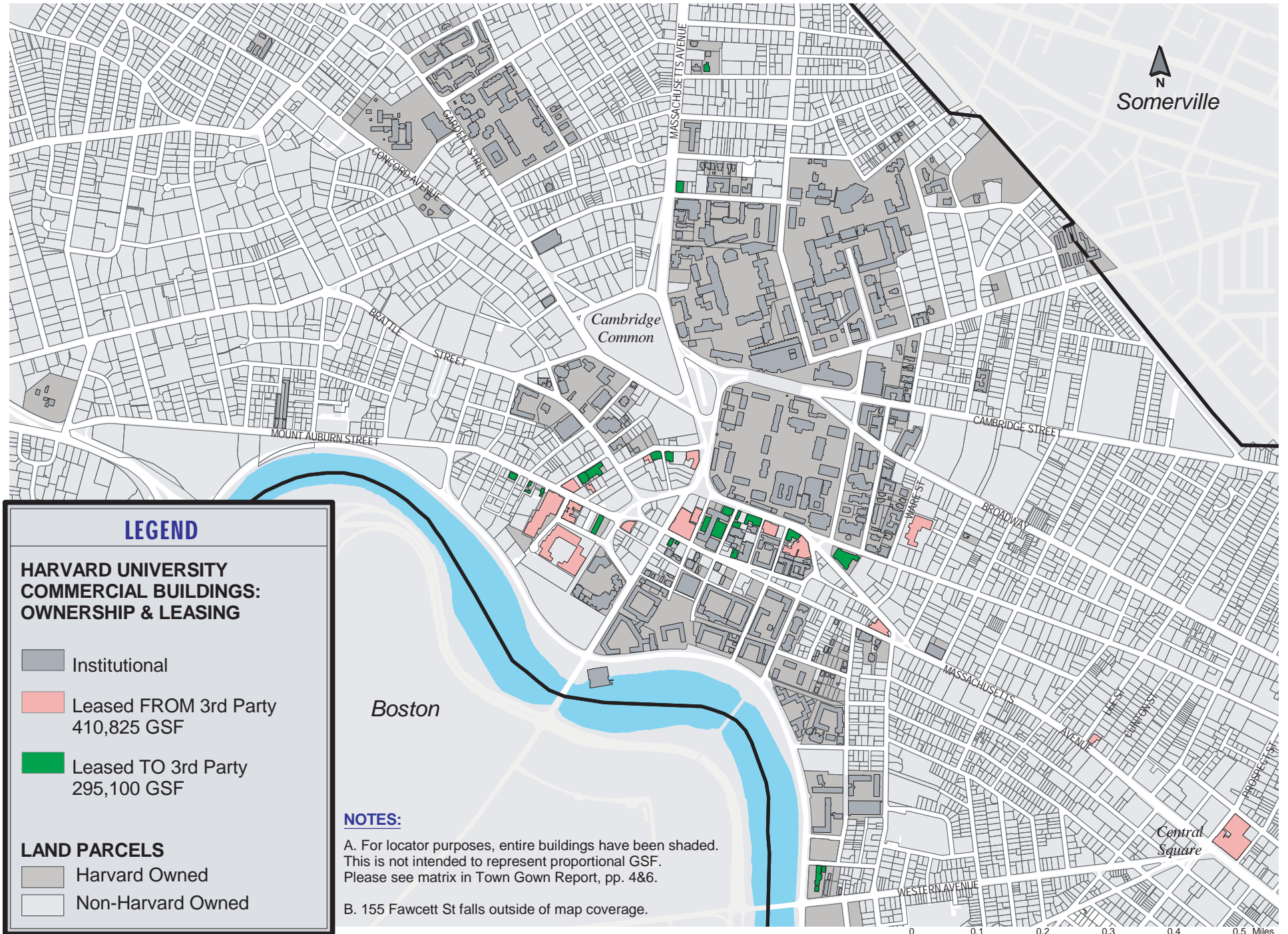
- **Harvard Observatory** [MAP ID 22]: The Faculty of Arts and Sciences is considering options to relieve crowded conditions at the Observatory. Possible options include a new building that could provide shared space for the research and education activities of both the Department of Astronomy and the Harvard-Smithsonian Center for Astrophysics.

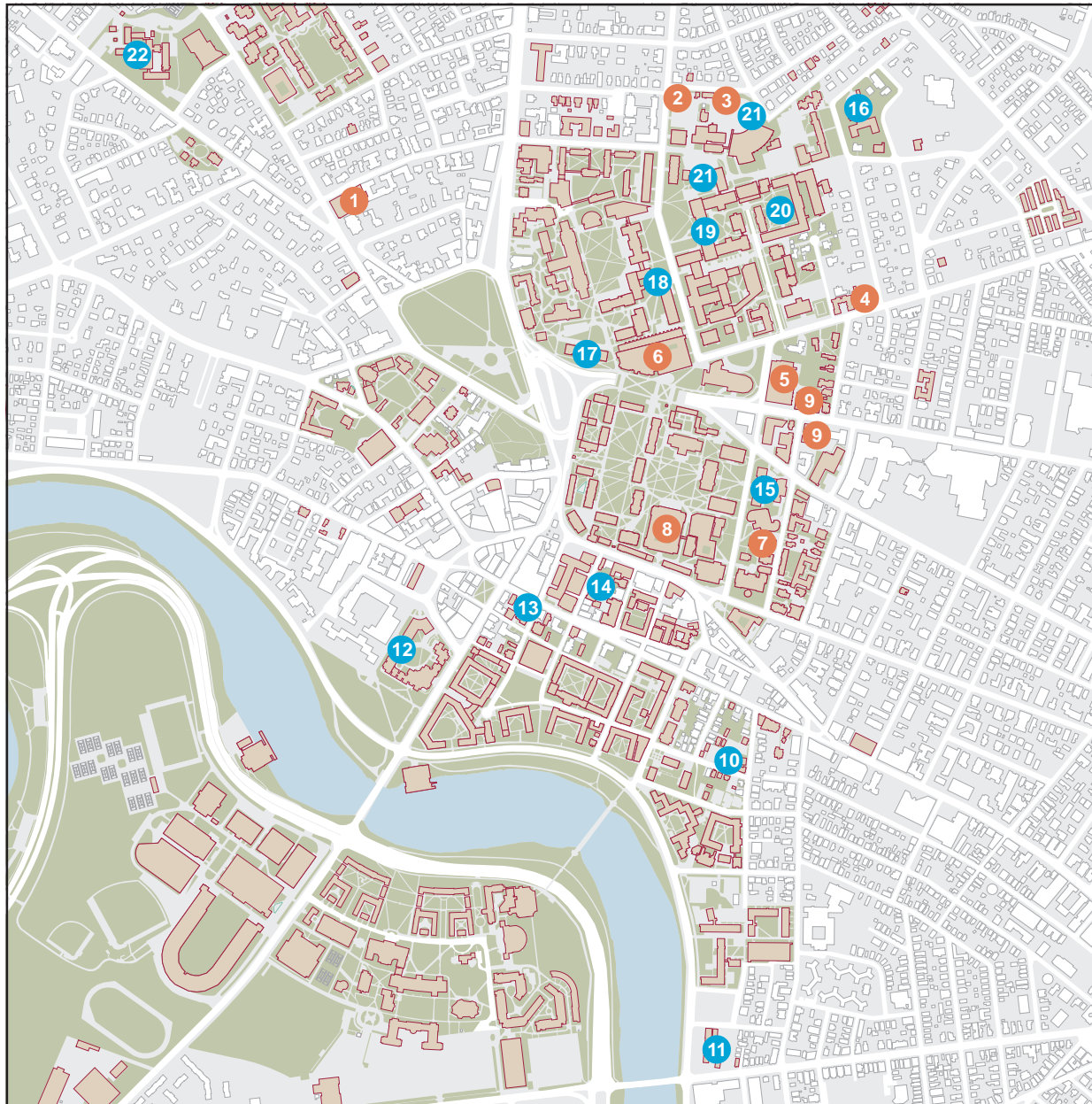
D. Conclusion

Harvard's academic priorities drive campus planning and development. As the economy and society continue to present new challenges and new questions, the University will be responsive to the need to advance new fields of knowledge and modern advancements. Individual projects are proposed within the context of the University's institutional priorities and are consistent with campus planning principles. The University is committed to working with its Cambridge neighbors and the City, and will continue to invite input into its campus planning and development.

Town Gown Mapping Question E

"Commercial Buildings Owned and Leased"





Harvard University
 Significant Projects in Construction
 and Planning FY03-FY07

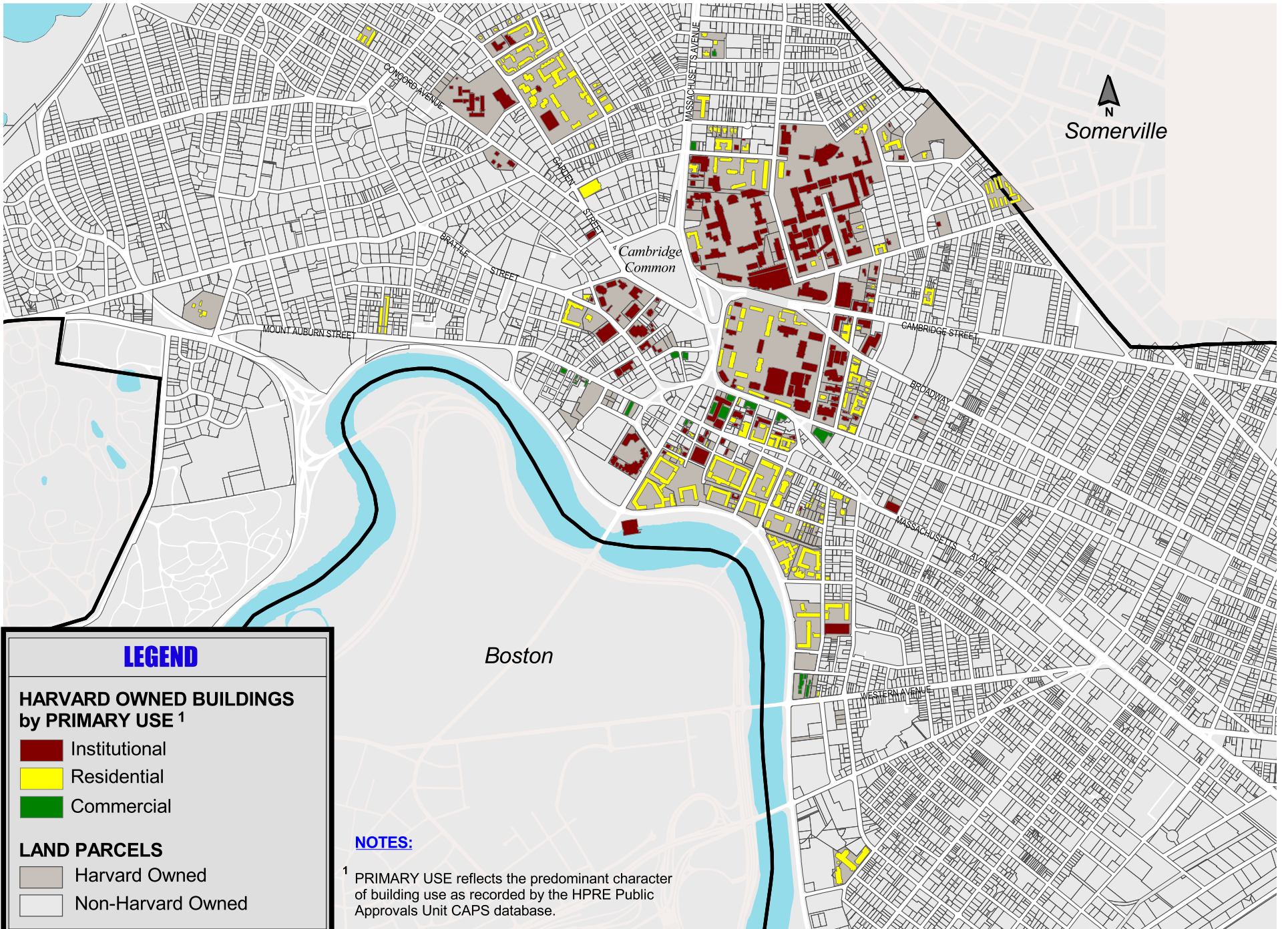
City of Cambridge, FY02
 Town Gown Report, Section F

- PROJECTS IN CONSTRUCTION
 - 1 29 Garden Street
 - 2 60 Oxford Street
 - 3 North Campus Underground Parking Garage and Palfrey House
 - 4 Lippman House
 - 5 Gund Hall
 - 6 Science Center
 - 7 Faculty Club
 - 8 Widener Library
 - 9 Center for Government and International Studies and 96 Prescott Street

- PROJECTS IN PLANNING
 - 10 Banks, Cowperthwaite and Grant Streets Area
 - 11 870-888 Memorial Drive
 - 12 Kennedy School of Government
 - 13 90 Mount Auburn Street
 - 14 Hasty Pudding
 - 15 Harvard University Art Museums
 - 16 Jewett House
 - 17 Littauer Hall
 - 18 Physical Sciences Building
 - 19 Harvard Oxford Street Museums
 - 20 Biological Research Infrastructure Building
 - 21 North and West FAS Science Buildings
 - 22 Harvard Observatory
 - NS Law School Feasibility Study
 - NS North Campus FAS Development Framework

Town Gown Mapping Question F1

"Map All Real Estate owned in the City of Cambridge. Categorize by Use."



LEGEND

**HARVARD OWNED BUILDINGS
by PRIMARY USE ¹**

- Institutional
- Residential
- Commercial

LAND PARCELS

- Harvard Owned
- Non-Harvard Owned

NOTES:

¹ PRIMARY USE reflects the predominant character of building use as recorded by the HPRE Public Approvals Unit CAPS database.

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