

Councillor Murphy noted the successful collaborations in this area, and the importance of not interfering with success. Vice Mayor Davis suggested celebrating and publicizing the successes. The university/city collaborations on environmental issues in Cambridge could be a national model.

Mr. Rossi said that storm water management is an area that needs work; it is an important issue in which university/city collaboration could make an enormous difference. The universities could be very helpful, particularly in the area of mitigation measures around projects. Vice Mayor Davis suggested a storm water meeting between city administration and appropriate university representatives. Ms. Miller said that the City Council might want to have a roundtable discussion on the issue.

Ms. Gallop suggested that the city and the universities hold an annual environmental summit around the time of Earth Day. The summit could celebrate successes and plan the environmental agenda for the next year.

Actions:

- **Celebrate the successful collaborations that are already happening.**
- **Set up a planning committee for the first annual Environmental Summit.**
- **City and universities begin discussions on working together on storm water management.**
- **Refer recommendations to the Health and Environment Committee**

Ms. Miller moved the discussion to the topic of housing.

Vice Mayor Davis said that she would like to see the city and the universities produce an economic analysis of the current housing market so that they could learn together about the current housing market.

Ms. Rubenstein recommended that the city continue to explore the potential of collaboration with the universities that combines graduate student housing and affordable housing for Cambridge families. Councillor Murphy agreed and added that city and universities should continue to pay attention to the question of how the universities can find solutions to their housing needs in ways that also assist with the city's need for more affordable housing. Vice Mayor Davis suggested researching the Northeastern University combination of student and community housing.

Councillor Maher said that it might be most effective for the University Relations Committee to refer its findings and potential action steps to the City Council Housing Committee for further development.

Ms. Gallop said that the Town Gown Report might be a useful tool in this area. Councillor Murphy agreed and emphasized that in light of all of the work that goes into the production of the Town Gown Report, the city and the universities should make sure that the information requested and collected is useful.

Ms. Gallop noted the importance of the City Council coming to grips with some underlying policy issues. Does the City Council want more graduate student housing or not? Ms. Power agreed that it would be very helpful to have a “big picture” discussion on these housing issues. Mr. Rossi added that the city would be better served with a more detailed housing policy that was more broadly disseminated to the public. Councillor Murphy said that the details of the universities’ goals and growth policies are essential to such a discussion.

Vice Mayor Davis emphasized the necessity of involving the Planning Board in these discussions. Ms. Rubenstein said that as a result of the City Council roundtable discussion with the Planning Board on town/gown issues, the Planning Board is also trying to improve the Town/Gown report. Councillor Murphy said that ideally the Town/Gown report should be revamped during the first few months of the next Council term.

Vice Mayor Davis said that the City Council could use the Council FY 05 goal review session in the spring of 2004 for an in-depth discussion of housing policy.

Actions:

- **Joint city/university analysis of the current housing market and how it affects the community and the universities**
- **In-depth discussion of the City Council’s housing policy to produce more specific policies and goals and to deal with such issues as whether the City Council wants to encourage the universities to house its graduate students or not**
- **Continued exploration of collaboration on production of housing that can meet both university and city goals.**
- **Keep Planning Board apprised of and involved in housing policy discussions**
- **Revamped Town/Gown Report format by spring of 2004**

The committee moved on to a review of the findings and recommendations in the area of public education. Vice Mayor Davis opined that the most important activities listed in the topic exploration report were university involvement in the superintendent search and selection and the universities moving quickly to host an opportunity for university personnel to meet the new superintendent.

Councillor Murphy noted that the two biggest players in the area of education are the Superintendent of Schools and the School Committee. Councillor Maher said that the universities have great resources from which the schools could and should benefit. While individual members of the School Committee and the school administrative staff have relationships with members of the university community, the City Council and senior city administrative staff have stronger working relationships with the university staff best positioned to take the overview and institute structural participation. The City Council can play a supportive and facilitative role. Ms. Miller added that it is essential for the

City Council to make a policy statement emphasizing the importance of the universities and schools having a very strong relationship.

Mr. Healy said that he would like to see the universities take on a big project and not have individuals from the School Department nickel and dime the universities for small individual projects.

Actions:

- **Encourage a team approach - universities working with the superintendent**
- **Universities hold a superintendent welcoming event**
- **University Relations Committee develops principles as to what the relationship between the schools and universities should look like**
- **Showcase the results of university assistance to the schools**

The committee moved on to the area of the fiscal health of the city. Mr. Healy reported that Harvard and M.I.T have both been working closely with city staff to develop and finalize agreements that will go far toward maintaining the city's fiscal health. He expects signed agreements regarding payments in lieu of taxes (PILOT) from both M.I.T. and Harvard. His goal is early fall.

Ms. Power said that a look at the economic impact of Harvard and M.I.T. on the city illustrates the enormous value added by the universities. Ms. Rubenstein requested data from the universities for the CDD economic development report now being prepared. Councillor Simmons said she would like to see comparative information about the costs to small businesses, especially the retail costs. Vice Mayor Davis said she would like to see a report on the economic impact prepared by a outside analyst, rather than by the City or the universities.

Actions:

- **Signed PILOT agreements with Harvard and M.I.T. in fall, 2003**
- **Analysis of economic impacts on city of M.I.T. and Harvard. Include impacts of universities on small businesses.**

The committee moved to a discussion of the final area, planning and development. Councillor Maher said that the committee left this topic for the end because university/city relationships in this area involve a great deal of tension and conflict. Vice Mayor Davis said that she sees the tension in the goal of preserving neighborhoods, and perhaps the committee should look at what that goal really means. Councillor Murphy agreed and noted that there must be recognition that "total preservation" is inherently impossible.

Councillor Murphy recommended a book by Richard Florida on what makes a city desirable, and said that there are lessons for both the city and the universities. Councillor Murphy also asked whether it would be useful for the committee to look at some completed planning and development projects in Cambridge as case studies and really

spend time trying to sort out and analyze the ingredients that made some work well and some not.

Ms. Power said that she is really interested in finding some mutuality of interest in the way development projects are perceived – connections between neighborhood preservation and university success and university success and neighborhood vitality. Councillor Davis said that there could be a shared vision of neighborhood preservation in transition areas with benefits for both the university and the neighborhood. She added that all can advocate for a vital city.

Mr. Horowitz suggested that “quality of life” might more clearly express what we want to preserve than “neighborhood preservation.”

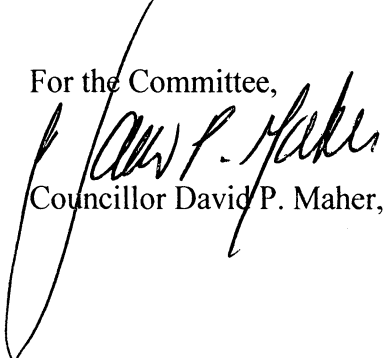
Ms. Rubenstein said that perhaps with the suggestions that the Planning Board has made for changes in the Town Gown Report presentations, those reports could provide opportunities for such discussions. The Planning Board would like the universities to use a longer planning horizon, put the small and particular into a bigger context, articulate what is important and include the institution’s analysis of the effects of their land use plans on the affected neighborhoods. Mayor Sullivan agreed that the Town/Gown Reports should contain more information.

Actions:

- **Define what neighborhood preservation means. Is it the same as quality of life?**
- **Define mutual interests.**
- **Analyze what makes Cambridge a successful city.**
- **Develop a shared vision of “one vital city.”**
- **Where development is planned in a transition neighborhood, develop plans that can produce positive transitions with benefits for both the university and the neighborhood.**
- **Look at prior experiences with university development as case studies, e.g. Agassiz.**
- **Establish regular communication with Planning Board.**
- **Review Town/Gown Report format from the perspective of what information the City Council needs. Revise Town/Gown form in spring, 2004.**
- **Explore next steps in the University Relations Committee.**

Councillor Maher thanked all those present for their attendance. The meeting was adjourned at 3:10 P.M.

For the Committee,


Councillor David P. Maher, Chair

UNIVERSITY RELATIONS COMMITTEE

June 18, 2003 Facilitator's Notes

ENVIRONMENT

going great

CELEBRATE - national model

storm water: need to work together

ANNUAL ENVIRONMENTAL SUMMIT

Refer recommendations to Health and Environment Committee

HOUSING

Economic analysis

Learning together (a moving target)

Exploration of how the universities can help with housing

Look for the comparable benefit

Refer recommendations to the Housing Committee and the Affordable Housing Trust

More detailed policy by Council

Policy on university housing development - goals

Planning Board on board.

EDUCATION

Team with Superintendent

Universities hold a welcoming event for Superintendent

Principles on relationship between universities and schools come out of the committee
then voted on by City Council

Big Plan Impact / small things

Mayor caretaker of relationship

Showcase activities with universities

FISCAL HEALTH

Ongoing negotiations on tax base protection – revenue protection

Cambridge-specific story of impacts of universities and businesses

“As the Future Catches You” - changing nature of economy

Story out – data from consultants and universities; look at micro businesses and smaller retailers

PLANNING & DEVELOPMENT

What does neighborhood preservation mean? Quality of life?

Define mutual interests

Positive transitions with benefits for both

Connected to Planning Board conversations

Successful Cities – Richard Florida

CASE STUDIES - Agassiz

Storm water drainage planning (educate universities and city on the issue)
round table as first step

Committee explore next steps

HOUSING February 26, 2003

Introduction

The meeting began with a discussion of the needs and goals of the city and the universities. The cost of housing in Cambridge is extremely high. The Cambridge Housing Authority has a waiting list of 4245 low and moderate-income Cambridge residents and a total waiting list of 13,242 applicants. Moderate and middle-income residents are finding increasingly difficult to remain in Cambridge.

Universities are also affected by the high cost of housing in Cambridge. Graduate students and faculty experience similar difficulties in trying to find housing in Cambridge. As living close to one's academic community is rated as an important factor in academic life, the lack of affordable housing can play a large role in the choice of the university at which to work or study.

As the city government and the universities develop strategies to increase the supply of housing available to their constituents, they must take note of the substantial changes in the housing market that will come with the downturn of the economy and analyze how these changes will affect their strategies.

Opportunities For Action

- Economic analysis of current housing market
- Opportunities for affordable housing in a down market
- Growth plans for universities over the next ten years – opportunities for additional affordable housing for city residents?
- Analysis of current housing collaborations to better understand what has worked and what has not
 - Harvard: 2 Mt. Auburn; MIT: LBJ – Miller's River
 - Harvard 2020; analysis of agreement; utilization (only half of available financing)
- What new agreements and initiatives may be available?
- Inclusionary housing zoning ordinance revisions could allow family units in grad student housing

Dilemmas

- Are non-permanent agreements with the community ever possible?
- Legal constraints can make programs difficult to access.

Ways To Coordinate Collaborative Work

- Place (organization?) to track and analyze the information we get and have over time
- Affordable Housing Trust could be focus of collaborations

ENVIRONMENTAL PRESERVATION March 5, 2003

Introduction

In the area of preservation of the environment, the City of Cambridge and both of the universities are taking many similar steps to achieve remarkably parallel goals. All have set aggressive recycling goals. MIT's standard demolition contract now requires the contractor to commit to recycling 96% of the debris. The universities have also focused on reuse rather than just recycling with organized textbook and furniture exchanges, swap shops and a reuse listserve. All are employing "green purchasing" policies to buy recycled paper, toner cartridges and other products and using green standards in building construction. All are planning or experimenting with cleaner-fuel vehicles. Sewer and storm water separation are important issues to all three entities, as is protection of the Charles River.

In addition, all have task forces or committees that focus on environmental concerns. Communication between the city government and the universities has been very good, and is seen as cooperative, and knowledge-sharing. There is a perception that in the area of environmental issues, the city government and the universities are equal partners rather than in a regulator-regulated relationship.

Opportunities For Action

- Establish compact: formalize ongoing good work; tell the story of cooperation
- Climate protection work plan the example of good work
 Why? Shared goals, common ways of measuring, advantage of scale;
 PPDM more difficult; city in regulatory role
- Learn from each other on joint and parallel effort
- Forum for information exchange

- CNG complex, but potential: clean fuels area (NSTAR possible compressor site for fleet)
- Bus shelters
- Continue recycling efforts
- Electronic swapshop (furniture)
- Student climate protection work: potential problem solving and innovation
- City has measuring needs; potential for student projects
- Joint internship programs

Ways To Work Productively Together

Voluntary participation: praise and shame can be very effective; concern about punitive efforts

Simple and concrete actions are easier for people to “get”

Include business community in activities

Include MDC on work on the River

How do we negotiate well; good communication; develop resilience in the relationships

Dilemmas

Economics of green energy are not currently positive

Complex regulatory world

Cynicism of the community

EDUCATION March 26 and April 1, 2003

Introduction

The city administrative staff and elected officials and the representatives from Harvard, MIT and Lesley University agreed that the Cambridge public school system is in crisis. The public does not have confidence in the schools. The universities are seeing the concern about the quality of the schools negatively impact the choices that graduate students and faculty make about where they want to study and work. While there are pockets of high performance, overall academic achievement of students in the system is low. Cambridge spends a much larger amount of money per student than most other cities and towns, but does not achieve the educational results one might expect from such expenditures.

The universities all have many individual activities in the schools, but they are frustrated by their inability to have a systemic impact on the schools. The existing relationships among school personnel and the universities are multi-tiered. Individual teachers have come to university faculty or staff for assistance, and then over the years those relationships have blossomed into wonderful programs and partnerships. There are positive aspects to the many layers of relationships. The school superintendent cannot be the sole contact; and the “hands-on,” empirical development of teaching tools and programs can lead to amazing results. However, the lack of an overarching partnership structure it can also exacerbate the uneven achievement levels and get in the way of systemic impact on the educational system.

All agreed that the focus of the committee in the area of education should be on finding answers to the following question: How do we better utilize the expertise, capacities and resource of the universities to improve public pre-K-12 education, and how can the City Council support these activities?

Possible Activities

- University involvement in Superintendent search and selection
- Universities host reception for new Superintendent
- Establish infrastructure/protocol for Universities’ entry into and participation with the system

- Universities as a source of ongoing resources and support
Resources available (based on previous participation in the public schools, areas of expertise, and interest):
MIT: improving science education (teacher and student focus)
Harvard: Ed school: relevant research, professional development, museums as learning resource, community responsiveness
Lesley: teacher preparation and professional development
Other possible areas of support

Ways To Work Productively Together

- Management expertise and research on mergers
- Development and Definition of Role for the Universities in improving the school system
- Definition of a positive and productive role for the council for improving the schools in light of the primary role of the school committee
- Definition of Procedures and/or organizational structure for Productive University participation in the schools system (contact person/structure) The superintendent cannot be the sole contact, too busy

Dilemmas

- Fragmentation of the school system
- The relationships with the school systems and the universities are multi-tiered
- Multitude of educational organizations also asking for university support
- Well-known university experts are not always the best resources for local efforts

FISCAL HEALTH APRIL 11, 2003

Introduction

The meeting began with a discussion of the effects on the city and the universities of the deteriorating economy. The state budget crisis will result in large cuts in the local aid that Cambridge receives from the state; the working assumption is a 15% cut. The universities have experienced declines in the value of their endowments and are concerned that the federal budget and especially the looming tax cuts will significantly decrease their research grants and student aid funding. Nevertheless, Cambridge has a strong economy, with reserves and excess levy capacity, and Harvard and MIT are strong, successful institutions.

The universities own a significant amount of land, which is exempt from property taxes, the city's main source of tax revenue. On the other hand, the institutions are an enormous part of what makes Cambridge so desirable to the biotech and knowledge-based companies that are the major commercial entities in today's Cambridge. Federal research funds basic science research at these universities, these research discoveries lead to entrepreneurial spin-off applications developed in Cambridge by people who want and need the academic and scientific community provided by the institutions. They also want the vibrant, diverse community and quality of life that Cambridge provides and that can be important to whether a brilliant scientist chooses MIT or Harvard over Stanford, etc. Similarly, the affordability of housing in Cambridge and the quality of the public schools are also important to the success of the institutions.

Opportunities For Joint Action

- Better way to understand and tell the economic development story: understanding the key elements of the current innovation and knowledge based economy
- Joint economic data developed through city's work, chamber, universities
- Supporting Cambridge as a place where innovative people desire to be:
 - Livability, Authenticity
 - Schools
 - Affordable housing generally and also faculty and affiliate housing
 - Neighborhoods
 - Thriving arts
 - Open space
 - Values: openness and tolerance
- Better ways to utilize the thinking power and expertise of Universities: urban planning, other disciplines
- Efforts to reduce health care costs
- Efforts to reduce energy costs

Dilemmas

Limited geography for multitude of needs: globally driven University expansion, neighborhood cohesion, authenticity preservation, changing technology and the associated needs

LIST OF MEETING ATTENDEES

February 26, 2003

Convened: 12:46 p.m.

Councillor David P. Maher, Chair

Vice Mayor Davis, Vice Chair

Councillor Murphy

Margaret Drury, City Clerk

Elaine McGrath, City Clerk's Office

Roberta Miller, facilitator and trainer

Mary Power, Senior Director of Community Relations for Harvard University

Sarah Gallop, Co-Director of Government and Community Relations, M.I.T.

Stash Horowitz, 12 Florence Street

Elie Yarden, 143 Pleasant Street

John Pitkin, 18 Fayette Street

John Moot, 44 Coolidge Hill Road

Adjourned: 2:10 p.m.

March 5, 2003

Convened: 12:55 p.m.

Councillor David P. Maher, Chair

Vice Mayor Davis, Vice Chair

Councillor Murphy

Margaret Drury, City Clerk

Roberta Miller, facilitator and trainer

Mary Power, Senior Director of Community Relations for Harvard University

Sarah Gallop, Co-Director of Government and Community Relations, M.I.T.

William Van Schalkwyck, Director, Environmental Programs and Risk Mgt., M.I.T.

Daniel Winograd, Deputy Director, Senior Counsel's Office, M.I.T.

Tom Vautin, Associate Vice President for Facilities and Environmental Services, Harvard

Owen O'Reardon, City Engineer

John Baldac, Environmental Planner, Community Development Department

John Moot, 44 Coolidge Hill Road

Stash Horowitz, 12 Florence Street

Adjourned: 2:48 p.m.

March 26, 2003

Convened: 12:50 p.m.

Councillor David P. Maher, Chair

Vice Mayor Davis, Vice Chair
Councillor Brian Murphy
Margaret Drury, City Clerk
Roberta Miller, facilitator and trainer
Mary Power, Senior Director of Community Relations for Harvard University
Sarah Gallop, Co-Director of Government and Community Relations, M.I.T.
Paul Parravano, Co-Director of Government and Community Relations, M.I.T.
Mary Ann Jarvis, Community Relations, Harvard University
Paul Karoff, Lesley University
Rachel Jellinek, Office of Government and Community Relations, M.I.T.
Robert W. Healy, Cambridge City Manager
Stash Horowitz, 12 Florence Street
Adjourned: 2:30 p.m.

April 1, 2003

Convened: 10:20 a.m.
Councillor David P. Maher, Chair
Vice Mayor Davis, Vice Chair
Councillor Brian Murphy
Councillor E. Denise Simmons
Ruby Pierce, Educational Liaison for Mayor Sullivan
Margaret Drury, City Clerk
Roberta Miller, facilitator and trainer
Mary Power, Senior Director of Community Relations for Harvard University
Sarah Gallop, Co-Director of Government and Community Relations, M.I.T.
Paul Parravano, Co-Director of Government and Community Relations, M.I.T.
Mary Ann Jarvis, Community Relations, Harvard University
Paul Karoff, Vice President, Community Affairs, Lesley University
Rachel Jellinek, Office of Government and Community Relations, M.I.T.
Adjourned: 12:05 p.m.

April 11, 2003

Convened: 9:15 p.m.
Councillor David P. Maher, Chair
Vice Mayor Davis, Vice Chair
Councillor Brian Murphy
Margaret Drury, City Clerk
Roberta Miller, facilitator and trainer
Mary Power, Senior Director of Community Relations for Harvard University
Jane Curlette, Associate Vice President for Government and Community Affairs, Harvard
Sarah Gallop, Co-Director of Government and Community Relations, M.I.T.
John Curry, Executive Vice President, M.I.T.

Steven Marsh, Senior Director of Real Estate, M.I.T.
Rachel Jellinek, Office of Government and Community Relations, M.I.T.
Paul Karoff, Vice President, Community Affairs, Lesley University
Robert W. Healy, Cambridge City Manager
Louis DePasquale, Assistant City Manager for Fiscal Affairs
Beth Rubenstein, Assistant City Manager for Community Development
Stash Horowitz, 12 Florence Street
Elie Yarden, 143 Pleasant Street
John Pitkin, 18 Fayette Street
Tom Lucey, President, Cambridge Chamber of Commerce
Adjourned: 11:45 p.m.

City of Cambridge

UNIVERSITY RELATIONS

In City Council October 20, 2003

COMMITTEE MEMBERS

Councillor David P. Maher, Chair
Vice Mayor Henrietta Davis, Vice Chair
Councillor Brian Murphy
Councillor E. Denise Simmons
Councillor Timothy J. Toomey

The University Relations Committee held a facilitated public meeting on June 18, 2003, beginning at 12:55 P.M. in the Ackermann Room at Cambridge City Hall. The purpose of the meeting was to discuss future actions to improve university/city relationships in the following areas which the committee has been considering over the past several months: education, the environment, affordable housing, financial health, and planning and land use.

Present at the meeting were Councillor David P. Maher, Chair of the Committee, Vice Mayor Henrietta Davis, Vice Chair, Councillor Brian Murphy, Mayor Michael A. Sullivan, Councillor Timothy J. Toomey and City Clerk D. Margaret Drury. Also present were Robert W. Healy, City Manager, Richard Rossi, Deputy City Manager, Beth Rubenstein, Assistant City Manager for Community Development, Susan Glazer, Deputy Director of the Community Development Department (CDD), and Roberta Miller, trainer and facilitator. The universities were represented by Sarah Gallop, Co-Director of Government and Community Relations, M.I.T., Rachel Jellinek, M.I.T., Mary Power, Senior Director of Community Affairs for Harvard University, Mary Ann Jarvis, Office of Community Affairs, Harvard University. The following Cambridge residents were present: Stash Horowitz, 12 Florence Street, John Pitkin, Fayette Street, John Moot, Coolidge Hill Road.

Councillor Maher convened the hearing and explained the purpose. He noted that the University Relations Committee held meetings attended by the entire membership of the City Council, the senior administrative staff of the city and representatives of the universities in Cambridge, to look at all of the ways in which the city and universities relate. Out of that process came the areas of concern that have been discussed in committee meetings over the past year. Each area has been the subject of at least one entire committee meeting. There have been three meetings on the topic of education. This meeting is an opportunity for the committee to review the work in all of the areas and to decide on the next steps. Councillor Maher then introduced Ms. Miller to begin the discussion.

Ms. Miller reviewed the summary of the outcomes of the previous topic exploration meetings. A copy of the summary is attached to this report. Ms. Miller began with the topic of the environment.

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Committee Report #2

A communication was received from D. Margaret Drury, City Clerk, transmitting a report from Councillor David P. Maher, Chair of the University Relations Committee, for a meeting held on June 18, 2003 to discuss future actions to improve university/city relationships in the following areas which the committee has been considering over the past several months: education, the environment, affordable housing, financial health, and planning and land use.

In City Council October 20, 2003

**REPORT ACCEPTED.
PLACED ON FILE.**