

- To further the development of mutually beneficial partnerships between the educational institutions and the city relative to education, philanthropy, the arts and other matters of mutual concern.
- To improve and simplify public access to city services and provide more and better opportunities for the public to participate in governing.
- To foster community.
- To support neighborhood preservation and enhancement.
- To foster creative approaches to traffic, parking and transportation needs of residents and businesses and improve air quality.
- To maximize the benefits of new and existing economic development and university activities to improve the life of our city.

He also noted that although five Councillors were assigned to the committee, all the members of the City Council have participated in the meetings and are fully committed to the issues. He stated that this is the beginning of the dialogue and characterized the meetings so far as fruitful and a basis on which to build. As the process goes forward, the Council intends to provide lots of opportunity for the public to speak on the issues. Councillor Maher then introduced Roberta Miller, and invited her to begin the discussion.

Ms. Miller outlined the agenda for the meeting (**Attachment A**), welcomed the attendees, and described today's meeting as a different kind of meeting from the previous ones. She acknowledged the tensions around overlapping and intersecting interests and stated that this meeting is not intended to resolve these. Instead, this meeting is an opportunity for parties to step back from accusations to a spirit of inquiry. The goal is to understand their mutual interests and identify areas for mutual work. Are there areas where the city and the universities can work together to use all their resources to aid city development and take advantage of opportunities? She asked the parties to be candid and respectful toward each other, and emphasized that there are lots of issues, not all of which can be covered in today's schedule. Ms. Miller provided a sheet captioned "Issues to Improve Relations" and invited the public to note their ideas, which would be covered at the end of the meeting. The city and university participants then briefly introduced themselves.

Addressing the first agenda item: "**Where We Are Today: Current Situation**", James Maloney, Assistant City Manager for Fiscal Affairs, presented visuals and working documents, briefly summarizing maps of university-held property and statistics on taxes and student populations.

As part of the same topic, Ms. Miller then asked the city and universities to describe the **Current Benefits and Resources** that each provides to the others. Addressing the **city's contributions**, university representatives identified:

- the livable scale of the city , the sense of shared community and the city values of cultural and socio-economic diversity (Mary Power/HU)
- the assets of a well-educated labor force, strong infrastructure, tolerance for diversity, “everything we could dream of from a city” (Phillip Clay/MIT)
- linguistic diversity, tolerance for open expression, and the belief that diversity enriches the environment (Paul Parravano/MIT)
- respect for the city’s history (Kathy Spiegelman/HU)
- the tradition of strong city management and personnel (John Curry/MIT)
- a strong, bold city striving for excellence (Sarah Gallop/MIT)
- an excellent history of taking advantage of opportunities for improving the character of the city through progressive planning, in areas such as Central Square revitalization and extension of the T (Phillip Clay/MIT)
- strong, vibrant neighborhoods which people are proud to be part of (Paul Parravano/MIT)
- commitment to affordable housing (Mary Power/ HU)

City representatives then outlined **the benefits and resources that the universities provide** to the city, as follows:

- engine for economic development (Henrietta Davis)
- employment opportunities and a magnet for tourists and new residents (Richard Rossi)
- a vibrant intellectual climate (Beth Rubenstein)
- significant architecture and well-maintained facilities and open space (Jill Herold)
- magnets for a constant influx of world visitors (Ken Reeves)
- an economic anchor for the city (Jim Maloney)
- important partners in civic life through their participation in boards (Jill Herold)
- good local corporate citizens at a time when many corporations are remote and focussed globally (Brian Murphy)
- continual influx of young, vibrant people (Brian Murphy)
- cultural amenities (Richard Rossi)
- support for fundamental values in city life such as protection of the environment, cultural diversity (Henrietta Davis)
- educational opportunities and historical significance of the institutions (Julia Bowdoin)
- inexpensive recreational and athletic opportunities for local kids (Jim Maloney)
- unique institutional identities (Beth Rubenstein)
- student volunteer initiatives and opportunities for local kids (Henrietta Davis)

- two world-renowned institutions that add to the city's definition, and make it perhaps the most important city of its size in the world since they serve as the epicenter of training and leadership for many fields (Ken Reeves)
- academic and intellectual resources for all city functions (Jill Herold)

Next, the agenda focused on **“What Are the Challenges for the City and Universities?”**

City Manager Healy started the discussion, from the **city's perspective**. He spoke in terms of various realities that the city faces. Fiscally, the city needs a strategy for a viable tax base. He outlined the impacts of the universities, particularly Harvard and MIT, which are among the top five sources of tax revenue and employment in the city. Other knowledge-based employers, such as biotech firms which are often tied to the universities, are also among the top ten employers in the city. One consequence of this university influence is a significant amount of tax-exempt property which affects the city's revenues. Another aspect that Mr. Healy noted is that the interrelation between knowledge-based employers and the universities is vital to the future of the city. The parties need to address how the city and the universities can be helpful to each other.

Mr. Healy then raised the political realities of relations with the universities. He noted that city staff must represent constituents who don't use or enjoy benefits from the universities. There is also no one “deal-maker” in Cambridge, with power intentionally split between the mayor, city manager and city Councillors, which can make decisionmaking difficult. With such a system, how do things happen in the best interests of each party? Institutions believe that they are good neighbors, but neighbors and politicians don't necessarily agree. The dilemma is how to deal with this issue in a way that benefits everyone.

Legally, the reality is that the Dover Amendment has tremendous impact on local ability to control the growth of educational institutions. According to Mr. Healy, the Amendment and the related litigation establish that local zoning cannot prohibit institutions from fulfilling their educational missions, and allow them to act even without local zoning approval.

Mr. Healy closed by noting that the high regard of the general public for the city has a lot to do with the presence of Harvard and MIT, and that a number of companies are located here for reasons that don't have to do with the city. He stated that this meeting is a good start to a challenging task, and that for the parties to join forces to see how both can benefit is a wonderful challenge.

Councillor Reeves asked Mr. Healy his understanding of why certain high-tech, biopharmaceutical and medical companies locate in Cambridge as opposed to other viable places such as Chapel Hill, North Carolina and California. Mr. Healy responded that the universities are an important draw. The concentration of communities of scientists and “brain power base”

make Cambridge a nexus for certain kinds of work. Councillor Reeves stated that it is important to have a better understanding of external pressures and alternatives in order for the city and the universities here to understand each other's positions.

Councillor Maher also addressed the political challenges of town-gown relations, setting out the City Council's 2002 goals as a blueprint for what the city wants to accomplish. These include: providing high-quality services to residents, preserving and expanding affordable housing in order to support the city's socio-economic diversity, strengthening public education, improving public access to services and public participation, fostering community, supporting neighborhood preservation, addressing traffic and congestion concerns, and maximizing the benefits of economic activity and university activity to improve city life. The activities of the universities affect many city goals and projects, or could help with them. Mr. Maher cited examples such as student pressure on the housing market and the need to improve the performance of the public schools. He also pointed out that public participation is important to the committee's process since Cambridge is a city of neighborhoods which are directly affected by institutional expansion. Councillor Maher noted that if the institutional uses were replaced by commercial or residential ones, some impacts such as traffic could actually increase; in this case, the universities moderate or reduce impacts. He asked the universities to consider what level of commitment and participation they offered to the city.

Councillor Murphy followed up by asking how to maintain vibrant institutions without becoming a company town. The city has to balance its interests as a community separate from the universities, even though the universities are part of the city.

Mayor Sullivan noted that none of the universities operates as a company with one decisionmaking CEO, which means that it can be a challenge to determine who can speak for the institution.

Addressing the issue of "**Institutional Challenges for MIT**", Mr. Clay began by noting that most university staff spend most of their time attracting the best faculty and students; any contribution they can make depends on their ability to do this well. MIT has maintained the same number of students and faculty for many years but has increased the number of support staff, such as police. He acknowledged the tensions caused by accommodating students, such as expanding university housing, or having students bid up housing prices. The scarcity of affordable housing is also a problem for the university in attracting staff, who may go elsewhere or live outside Cambridge. MIT has a tradition of students going into business locally and MIT wants them to feel comfortable in the community. In a competitive world, future growth can depend on what is perceived as the best place to be. MIT tracks trends in the development of businesses, such as the life sciences, and the ability to offer an attractive environment could be an important factor for the city and MIT. The university recognizes that there can also be tensions when students come from very different environments with different legal and cultural

customs. He wants to succeed in the major challenge of helping faculty and staff in a tight housing market.

Mr. Curry of MIT agreed that MIT's biggest challenge was to recruit the best faculty, students and staff. Its major competition is West Coast universities which can offer a highly desirable quality of life; MIT's advantage is the concentration of resources in this area, which he described as an "academic mecca". It is also important to recruitment that there is work for partners and for graduates.

Mr. Curry notes that the university worked on developing a community when the area around it was industrial, and that it is adapting as the neighborhood changes to a residential area. The university's evolution toward Central Square is a dream opportunity for MIT to be part of the city. As the city and universities change and grow, it is a challenge to achieve mutual understanding. Mr. Curry stated that MIT's intention was to leave Tech Square as commercial space. He said that he regretted that some city officials misinterpreted MIT's intention. Among the shared concerns is a viable tax base for the city. It is important for the parties to realize that they have a solid base to solve problems together. Part of this process is to see each other as reasonably predictable; this does not require that the parties know everything about each other's plans. At MIT, there are not a lot of ideas that come from the top down. Instead, "planning happens". Opportunities come up through connections and gifts, as many different factors coalesce over years.

Councillor Reeves asked Mr. Curry to address how competitive Cambridge is with Palo Alto. According to Mr. Curry, it varies. By name and reputation, Harvard, MIT and Cambridge are ahead, but the West Coast is 300 years younger, and can offer certain advantages. This area can win most competitions, but housing, job opportunities and the quality of public schools can be critical. The two coasts are neck in neck when you factor in these elements and the need to move outside Cambridge for some of these opportunities. Mr. Clay added that the real issue is not the past advantage but who wins the next fight.

Mayor Sullivan stated that the resource in Cambridge is human capital. For the city to be competitive, it must be able to supply personnel. The issue is how to insure a marketable employment force here.

Mr. Curry responded to the Mayor's concern by noting that universities love to solve problems. They have provided a strong volunteer presence in the public schools. They could make schooling for employment a focus and then try to address it in stages. He points out that the development of human capital requires financial capital; local universities attract three huge sources of capital, including 13 percent of the federal research budget, enormous philanthropic donations and the resources of companies which are associated with the universities.

Mr. Stone of Harvard then addressed the **Institutional Challenges facing Harvard**. First, he stated his appreciation for the invitation to this meeting and his agreement with the generic points that had been made about the universities. Mr. Stone summarized several challenges facing Harvard:

- enormous new changes in administration, with a new president and provost and deans
- building a new campus in Boston, representing a once in 100- or 200-year opportunity, and critical to Harvard's ability to compete with Western universities. This also requires the ability to match faculty needs with money, and the accommodation of regulatory and neighborhood concerns.
- the need to organize to be a leader in the life sciences field, including maintaining excellence in related fields
- changing perceptions and scrutiny of research universities, which are no longer on a pedestal but instead subject to constant public pressure. This affects the ability to have a long-view, long-range open discussion of issues, without having every statement leaked to media.

He stated that, with knowledge becoming such a central commodity, the university's role will be even greater, and it is therefore critical to be able to work together with the local government. As an example of the risks that universities run, Mr. Stone pointed out examples of universities that have declined or never reached their potential, in part because of their relationships with their home bases. Universities exist within the context of a place, and how well they and their sponsoring cities or towns do affects the future of both entities. Each has responsibilities and will thrive or die together. They must do well together to do well alone. In Cambridge, all of the necessary political and social infrastructure is in place. The biggest problem Mr. Stone perceives is that the parties will not understand the stakes or respect the process enough to compromise. Mr. Stone cited the living wage campaign as emblematic of the challenge facing the university in Cambridge, and of the ability of the parties to work through current problems.

Ms. Spiegelman added that part of the challenge for Harvard with physical changes and maintaining an attractive campus is the scarcity of land. The university's planned expansion in Allston will occur in stages over ten to twenty years. Harvard cannot walk away from opportunities in Cambridge; it is responsible for its real estate development. This responsibility requires difficult decisions and can create a flashpoint for controversy with local neighborhoods.

Councillor Reeves asked why the timeline for development of the Allston property was so lengthy since other university projects were up and running much faster. Ms. Spiegelman responded that there were two reasons: easements on the Allston land which have to be resolved, and the need to build support among Harvard staff for the move from Cambridge. The university's commitment is to develop its Cambridge campus; the Allston expansion is not a major release valve for the pressures facing Harvard.

Councillor Galluccio thanked Ms. Spiegelman for acknowledging the importance of Harvard's commitment to Cambridge; it is important to the city to know that the university is not thinking of Allston as a place to escape to, because of complications over development in Cambridge.

Mayor Sullivan then asked Ms. Spiegelman to address how the quality of public education affected Harvard's ability to attract staff and to hire residents. Ms. Spiegelman stated that a number of people considering the university did not want to locate their children here because they believed that there were too many problems with Cambridge public schools. On the issue of how local education affected residents' ability to find work, especially in new fields, her opinion was that Harvard was not directly involved in such hiring, but that it was important to create a well-educated workforce.

Ms. Power stated that Harvard is trying to do more planning in Cambridge. She asks the city to help improve communication so that planning is not done just project by project or neighborhood by neighborhood, but also as part of a larger vision. It is important that transparency and communication occur during planning with the community.

Councillor Simmons asked the university representatives whether there were also people who were attracted to the universities because of the quality of the Cambridge public schools, which representatives said does happen. She also asked if the universities talk to each other. Mr. Curry indicated that they do communicate but not as much as they should. Ms. Spiegelman stated that there was not much direct communication between the powers-that-be, but managers do communicate about projects, and Harvard and MIT do discuss Cambridge issues. A larger group of universities meets to discuss a range of issues.

Ms. Jarvis stated that the university and neighborhoods are different worlds for many people. Even a concept like linguistic diversity could mean different things, depending on whether you were an exchange student or an immigrant. The love/hate relationship will continue. The challenge for the parties is to choose one or two problems and use their resources to solve them. The city is "resource-rich" but some people are being left behind.

Addressing the **State of the Relationships**, Ms. Miller summarized the information from her interviews with university and city representatives to describe the current atmosphere as sad, tense, festering, variable, strained, almost workable, not easy and unpredictable.

Ms. Miller continued with a **Review of the Organizational Structures of the City and Universities**. Presenting a complex diagram of the city structure, she characterized the decisionmaking dynamic as fluid, overlapping, vague and sometimes conflicting, with various constituencies. The city has diverse, strong voices that take pride in their positions. She

emphasized that the city structure includes the universities. She then asked the parties to describe how they function.

Vice-Mayor Davis commented that the city's organization chart includes all the entities in the city, which makes for great complexity. Mayor Sullivan stated that the tidy organizational charts of the universities might not reflect the messy, complex process of decisionmaking. In fact, a true reflection of Harvard and MIT's real decisionmaking may be more like the city's chart. The need is to know how things work and decisions are made. He posed the question: what drives the decisions at Harvard?

Mr. Stone responded that who does what depends on who controls the resources. Harvard's endowments are often dedicated to specific projects or entities. Discretionary money is a small percentage of what is available. The deans manage the money but don't necessarily decide what to spend. The different schools control certain decisions such as personnel, but share other resources such as legal affairs, public relations and police, with few central functions across the schools. Ms. Spiegelman pointed out that the university's land is owned by the corporation.

Councillor Galluccio pointed out that the city's chart does not show the power of the city manager. While the city has separate functions in the council, mayor and manager, in reality, a strong city manager has most of the decisionmaking power. He asked the universities to provide a real-life example of how a decision is made about real estate, for example, the decision to purchase the Polaroid site. Who calls whom to make real estate deals happen? Does the university president have the final say?

Mr. Stone responded that for Harvard, like most corporations, the question about any decision is whether it fits the larger corporate plan. Academic needs are matched up against resources and opportunities and are the subject of internal discussion. The corporation and president are involved when it is a money decision. Sometimes development occurs "sideways", initiated by deans, and then percolates up the corporate levels. Ms. Spiegelman noted that Harvard's organizational chart does not show the management office, which also is involved in decisions.

Councillor Galluccio raised concerns about universities informing the city after the fact about major real estate decisions, especially when there is no tax or PILOT (payments in lieu of taxes) agreement in place. Who makes the final decision on real estate acquisitions?

Mr. Marsh described MIT's decisionmaking. The treasurer and the investment office decide about deployment of university assets. The university president is precluded from this function. The treasurer has discretion up to a certain level, then it becomes a matter for the investment committee, who informs the president and any affected parties.

Councillor Galluccio suggests that if the university structure excludes the community from influencing decisions about real estate, resulting in a backlash, the group should focus on the structure as a cause of friction with the community, and perhaps change it. The root of the problem may be the corporate mentality. While many aspects of the university structure may make for good corporate or fiduciary decisions, these may not be good for the community. A strong separation of powers and functions in an organization can make it difficult to deal with or influence it.

Mr. Marsh noted that over the years non-profit institutions have become more corporate-minded, with structures set up to avoid conflicts and misuse of assets.

Councillor Reeves commented that a byzantine corporate structure can make it impossible to address community concerns. Decisions are made that are not understood by the community. How does public input fit into this process? For example, it can be difficult or impossible to get a clear answer about what a university owns. Maybe it's time to reorganize the structures. On the issue of ownership, Mr. Curry indicated that there is a list of what MIT owns; options are different and can be difficult to identify.

Councillor Reeves asked if the size of MIT's graduate student population is related to the university's success with federal grants. Mr. Curry responded that MIT's graduate student population has increased while its undergrad population has declined, by design. The growth is related to federal research funds. MIT has also been very fortunate in its endowments; the university has used the growth in its funds to finance academic programs including financial aid. Mr. Clay added that the largest area of growth has been in industrial research. There are also other causes of growth, including connections to wealthy alumni and the nexus between MIT's educational resources and company products or services.

Councillor Murphy asked who to go to for what in the universities. Mr. Stone indicated that decisionmaking power can be split between function and money. For example, if Harvard Law School wants to move, there would be a campus-wide committee review with reports from planners submitted to the provost and president. The Allston expansion is a big deal involving the president and the corporation because of issues such as costs, community and public relations, human resources, and legal matters. The final decision and discussion on something this big involves everyone, in order to avoid surprises at both the university and the city. Councillor Murphy asked when neighborhood concerns would be involved in this difficult university process. According to Mr. Stone, there are subgroups set up to talk to the community over the next year in order to develop plans. There also has to be informal communication.

Vice-Mayor Davis stated that the discussion has now come to the point where the difficulties and problems exist in university relations, around issues of land use and real estate. The city's decisions must include all stakeholders, including the universities. The universities'

decisionmaking structures, however, do not have a place for the community as a stakeholder. Yet the universities' decisions are critical to the city's identity.

Councillor Simmons addressed the issue of community benefit. When a university building goes up, one question is what it does for the neighborhood. Community discussion often comes too late in the process after the plan is developed. Plans are already well down the road when universities have the discussion. She wants to be at the table all the time.

Mr. Clay stated that there are ways for the universities to be more helpful. Currently, MIT dormitory design is seen as an internal decision. How could it be done differently? Councillor Reeves criticized some of MIT's dorms in Cambridgeport as out of scale and character in residential neighborhoods. The lack of community input clearly affects the aesthetic of the design. Mr. Marsh pointed out that in some developments, the university has traded off higher density for other public amenities, such as a separate public park. Councillor Reeves stated that it is unclear that these are always fair trades.

Mayor Sullivan's position was that, whether the university was buying housing or developing it on its own, because the housing still impacts the community, it should be subject to community review. According to Ms. Gallop, MIT builds according to Cambridge zoning rules. Councillor Reeves noted that some people are unhappy with the consequences of city zoning.

Ms. Miller restated the issue under discussion as: where was the appropriate place to have public discussion as part of the university development process? This has to be part of the collaborative process.

What would be an Ideal Relationship between the Universities and the City?

First, the **city expectations** of a good university neighbor were listed, based on discussions in the City Council. They were:

- Financial responsibility: long-term protection of tax base, fair financial contribution to support city services, and appropriate philanthropic participation
- Manage growth in a way that is consistent with city goals: "City of 13 neighborhoods"; voluntary compliance with the city policies relating to quality of life
- Communication and dialogue: advance knowledge of development and expansion
- Common approach to housing problems
- Sensitivity to campus edge issues (e.g., not turning backside to community, sensitive placing of loading docks, public access to green space)
- Coordinated efforts to support public education in Cambridge
- Hiring Cambridge residents
- Sharing expertise

Ms. Gallop then presented **MIT's Hopes for a good relationship with the city**, which fell into two categories: **process and policy**.

Under **Process**, MIT's hopes were:

- That the City and MIT achieve an accurate operating understanding of one another's real priorities, issues and concerns
- That the City and MIT agree on our most important joint concerns, and focus on them, rather than allowing our efforts to be diluted by trying to address a multitude of other matters
- That the City and MIT work together in good faith, and treat one another with respect, civility and patience
- That the City and MIT give one another the benefit of the doubt, and pause to seek clarification before reacting
- That there is a productive environment through which to raise issues for discussion and resolution
- That the City and MIT acknowledge one another's financial concerns and legitimate business interests
- That every project or process be reviewed on its merit, without connecting it to other issues, unless there is a natural affiliation

Under **Policy**, MIT's hopes were:

- That all sectors of the Cambridge community continue our collective effort to bolster the public school system
- That the Cambridge community work together to promote housing that is affordable
- That the City acknowledge that MIT's contributions to the local economy are significant (serving as a high tech/ biotech magnet, paying and leveraging taxes, creating jobs, enhancing property values...)
- That the City recognize that since MIT's mission is academic, our strongest avenue of contribution is educational in nature (working in the schools, sharing expertise)
- That MIT works to implement a foundation of predictability, sustainability, and flexibility in our policy initiatives

Ms. Power presented **Harvard's perspective** in two parts: the **ideal relationship**, and **what the city can expect**.

She characterized **the ideal relationship** as follows:

- Open and continual opportunities for communication, both formal and informal

- Willingness among all parties to work toward principled, fair, honest solutions to issues that balance the needs of the University and the City and focus on mutual interests
- Does not presuppose adversarial relationship but rather a cooperative one where differences can be understood and worked out
- Maximize Harvard's ability to help the city achieve its goals for a well-educated, healthy and prosperous citizenship, consistent with our primary missions of creating new knowledge and transferring knowledge to a new generation
- Shared understanding that the university needs to be able to utilize properties that comprise the Cambridge campus to remain a vital center for teaching, learning and research as new fields of knowledge emerge

Addressing **what the city can expect from Harvard**, Ms. Power listed:

- Consistency in articulating/applying planning principles and a willingness to consider further refinement over time as circumstances warrant

She also outlined certain **campus planning and design principles** under this category:

- 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 constructing new structures, when feasible
- Maintain a sense of open space by limiting vehicular traffic and concealing parking facilities
- Recognize the concerns of the community in the formulation of building programs, especially in the transition zones where development intensity can exacerbate conflicts
- Facilitate collaboration to foster a sense of University community
- Principle governing removal of property from tax rolls: When Harvard is able to utilize newly acquired property to support its mission of education or research, resulting in the withdrawal of the property from tax rolls, Harvard will make voluntary payments for a substantial interval and at a level that reflects the impact of the acquisition on tax collection

The next topic of discussion was **Opportunities to Improve the Relationship; Opportunities for Common Work.**

Councillor Simmons spoke of the importance of having a common understanding of the terms of the discussion. For example, affordable housing can mean different things to residents and university staff. We need a common language.

Ms. Rubenstein noted that most university development will come before the city's Planning Board. Project review of buildings happens now, with public input. There is also an annual town/gown report for the city. However, there is a need to share information about more long-range planning. What would be a meaningful forum for discussion of long-term development?

Mayor Sullivan remarked on the need for the parties to talk with each other, rather than at each other. He identified three common issues where the parties could move forward as education, affordable housing and a livable community. We need to better define who is part of the community, and identify all stakeholders in order to improve decisionmaking.

Vice-Mayor Davis spoke about the need to create more opportunities to explore the issues around the physical transition zones between universities and neighborhood areas. We need to knit the two together so that everyone feels the combination works.

Councillor Maher noted that the tone of this meeting was different from that of past meetings. Previously, people vented about issues, perhaps in the belief that it was their only opportunity to be heard. If the parties are willing to continue the dialogue, however, there are more possibilities for things to happen. In the past, there were sporadic roundtable discussions. Given the decentralized organizational structures, the parties need a place to go to resolve problems. Having the City Council and the universities prioritize issues will help them to focus and rally on the issues and then tackle them.

Ms. Power agreed with Vice-Mayor Davis on the need to develop approaches on campus edge issues. In addition, the parties need to focus on new approaches to discussion. A successful dialogue can take a lot of time. As an example of a successful process, she pointed to the two-year Harvard/city process on developing the park at Hammond and Gorham Streets.

Councillor Decker stated that the areas of agreement on common issues that have come out of this process are important. At the same time, it can feel as if the parties are just getting to know each other again. In fact, the parties are just beginning the process of getting to the heart of the matter: the difficult issues of taxes and land use. We need processes to address these. Acknowledging that the universities have their own institutional prerogatives, she emphasized that the city has a mission to serve its residents. Citing examples of decisions that were controversial, such as the Tech Square and Polaroid acquisitions, she asked what tools would we need to have in place to achieve a different, better outcome in decisions like those. Are there mechanisms that the universities could have used to improve the process for the community?

Mr. Rossi commended the participants for the civil tone of their discussion. He noted that one option to address residents' concerns about taxes and land use is to have agreements in place with the universities that would treat them like commercial entities for tax purposes. This would satisfy the city. When Harvard pledges to provide PILOT payments "for a period of time" at its discretion, this raises concerns that the city could not rely on these funds for the revenue it needs to provide services.

Mr. Parravano emphasized the importance of good schools. Given the presence of two world-class universities and the pupil expenditures in Cambridge, the poor performance of Cambridge students is shocking. The universities' role is not to dictate policy to the public schools but rather to engage with the city to create consistent student achievement. We need good professional development for teachers. He stated his willingness to work with the city to improve public schools.

Councillor Reeves said that the city has some responsibility for problems in the schools, while inviting the universities to be more involved in solving those problems. In general, the city needs more sophisticated dialogue with the universities in place of last-minute notice of university decisions. He is more interested in the outcome of the dialogue than in its tone. It is difficult to ask someone to be a good philanthropist, but he would like to be able to point to a record of contribution by the universities in the city.

Mr. Marsh noted that today's meeting is part of developing a relationship. This has been an occasion to get together without focussing on a specific issue. There are several potential common projects, including economic development, which is especially important because you need revenue for projects. The parties need a better understanding of each other's missions and economic constraints.

Mr. Maloney stated that the city needs to recognize that, like it or not, growth is inevitable. The universities need to recognize the city's community and economic issues.

Mr. Curry noted that in an age of human capital, it is important how well and sensitively we do growth. The irony to the Tech Square development is that MIT investment was meant to generate income and taxes, two goals that are consistent with the city's needs. MIT understands the city's need for strategic tax protection.

Vice-Mayor Davis offered that perhaps it makes sense to decouple the issues where there is a shared vision and start a partnership to work on issues such as improving schools and increasing affordable housing.

Mr. Rossi stated that if he represented the universities, he would be looking for a predictable process for review of developments in the future. With an ongoing dialogue and a

clear regulatory process in place, the universities could predict when they would satisfy the city's requirements and therefore be able to move forward on projects. A consistent, reliable process with clear standards would avoid legal fees, delay and multiple reviews.

Councillor Reeves recalled a meeting with a university representative who came to check in with the city on a plan for the university's endowment; the plan did not include any projects oriented to city needs. The universities need to include everyone affected by their decisions in their agendas.

Several city representatives emphasized that follow-up to this meeting is important. Mayor Sullivan wants to ensure that this is an ongoing process in relationship building and information sharing. The process should improve personal relations. Councillor Maher promised that the Council will continue to meet on the university relations issue and keep the momentum going, in order to devise a workable process for university relations.

Ms. Miller noted that this meeting was not intended to be a decisionmaking forum, but rather an informational one. She invited the participants to indicate which topics outlined in the meeting and noted on spreadsheets were priorities; she will summarize the priorities that come out of this meeting and provide them to the parties. The next steps will include substantial citizen input, school involvement and a caucus by the city with notes for university review.

The final minutes of the session were reserved for comments by the public. Citizen attendees included Elie Yarden, 143 Pleasant St., Cambridge, a member of the Cambridgeport Neighborhood Initiative (CNI) and the Association of Cambridge Neighborhoods (ACN), Stash Horowitz, 12 Florence St., Cambridge, ACN, Leigh Hamber, Cambridge Chronicle, John Pitkin, 18 Fayette St., Cambridge, Sarah Smith, 267 Putnam Ave., Cambridge, Jim Shannon, Pam Bankerd, 8 Grant St., Cambridge, and John Moot, 44 Coolidge Hill Rd., Cambridge, and ACN. Ms. Miller had invited the public to list ideas under the heading "**Issues to Improve Relations**". They listed:

- Recognize limiting conditions of Cambridge to preserve and maintain qualities that make it unique and a place people want to live
- Interconnection between "more jobs" and "more institutions", "more biotech/pharm" and less affordable housing, less diversity and less open space
- Traffic: limitations of infrastructure, the real costs of being a biotech/info tech center
- Every life science cycle/growth process follows a bell-shaped curve
- The success of Harvard and MIT and Cambridge is creating our major problem: lack of affordable housing. Can we solve Cambridge's problems without more metropolitan involvement? Why all the concern with life sciences and none with liberal arts, government and international studies?
- What happens in management decisionmaking? - undermining educational mission, ignoring acquired sociological knowledge.

In addition, four members of the public spoke at the end of the meeting. Mr. Horowitz, 12 Florence St., ACN, stated that the issue is not bond ratings but whether the city is safe and livable. The city's limited space means that impacts such as commuter traffic negatively affect the quality of life of residents.

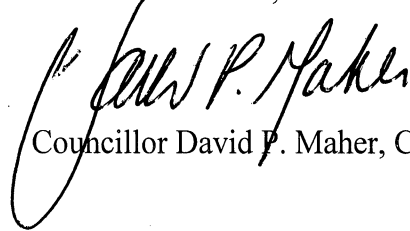
Mr. Moot, 44 Coolidge Hill Rd., Cambridge, ACN, commented that success is the source of the city's problem. The situation is nightmarish for low and middle-income residents, who are getting pushed out of the city. He estimated that 25,000 city residents work here. Fifty to seventy-five thousand people commute into the city to work; 75 percent of those commute solo. The city needs to look to abutting neighborhoods for help with problems in an integrated approach.

Ms. Bankerd, 8 Grant St., Cambridge, noted that her neighborhood recently adopted an alternative approach to university expansion. Understanding that the livability of the area was attractive to the university, which wanted to build a dorm there, neighborhood residents would welcome the university as a stable presence if it builds houses consistent with the area's scale and character.

Mr. Yarden, 143 Pleasant St., Cambridge, ACN, CNI. challenged the universities to fulfill their ethical mission, and to reflect that in their real estate decisions. They should use their human and historical knowledge to avoid using people merely as a form of capital. What are the sources of conflict between the universities and the city? We know how to avoid conflict; it requires limits on the concept of self-interest. For the universities, technocratic expansion isn't enough.

Councillor Maher closed the session by thanking all the participants. The meeting was adjourned at 1:40 P.M.

For the Committee,

A handwritten signature in black ink, appearing to read "David P. Maher". The signature is written in a cursive style with a large, looping initial "D".

Councillor David P. Maher, Chair

PROPOSED AGENDA

Tuesday, May 28, 2002

University Relations Committee of the Cambridge City Council
Biogen Conference Room, 10 Cambridge Center, 7th floor

- 8:30 Coffee
- 9:00 Start-ups: Welcome, Purpose, Desired Outcomes, Agenda Review, Introductions
- 9:30 Where we are today: Current situation
Current Benefits and Resources for the Universities and Cambridge (University representatives state Cambridge contributions and Cambridge articulates University contributions)
Challenges for the City
Institutional Challenges for MIT
Institutional Challenges for Harvard
- State of the Relationships (from Interviews)
- Evolution of the Relationships – factors that affect the relationships over time
1630 – 2002
- 10:45 Break
- 11:00 What would be an ideal relationship between the Universities and the City?
Cambridge perspective
MIT perspective
Harvard perspective
Commonalities and Differences
- 11:30 Opportunities to Improve the relationship; Opportunities for common work?
- 12:30 Working Lunch
- 1:00 Next Steps and Broadening the conversation: Involving citizens and organizations
- 1:30 Adjourn

City of Cambridge

UNIVERSITY RELATIONS

In City Council June 17, 2002

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 public meeting on May 28, 2002, beginning at 9:20 a.m. at Biogen, 10 Cambridge Center, 7th Floor. The meeting was held for the purpose of continuing a facilitated discussion on the relationships between the City of Cambridge and the universities located within Cambridge.

Present at the meeting were Councillor David P. Maher, Chair of the Committee, Mayor Michael A. Sullivan, Vice Mayor Henrietta Davis, Councillor Marjorie C. Decker, Councillor Anthony G. Galluccio, Councillor Brian Murphy, Councillor Kenneth E. Reeves, Councillor E. Denise Simmons, Councillor Timothy J. Toomey, Jr., and City Council Assistant Sandra Albano. City administrative staff present were Robert W. Healy, City Manager, Richard Rossi, Deputy City Manager, Beth Rubenstein, Assistant City Manager for Community Development, Jill Herold, Assistant City Manager for Human Services, James Maloney, Assistant City Manager for Fiscal Affairs, Julia Bowdoin, Assistant to the City Manager, Garrett Simonsen, Mayor's Office, and Elaine McGrath, City Clerk's Office. Representing Harvard University were Alan Stone, Kathy Spiegelman, Michelle Kary, Tanya Jatndes, Jin Barrows, Mary Power, senior director of Community Affairs, and Mary Ann Jarvis, Harvard Community Affairs. Attending from MIT were John Curry, MIT executive vice-president, Phillip Clay, MIT chancellor, Paul Parravano and Sarah Gallop, co-directors of MIT's Office of Government and Community Relations, Kelley Brown, Deborah Poodry, Catherine Donaher, Steven Marsh, managing director, MIT Real Estate Office, and Mike Owh. Roberta Miller, trainer and facilitator, facilitated the meeting.

Councillor Maher convened the hearing, noting that it was the fifth meeting of the committee, and stated the committee's purpose:

- To consider all issues regarding the relationship between the city and the educational institutions located in Cambridge.
- To develop policies that will facilitate the regular and timely exchange of information between these institutions and the city administration and the City Council.
- To work with the city and institutions on the development and exchange of written long-term planning documents regarding land use and growth and development.
- To review and evaluate agreements between the City and institutions for payments made by institutions in lieu of property taxes, develop policies to ensure that the agreements are fair and equitable, and monitor implementation.

S-207

Committee Report #1

Committee Report from Councillor
David P. Maher, Chair of the
University Relations Committee,
for a meeting held on May 28, 2002
for the purpose of continuing a
facilitated discussion on the
relationships between the City of
Cambridge and the universities
located within Cambridge.

In City Council June 17, 2002

**REPORT ACCEPTED.
PLACED ON FILE.**