

There was discussion of what issue to take up first. Councillor Murphy said that the committee needs to take "important baby steps" to lay a foundation for changing the relationship. He sees education and the environment as the two best issues on which to make short-term progress and experience positive outcomes. Planning issues are not the best place to begin, he added. Ms. Powers agreed. Ms. Gallop reminded the committee that at an earlier discussion there had been talk of having a university presence on the new education task force and on the superintendent search committee.

Vice Mayor Davis agreed that the area of the environment is another area in which the universities and the City could make progress. She said that last week at a meeting of the Council's Environment Committee, Harvard, the City and Cambridge Hospital set a goal of 40% recycling by 2005.

Ms. Power said that a successful university/city relationship must take due account of institutional health. Ms. Miller agreed that the City of Cambridge has an enormous vested interest in Harvard and MIT being healthy institutions. Vice Mayor Davis suggested an ongoing principle of working for mutual benefit as much as possible.

Councillor Maher said that the members of the community have many concerns about the other four categories as well. In particular, he has heard a great deal of concern about the need for progress in the area of financial health and also in the area of planning and development. The negotiations regarding payments by Harvard and MIT in lieu of property taxes (PILOT) have been going on and on. The public wants resolution. He believes that the committee must move forward in all of these areas, even as it acknowledges that the City and universities are much further ahead in some of the areas.

Vice Mayor Davis stressed that the members of the committee must consider what product they want from the committee's work. Perhaps the product should be a revision and update of the Town/Gown Report format or an annual report of the work of the University Relations Committee.

Ms. Power noted that it is important to communicate that there are already important university/city collaborative and cooperative projects in these areas. Ms. Gallop added that the committee must also look ahead to the transition in the committee that will come with the new legislative term in January 2004.

With regard to the area of planning and development, Ms. Gallop said that looking carefully at how the city and the universities talk to each other would be significant progress in itself. She gave the example of the city's frequently asked question of what building/developed is currently planned. If there are no particularly designated sites and/or plans in the process of being prepared or implemented, MIT would probably see the precise and exact response of "there are no plans" to be the most accurate and correct answer. However, if the question were to be "What are your dreams for the future of the university?" the response would be quite different. There are a surprisingly large number

of instances where the language of the different cultures results in communication failures unbeknownst to the speakers.

Vice Mayor Davis said that it would be useful to analyze the questions and information requested by the City in the Town/Gown Report. Perhaps there are improvements that could produce more useful information.

The discussion then turned to the opportunities for cooperation and collaboration in the specific category of housing. Ms. Miller invited a free flowing “brainstorming” approach to create a list of possibilities.

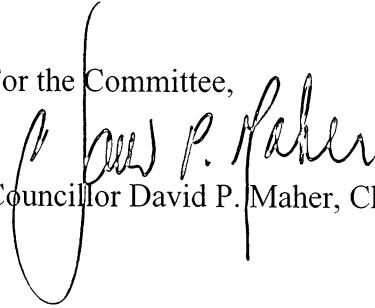
The following opportunities and possible actions were mentioned:

- The universities and the City could share expertise and information to analyze the changes in the housing market and the different housing opportunities available in the current market downturn.
- Harvard sees a shared opportunity for the city and the university in its desire to increase graduate student housing to house 50% of its graduate students, which would require over 1000 additional beds, with the rough calculation that every three student beds relieves the need for one unit of housing. Harvard is committed to inclusionary zoning and affordable housing for the community and would be interested in exploring how to incorporate affordable housing into the buildings that will be needed to house the additional graduate students.
- The universities could provide city planners with more information about where their faculty and staff live.
- The universities and the city need to have much more discussion about the “in perpetuity” issues raised by the universities’ affordable housing contributions through long-term affordable housing use of property such as 2 Mt. Auburn Street and Millers River Apartments. If “long term” really means “forever,” that can be a significant barrier.
- Harvard and the Affordable Housing Trust should collaborate in an analysis of Harvard’s 20/20/2000 affordable housing lending program. In 5 years this program has contributed to the production of more than 300 units of affordable housing. This is the time for an analysis of the ways in which the program works well and how it could work even better.
- Similarly, the universities and the Affordable Housing Trust should look at the requirements of the Inclusionary Zoning Ordinance for the affordable units to be “similar” to the other units. The City’s policies favor family-sized units, while graduate student housing units are generally much smaller units.

thanked all those present for their participation. Members of the public were invited to submit written comments. The meeting was adjourned at 2:10 P.M.

For the Committee,

Councillor David P. Maher, Chair

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".

Attachment: Communication from John Moot, February 27, 2003

Drury, Margaret

From: John Moot [johnmoot@attbi.com]
Sent: Thursday, February 27, 2003 11:30 AM
To: Roberta Miller
Subject: Univ-Relations

Following up on the meeting yesterday, I wish to confirm my feeling that education be given top priority. If I am right that the School Committee should offer any new superintendent a contract with a free hand, then I believe that the Committee will need to sign away some of its power for the term of the contract. To secure such a concession from the school committee will require a request from a group representing the Council, the City Manager, the Chamber of Commerce, and the Universities. That group can be convened by the University Relations Committee.

The Universities can also contribute to examining the structure of the school department and the curriculum. I am not sure how, but that can be discussed to advantage.

On Affordable Housing, I believe everyone needs a list of ALL the programs: public, private, and institutional. I would include university student and faculty housing. The Government should include the Housing Authority, Just-a-Start, Housing Rehab, private agencies such as the YMCA and YWCA, and private businesses such as banks. A very complete list when supplemented with existing housing and housing programs, such as Chapter 8, would be useful as background information. I believe that it would reveal a significant percentage of housing in Cambridge is "subsidized" in one way or another. I believe that as a percentage of total housing units, Cambridge is already doing very well.

One feature of subsidized housing that is often overlooked is the cost to the taxpayers. With the fiscal crunch here, this may become a significant factor. As I recall it, the figure now used for Cambridge is 21%. But the dollar impact has not been expressed. Community Development might commence some such compilation of data with help from the Housing Authority and the City Treasurer. Obviously this statistical analysis is beyond the work of the University Relations Committee, but would be useful to the Council and the Manager.

The question was raised about how to proceed. Should the Committee attempt to move forward on all 5 or 6 areas of discussion at the same time or just one or two? Or should the committee move ahead aggressively on one or two, but also creep along on the others. Personally, I believe that the effort should be exclusively on education until the committee believes that it has put in motion all it can in this area. I am afraid that any discussion of other areas of concern will divert time and attention. Time is the key factor. You can only get a limited amount of time of the councilors involved and that time is likely to be less than enough to work on education only.

These are my comments to put into the discussion. I hope they are of some help. Thanks for considering my comments. John

2

City of Cambridge

UNIVERSITY RELATIONS

In City Council April 7, 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 hearing on February 26, 2003, beginning at 12:46 P.M. in the Ackermann Room for the purpose of discussing the opportunities and challenges of the city's relationships with Cambridge universities and colleges.

Present at the hearing were Councillor David P. Maher, Chair of the Committee, Vice Mayor Henrietta Davis, Councillor Brian Murphy, and City Clerk D. Margaret Drury. Also present were trainer/facilitator Roberta Miller, Mary Power, Senior Director of Community Relations for Harvard University, and Sarah Gallop, Co-Director of Government and Community Relations. The following members of the public were present: Stash Horowitz, 12 Florence Street, Elie Yarden, 143 Pleasant Street, John Pitkin, 18 Fayette Street, John Moot, Coolidge Hill Road.

Councillor Maher convened the hearing and explained the purpose. He requested that Ms. Miller begin the discussion. She summarized the previous activities of the University Relations Committee and the process through which City Councillors, members of the City Manager's administrative staff, and representative of Harvard and MIT identified six categories that encompass the issues of major concern to the city and universities and their relationship. The categories are as follow:

- Managing and improving relations – includes an array of topics which received a great deal of attention and did not belong in the other categories, such as benchmark activities and modification of the annual Town/Gown report submitted by the universities to the Planning Board.
- Housing
- Education
- Fiscal health
- Planning and Development
- Environment

All present agreed that these categories provide a good framework for looking at the town/gown relationships in Cambridge. Ms. Miller suggested a number of regular conversations on these topics over the next few months.

S-126

Committee Report #2

Committee Report from Councillor
David P. Maher, Chair of the
University Relations Committee,
for a meeting held on February 26,
2003 for the purpose of discussing
the opportunities and challenges of
the city's relationships with
Cambridge universities and
colleges.

In City Council April 7, 2003

**REPORT ACCEPTED.
PLACED ON FILE.**