

expressed disappointment that no neighborhood association members had volunteered to participate in these initial presentations.

Mr. Owu made the first presentation; His example of a project with a successful planning and development process was M.I.T.'s new graduate student housing. Mr. Owu said that from M.I.T.'s perspective, successful meant meeting deadlines and keeping costs close to the budgeted amount. The building which accommodates 750 beds, was designed in spring of 2000, went to the Planning Board at the end of the summer of 2000, broke ground in February, 2001 and was occupied in 2002.

From the planning perspective, the tight deadlines provided the significant challenge of trying to communicate effectively with the community and neighborhood in a very short timeframe. M.I.T. held two community meetings at the Morse School. Prior to the meetings 500 flyers were distributed in the adjacent neighborhood. A website was established to disseminate information about the project. The two meetings were well attended.

At the meetings the neighbors requested changes to the project in four areas. They wanted more parking and more open space; they wanted some small scale retail incorporated into the project and they wanted a more residential look for the building. MIT staff listened carefully and changed the project to respond to neighborhood requests in all four areas. They agreed to make all of the parking residential, although they could have made it available to their commuters. With regard to the open space concerns, the architects changed the building design to make the first floor more transparent and to provide bigger setbacks on Sidney Street. Several other design changes were also made to respond to concerns raised at the meetings. Finally, although M.I.T. staff were concerned about trying to add neighborhood retail space because they had never done so before, they did include two ground floor retail spaces. One space has been rented to a restaurant.

Mr. Owu noted that when the project came before the Planning Board, members of the Planning Board raised concerns that M.I.T. had gone too far in the changes that were made in response to neighborhood feedback, especially in the area of parking. M.I.T. staff felt somewhat caught in the middle.

Mary Power began her description of a successful planning and development project by explaining that for Harvard predictability of outcome is a very important element in defining success. She then described a project that Harvard staff considered a success in the area of planning and development: the Hammond Street transition between the neighborhood and the university and its impact on the 60 Oxford Street building project. Ms. Power reviewed the development of land use policy in the area of transitions, particularly transitions between institutional uses and residential uses. In the policy workshops that eventually led to the Planning Board's Growth Policy Document, a great deal of attention was paid to the need for better transitions. In its consideration of the issue of transitions, the Growth Management Advisory Committee established criteria that would allow identification of transition areas throughout the city. The committee

identified five significant transition areas in need of attention. Two belonged to Harvard and one of those was the Hammond Street university edge.

Starting with the Agassiz Neighborhood Council and utilizing the Agassiz Council's well-established communication avenues (in particular, their regular newsletter), university representatives and neighbors began meeting in 1998. They met 22 times over the next two years. Neighbors who did not attend the meetings were kept informed through the newsletters. The group arrived at a series of guidelines after lengthy discussions of the character of the neighborhood and consultation with an architect with significant urban planning and design expertise. The results were a zoning amendment that reduced height limits at the Hammond Street edge from 120 ft. to 35 ft. for flat roofs and 45 ft. for pitched roofs and increased setbacks, a further strengthening of the residential edge by moving an historic two-story wood frame house from a more interior campus location to the street and substantial agreement between the university and the neighborhood on the Oxford Street building project. Ms. Power expressed a belief that the already existing neighborhood association, which had a strong communication structure and the confidence of the neighbors, was a key element in this successful experience.

Marylou Balt spoke briefly on behalf of Lesley University. She stated that Lesley is now beginning a master plan study. A major land use goal of the university is moving the Art Institute of Boston to Cambridge. The Institute currently occupies 57,000 sq. ft. in Boston. At this time the Institute leased 90 dorm rooms in Boston and houses another 60 students in Cambridge. Lesley would like to move 100 Institute students to Cambridge housing. Lesley currently has 55,000 sq. ft of space on the second floor of the Porter Exchange building, which was formerly leased by the Smithsonian. The ground floor retail in that building is completely leased up, although, like restaurants all over the city, the restaurants in that space are suffering significant declines in their businesses.

At this time, Ms. Miller noted that no neighborhood associations had responded to her letter inviting presentations. She observed that the committee would have to think about different methods of outreach to the neighborhood groups in the future. Ms. Miller then turned the meeting to a facilitated discussion of the opportunities, possible collaborative activities, constraints, dilemmas and guiding principles in the city/university relationship in the area of planning and development.

The comments elicited from the group discussion fell into the following two broad categories: (1) What contributes to a positive and successful planning experience and (2) What are the dilemmas and tensions inherent in the land use and planning relationship between the city and the universities. All participants were then invited to prioritize the items they saw as most significant in these categories. The results are set forth below, ranked by total number of responses and including a breakdown of the responses into city staff, university staff and citizen responses.

WHAT CONTRIBUTES TO A POSITIVE PLANNING EXPERIENCE

Mutuality

Mutual Recognition of each other's interests (10 total: 2 citizen; 4 city staff; 5 U staff)

Recognition of U's global competitive environment and that limits and modification are appropriate to protect the integrity of the neighborhoods

Mutual Respect (2 total: 2 U staff)

Focus on Mutual Benefits (2 total: 2 U staff)

History of Mutual Benefit makes it easier (1 total: 1 citizen)

Begin with Agreement

Understanding Our Oneness, A Vital, Livable, Successful City

Team Approach: we're in the same business (5 total: 1 city staff; 4 U staff)

Explain why U's need to grow (4 total: 2 city staff; 2 U staff)

Better understanding by homeowners of economic development

Communication

No surprises (5 total: 3 citizen; 1 city staff; 1 U staff)

Information shared openly and early; appropriate timing of conversations
(3 total: 2 citizen; 1 city staff)

Candid, Nuanced Communication

Keep up social communication

Coherence Of Those Negotiating: The Who

Who speaks for the Universities, City, Neighborhoods (3 total: 1 citizen; 1 city staff; 1 U staff)

Neighborhood groups representative and have staying power (2 total: 1 city staff; 1 U staff)

Organized Voice – full discussions (2 total: 1 city staff; 1 U staff)

Community Communication Vehicles that are relevant and effective

Demonstrating Ability To Be Responsive

Flexibility: not defensive about either content or process (3 total: 1 city staff; 2 U staff)

Listen, indicate that voices are heard, address concerns (2 total: 1 city staff; 1 U staff)

Understanding All The Parts That Have Impact

Respecting the Tools, legal responsibilities (3 total: 3 U staff)

Understanding of the cumulative impact of development (3 total: 1 citizen; 2 city staff)

Getting the Whole Picture on the table

DILEMMAS / TENSIONS

Sharing information early can be punishing (3 total: 1 citizen; 1 city staff, 1 U staff)

Who speaks for the universities, the city, and the neighborhoods? Each is a complex and multifaceted entity. (3 total: 1 citizen; 1 city staff, 1 U staff)

Housing for university uses are important to relieve the housing crunch and difficult to site with sensitivity to the ecology of the neighborhoods (3 total: 1 citizen; 2 city staff)

Neighborhood interests not always in line with overall city interests (2 total: 1 city staff, 1 U staff)

Fear of change. Homes are a big financial and emotional investment. (2 total: 2 U staff)

While the whole picture is desirable, it is not always clear what the whole picture is. (1 total: 1 citizen)

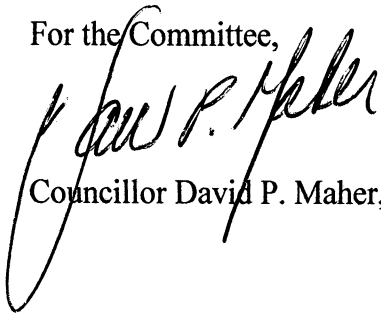
Sensitivity to fiscal health issues for commercial or University uses (1 total: 1 U staff)

The current zoning and legal tools do not always address the critical issues or the real community concerns.

At the conclusion of the prioritization process, Councillor Maher thanked all those present for their attendance. He noted that the next meeting in this series of discussions would take place on June 18, 2003.

The meeting was adjourned at 7:38 P.M.

For the Committee,

A handwritten signature in black ink, appearing to read "David P. Maher", written over the printed name below.

Councillor David P. Maher, Chair

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City of Cambridge

UNIVERSITY RELATIONS

In City Council August 4, 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 facilitated public meeting on June 12, 2003, beginning at 5:43P.M. in the second floor ceramics room of the Senior Center, 860 Massachusetts Avenue, for the purpose of discussing city and university relations in the area of land use planning and development.

Present at the meeting were Councillor David P. Maher, Chair of the Committee, Councillor Brian Murphy, Councillor Kenneth E. Reeves, Councillor E. Denise Simmons, Mayor Michael A. Sullivan, Councillor Timothy J. Toomey and City Clerk D. Margaret Drury. Also present were Robert W. Healy, City Manager, Beth Rubenstein, Assistant City Manager for Community Development, Stuart Dash, Director of Neighborhood and Community Planning for the Community Development Department (CDD), Susan Glazer, Deputy Director of CDD, Roger Booth, Director of Urban Design, CDD, and Roberta Miller, trainer and facilitator. The universities were represented by Sarah Gallop, Co-Director of Government and Community Relations, M.I.T., Michael Owu, Senior Real Estate Officer, M.I.T., Kelley Brown, M.I.T., Rachel Jellinek, M.I.T., Mary Power, Senior Director of Community Affairs for Harvard University, Tanya Iatridis, Harvard Planning and Real Estate Office, Mary Ann Jarvis, Office of Community Affairs, Harvard University, Charles Studen, Harvard Planning and Real Estate Office, George Smith, Lesley University, and Marylou Balt, Lesley University. The following Cambridge residents were present: James Shannon, Massachusetts Avenue, Roy Bercaw, Broadway, and Stash Horowitz, 12 Florence Street.

Councillor Maher convened the hearing and explained the purpose. He noted that this meeting is just the beginning of a discussion on the relationship between the universities and the city in the planning and development area. Councillor Maher then introduced Ms. Miller to begin the discussion.

Ms. Miller emphasized the need for a positive approach to the discussion of this topic, about which many residents, public officials and administrators and university staff have strong feelings. This meeting is an opportunity for candid exploration of what has worked well in past planning processes. She distributed a copy of the letter that was included with the notice of the meeting, which invited interested persons from a variety of perspectives to give brief initial statements about what they consider to be examples of success in the area of planning and development with the universities of Cambridge. She

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Committee Report #6

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 12, 2003 for the purpose of discussing city and university relations in the area of land use planning and development.

In City Council August 4, 2003

**REPORT ACCEPTED
PLACED ON FILE**