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First, I would like to thank Councilors Mazen, Simmons and Carlone for proposing Policy Order # 14, leading to a city-wide Master Plan for Cambridge.

As a professional, registered architect, and also a resident of Cambridge, I want to express my support for this Policy Order. Over the last 15 years, I have facilitated several master planning processes, and in my experience, the master planning process creates a framework for past efforts, current strategies, and new desires to all fit into a larger vision for the City, and sets its direction in the context of existing and emerging challenges, such as affordable housing, infrastructure (traffic/transportation), open space, and climate change. As I understand it, there already are several plans for targeted areas. The city-wide master plan can create a comprehensive vision, including the plans already prepared. I also feel that the Mazen-Simmons-Carlone plan offers the opportunity for sets of people who are traditionally at odds with each other to sit at the same table and work through seemingly competing agendas. Since we all share the goal of making Cambridge a fabulous place to live in, I am thrilled that the master plan will offer a way to build bridges between positions that seem untenable, and allow for all of us to actually work together. *and allow as the concerns of ppl. cited the young gentleman who is fearful and concerned about violation.* Yes, a lot of research needs to be done to work through the details. But the broad vision can be set with a much lower of effort, especially if the City can capitalize on the huge momentum and interest already generated by neighborhood groups and residents of Cambridge. Even before the sub-committees are formed, or the task forces are set, or the experts are called in, the first step in the process is to engage the public in a dialogue, and to use place-making tools to create a vision around human, social, cultural, economic, natural and infrastructural capital. We feel that the Policy Order # 14 offers the best opportunity to create sustainable economic and social growth for our community.

I urge the City to use not only rely on Inclusionary Zoning, but to move towards Inclusionary Planning, and engage the well-informed residents of Cambridge in robust and multi-dimensional participation. I also offer myself and my firm as a resource, both in terms of time and expertise to get the process off the ground. *I also want to see, sh*