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July 22, 2011

The Honorable Margaret Drury
City Clerk
City of Cambridge
City Hall
795 Massachusetts Avenue
Cambridge, MA 02139

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TELETYPE UNIT

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Executive Director

Re: Kendall Square Development and Transportation Principles
Adopted by the Kendall Square Association

Dear The Honorable Drury:

As you know, the Kendall Square Association is a membership-based organization of companies and institutions committed to promoting the health, vitality, and vibrancy of Kendall Square, Cambridge. We represent an area that is among the world's most prolific and dynamic innovation superclusters, with more technology and biotechnology companies per square mile than anywhere else in the world. Our goal is to support the growth of entrepreneurship, foster more civic & public activity, encourage the growth of retail and nightlife, and ensure that Kendall Square remains the place where the world gathers to develop breakthrough science, technology, engineering and math discoveries that positively impact our society.

Like most vibrant districts, Greater Kendall Square's built environment continues to transform. Nearly 5 million square feet of mixed use development is currently proposed by various commercial and institutional developers in the area. This development is a critical part of adding additional commercial/R&D space, services & amenities, and public/civic spaces that reinforce the district's community fabric. Naturally, as an association that represents the totality of interests in the Square, the KSA cares deeply about the specific development proposals and the on-going evolution of the Square.

In the fall of 2010, the Board of the KSA initiated a visioning process to understand the impact of current development proposals and think about how best to support the community and innovation economy in the Square. The goal of the process was to develop principles that our diverse membership of interests could agree to and would substantially contribute toward the evolving vision of Kendall Square. Our property owners, employers large and small, entrepreneurs, multi-unit residential real estate managers, and retail & cultural interests sought and found common ground on principles that would advance the interests of Kendall Square.

Kendall Square Development and Transportation Principles Adopted by the KSA
July 22, 2011
Page 2 of 2

At the July KSA Board meeting, the two initial sets of principles, Development and Transportation, were approved. I have included these Principles along with this letter, and have also forwarded them to other city officials. It is our hope that these Principles help shape the work of the Kendall Square Advisory Committee as it studies the Kendall/Central Square area, and underpin all future civic conversations regarding the on-going vibrancy of Kendall Square.

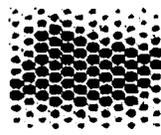
If you have comments on these Principles or if I may answer any of your questions, please do not hesitate to contact me directly.

Sincerely,

A handwritten signature in black ink, appearing to read 'Travis McCready', with a large, sweeping flourish at the beginning.

Travis McCready
Executive Director
Kendall Square Association

Enclosures (2)



Kendall Square

The Future Lives Here

Development Principles – June 30, 2011

1. Facilitate the creation and growth of a diverse range of innovation companies

- Kendall Square is the most innovative square mile on the planet, but to maintain its leadership position given the aggressive competition from regions around the world, it needs active support from the city and the community to allow companies of all sizes and industries to locate and expand here.

2. Encourage high-density commercial development in the areas closest to mass transit stations

- The highest density commercial developments are best located in areas around mass transit stations which allows the preservation of the scale and character of the lower-density residential neighborhoods.

3. Expand and enhance restaurants, cultural amenities, entertainment venues, and other retail services

- New retail should be focused on the Main St., Broadway, and Third St. corridors, preferably on both sides of each street, and should be designed to meet the needs of students and workers, residents in adjacent neighborhoods, and visitors from beyond Cambridge.

4. Create a more defined sense of place

- Kendall Square needs a clearer identity, one that is unique and representative of the innovation occurring here, and a better defined and identifiable sense of place with lively and vibrant public spaces such as streets, sidewalks, parks and plazas.

5. Encourage additional residential development

- Additional residential development within a 15-minute walking distance of the MBTA station, particularly in the transition areas north of Broadway including the Volpe site, will help enliven the square on nights and weekends.

6. Support enhanced pedestrian, bicycle, vehicular access

- To improve access to the Square for all users, wide sidewalks should be encouraged on major streets; bike lanes, two-way traffic, and on-street parking should be accommodated on public streets where possible; and as many vehicular turning movements as possible should be allowed, including direct connections from Main Street to Third Street and the Longfellow Bridge in both directions.

7. Encourage sustainable development

- Encourage environmentally sustainable and energy-efficient design and construction practices in new developments in the Square, and support the construction of buildings that are flexible, durable, and that can accommodate changes of use over time.

8. Encourage all employers to plan contextually for their growth

- Encourage the educational and research institutions and the for-profit companies to plan for their growth, development, and design in a manner that is supportive and sympathetic to the entire Kendall Square community.

Kendall Square Association

Transportation Policy Principles

July 13, 2011

1. Access

KSA promotes access to, from and through Kendall Square for residents, employees, vendors, neighbors, customers, visitors and students – all of the people and organizations that help to make Kendall Square a vital place.

2. Choices

KSA desires to remove barriers that limit or prevent convenient access to Kendall Square by all those who frequent the Square, across modes of travel. Transportation investments need to maximize mobility across the system for all users. This may require special emphasis in the near term on previously neglected modes of transportation as a means of expanding choices for Kendall's traveling public.

3. Urban Center

Kendall Square is an urban center within a regional transportation network. The development of Kendall Square in recent decades and going forward has been so substantial relative to downtown Boston and other inner ring cities and towns that the historic transportation paradigm of a hub and spoke system must be changed to reflect the polycentric nature of current transportation demand in the metropolitan region. The vibrancy of the metropolitan area requires moving people and goods into and through Kendall, just as other nodes in the regional network play this role for those who live, work and play in Kendall Square. An urban center like Kendall Square necessarily draws more traffic than other neighborhoods in Cambridge.

4. Regional, National and Global Connections

By virtue of its role as a global hub of scientific and technology-based businesses and institutions, Kendall Square has need of regional, national and international transportation connections that transcend the needs and interests that are typical of other neighborhood business districts. As a result, the KSA may find that it can and should engage in understanding and advocating on behalf of transportation policies and

projects that are well outside of the square mile that defines the Square. These may include improved highway, ship and rail services for freight delivery, changes in aviation policy and management of Logan Airport, high speed passenger rail and issues of federal and state financing of the transportation system, among others. In evaluating its role in these more far flung issues, KSA will have to be mindful of its limited influence and resources. It must be strategic in focusing on those matters of most critical importance to its members and those which the Association might be able to play a significant role in influencing.

5. Land Use and Development

KSA understands that the continued redevelopment of Kendall Square, broadly supported by KSA, the City of Cambridge and our neighbors, requires well-managed transportation systems that grow and respond to the evolving needs of businesses, employees, residents and visitors.

6. Density

The robust transportation network that serves Kendall Square, including transit, bus, automobile, bicycling and walking, and potentially commuter rail provides for substantial levels of density in population and in the built environment. Previous modeling forecasts required by the city and state over the last twenty years have substantially over-estimated vehicle traffic. In addition, secular changes in demand for transportation to Kendall, such as the increase in bicycling, also permit more density than has been zoned or permitted in the past. Traffic models need to be conservative, but not as conservative as they have been in estimating a sustainable pace of growth. Because of the central role that fear of traffic impact plays in supporting policies that limit or even reduce densities, this is more than a technical matter for traffic engineers. KSA will need to play a role in the education and advocacy needed to challenge the traditional views and practices in this area.

7. Finance & Operations

Clean, safe, attractive, customer-friendly and efficient operation of all parts of the system – roads, sidewalks and paths, bicycle facilities, transit, trains and air travel – are essential. Financial and management systems must be in place to ensure these goals. In particular, safe, clean and reliable service on the MBTA has been and will be a key ingredient in the success of Kendall Square. The Red Line is the backbone of Kendall Square and the Kendall/MIT station is its center.

8. Transportation Investment & Growth

The transportation system must be dynamic, reflecting changes in demand for services and new opportunities for transportation supply. Safe and reliable operation of the existing system is necessary but not sufficient to unlock the potential of Kendall Square. A key investment for Kendall Square is a circumferential transit system that connects north and south to the historic spokes of the system, as well as eventually creating a transit link to the Longwood Medical Area and other technology growth areas. This circumferential connection will relieve the pressure on the increasingly crowded central hub of the MBTA transit system, reduce travel times to Kendall Square and provide greater access to Kendall Square for inner city and suburban neighborhoods.

9. Public Realm

The transportation system is the largest and most visible part of the public realm. Attention to design and interaction with the rest of the built environment is essential to Kendall Square.

10. Coordination

The transportation system should be treated as a single system, despite the variety of responsibilities spread among government agencies. KSA will advocate for improved coordination across jurisdictions to create a seamless interface among the parts of the system. This applies to investments and operations.

11. Innovation

Consistent with the animating spirit of Kendall Square, the KSA should seek out and support innovations in transportation. Current and emerging examples include car and bike-sharing services, IT-supported real time ride sharing, shared parking, bicycle storage stations, use of social networks and web communications to optimize travel, etc.

12. Environment and Energy

By virtue of its role as a global hub of scientific and technology-based businesses and institutions, KSA has a strong interest in fostering sustainable and energy efficient transportation policies, programs, and practices which enable mobility for everyone who wishes to access Kendall Square conveniently, cost effectively, while seeking to avoid, reduce, or offset environmental impacts of transportation.

KSA Transportation Committee Practices

July 12, 2011

- **Plan** – Develop and periodically re-assess a comprehensive transportation strategy and program for Kendall Square.
- **Communicate**- Ensure the development and maintenance of a portal for comprehensive information on how to get to, from and around Kendall Square that can be accessed from the Kendall Square website; coordinate and promote more robust transportation option information for Kendall Square delivered in multiple channels – web, brochures, wayfinding signs, etc.;
- **Review Impact** – Identify and review potential transportation impacts to Kendall Square that may result from proposed land development, roadway reconstruction, transit changes or other changes in the environment;
- **Be a Link to the Community** – Work with neighboring resident, businesses, institutions and organizations to promote harmonious and seamless transportation systems for our region. For example, represent transportation concerns in Kendall Square Advisory Committee; and
- **Advocate** – Establish and advance Kendall Square interests in transportation. For example, advocate for positive resolutions for Longfellow Bridge reconstruction and the Grand Junction Commuter Rail proposal.