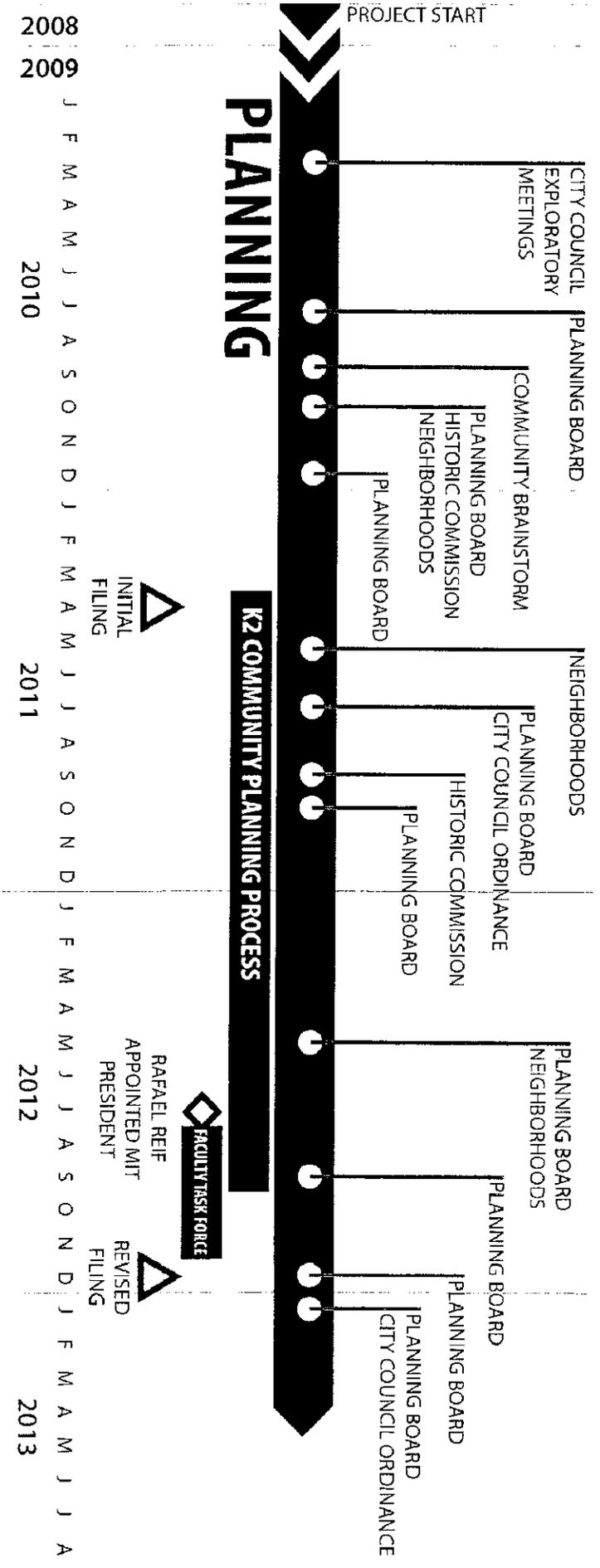


Kendall Square Initiative

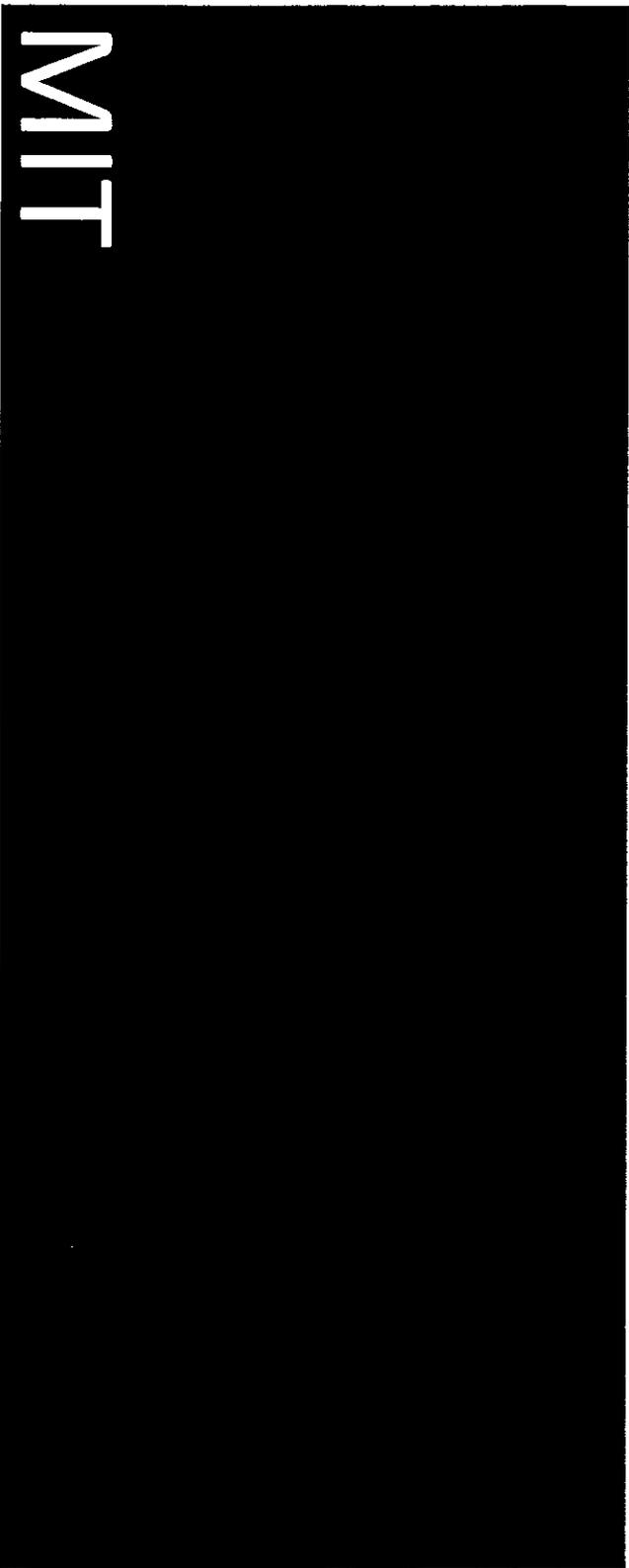
Zoning Presentation
to the Cambridge City Council, Ordinance Committee
January 24, 2013

PROCESS



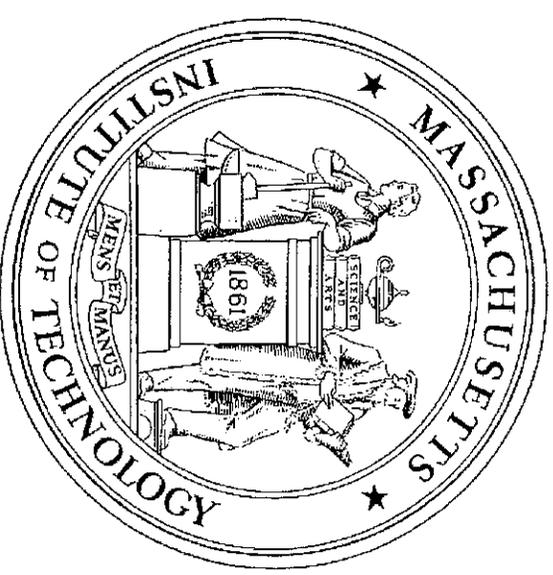
AGENDA

1. Introduction
 2. MIT Context
 - MIT and the Innovation Economy
 - MIT Housing
 - Moving Forward
 3. PUD-5 Zoning Petition Overview
 - Review of Language
 - Alignment with Planning Studies
 - Evolution of Proposal
 4. Conceptual Buildout / Mix of Uses
 - East Campus Planning
 - Repurpose of 7 parking lots
 - Housing and Lab
 - Open Space and Connections
 - Retail and Active Uses
 5. Discussion
-

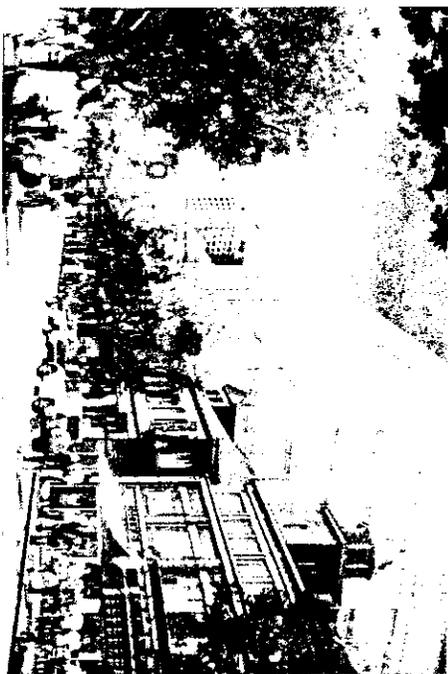
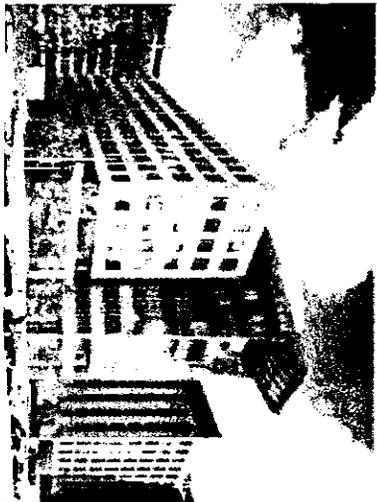


Context

- MENS ET MANUS : mind and hand
- Real world problem solving and hands-on research
- Innovation continuum from basic science/engineering to applied research to start-up companies
- MIT stands apart in the depth, breadth, continuity and intensity of our connections with industry



MIT AND THE INNOVATION ECONOMY



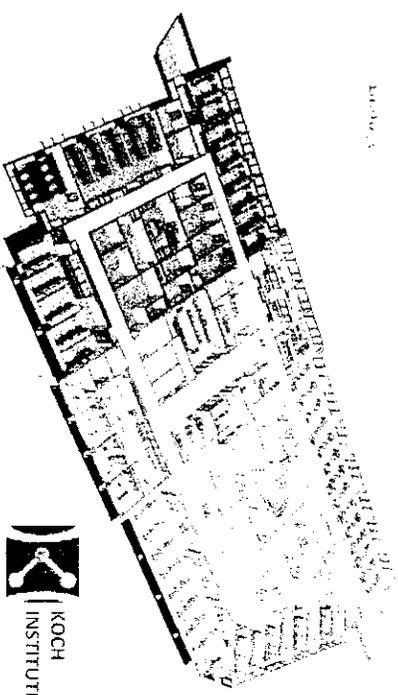
MIT AND THE INNOVATION ECONOMY

PLANNING CONSIDERATIONS

- Dynamic relationship between campus and an enhanced mixed-use district
- Redevelopment and growth in the campus context
- Large scale, specialized research facilities and the need for connection, interaction, collaboration at the building level



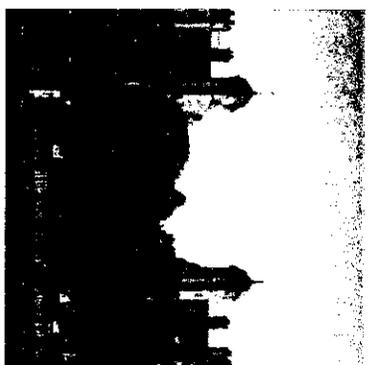
■ East overpass,
Davenport
Architects



MIT HOUSING

GRADUATE AND UNDERGRADUATE

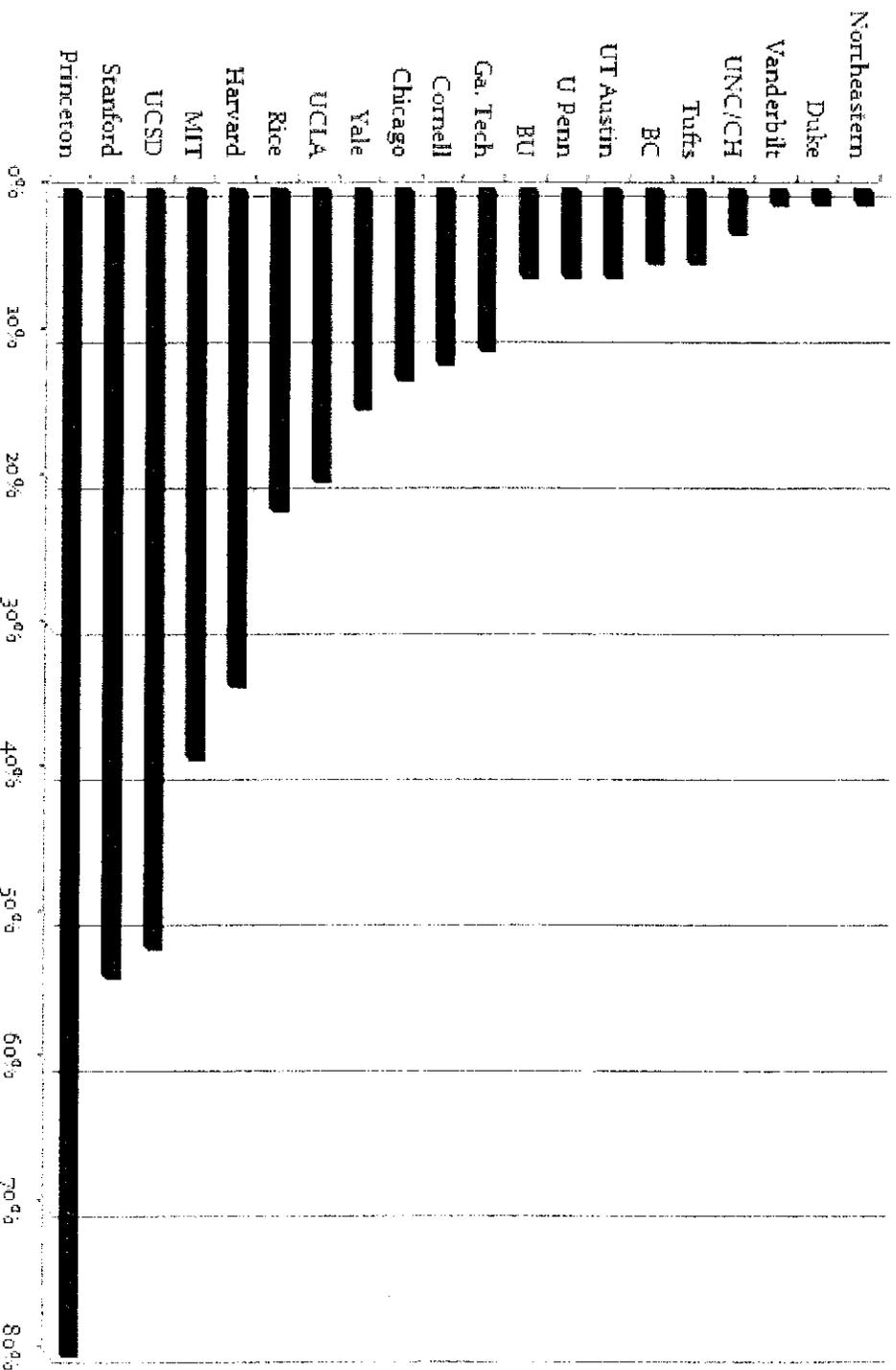
- Over 98% of MIT's 4,363 undergraduates live in residence halls or FSILGs
- MIT houses 39% of its 6,259 graduate students
- Since 1997, over 1,300 new graduate beds added in the northwest sector of campus in Ashdown House (541 beds), Sidney-Pacific (681 beds), and The Warehouse (120 beds)



MIT HOUSING

GRADUATE

Percentage of graduate students housed by a sampling of other colleges and universities:



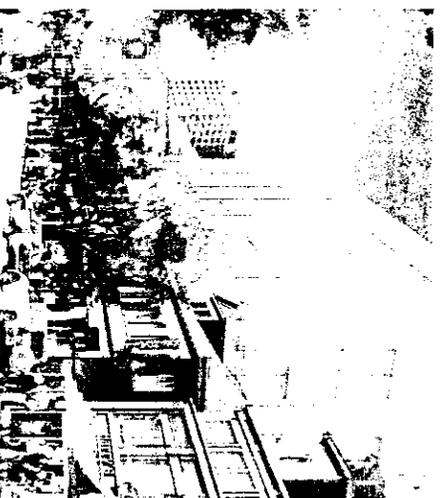
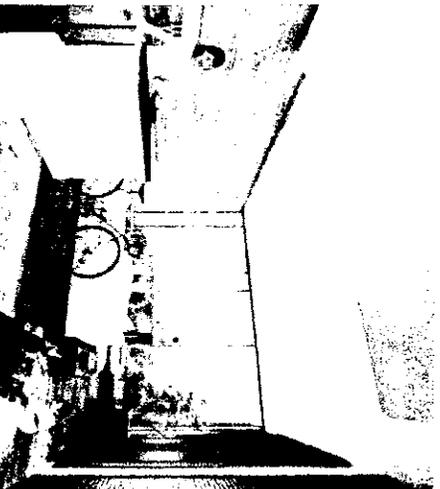
Source: Phone survey and web searches, updated 2012

PUD-5 Zoning Petition Overview

PURPOSE

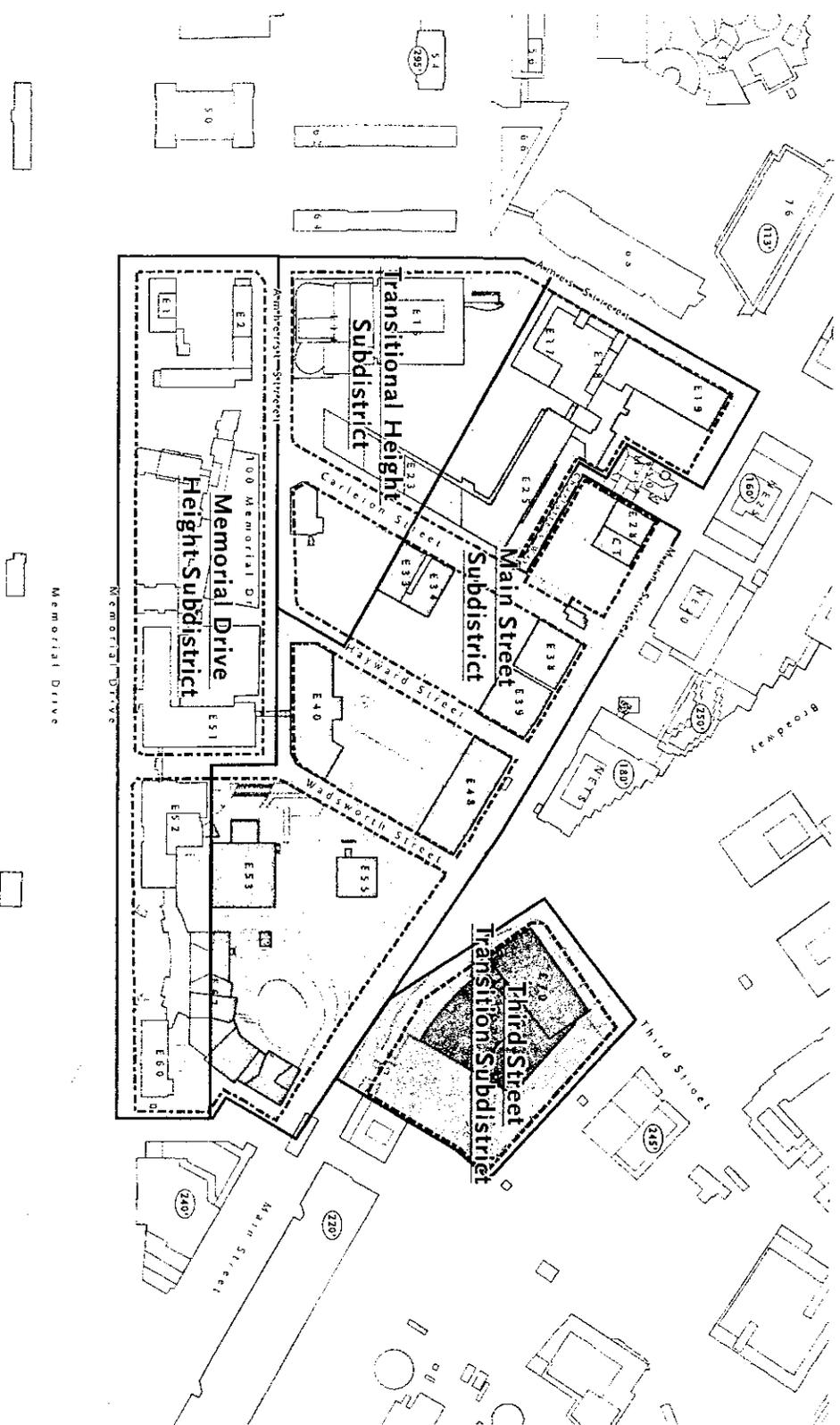
SECTION 13.80

- Advance Kendall Square as a world-renowned center of innovation
- Create a vibrant mixed-use district
- Enable MIT's academic mission



PUD LIMITS AND SUBDISTRICTS

SECTIONS 13.81.1 AND 13.81.2



26 acres

ALLOWED USES

SECTION 13.82

- All uses are allowed across the entire district.
- Residential – allows multifamily and hotel
- Transportation / Communications – MBTA
- Office and lab uses
- Institutional uses, including dormitories
- Retail
- Open Air / Drive-in – does not allow drive-thru but does enable open air retail and entertainment
- Light industry – allows light manufacture of a variety of goods to support entrepreneurial retail but no noxious or heavy industry
- Planning Board may allow other uses consistent with objectives of PUD-5

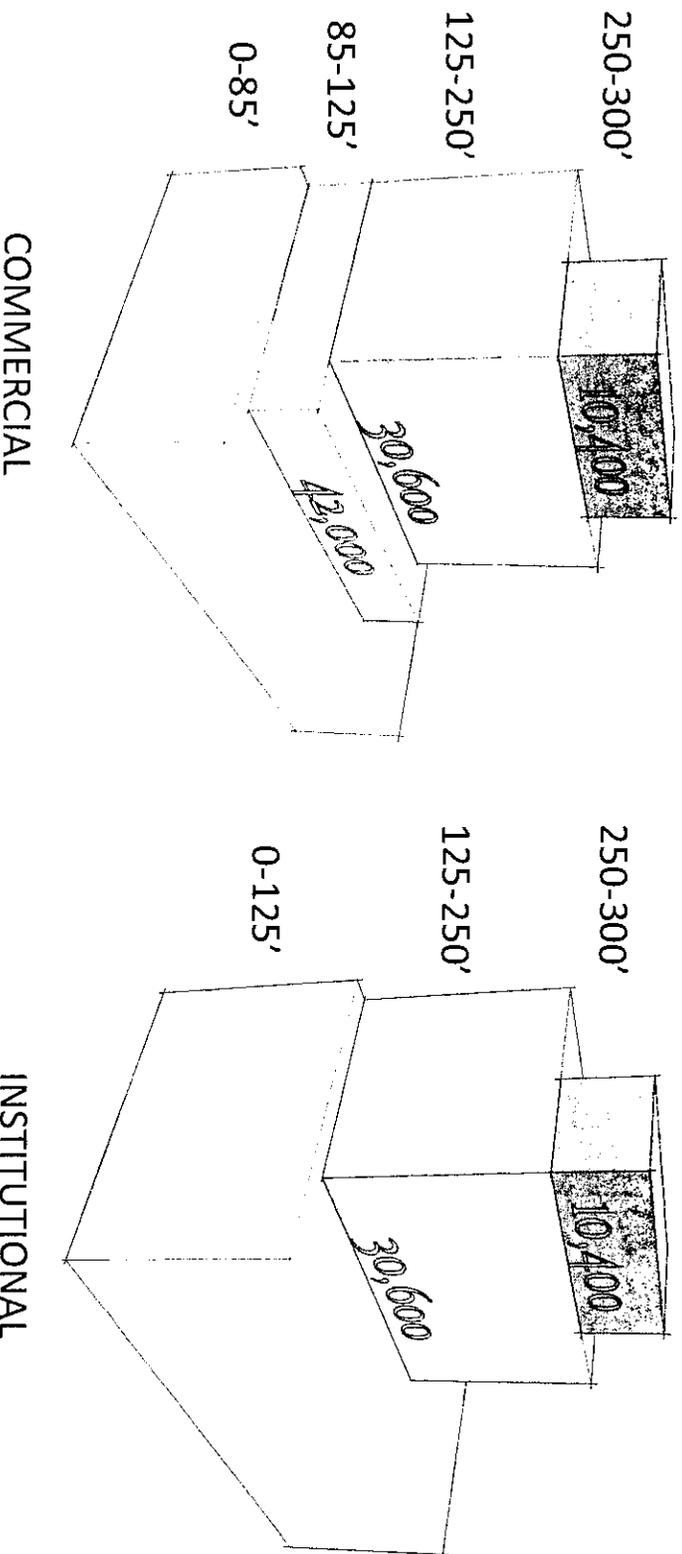
SECTIONS 13.83.1 AND 13.83.2

- Maximum FAR for the entire district is 3.9
- Any parcel can exceed as long as it does not cause the entire district to be over
- Ground floor retail is excluded from FAR

GFA LIMITATIONS

SECTION 13.83.3

- No more than 980,000 sf of new commercial
- Floor plates aligned with K2 recommendations
- More flexibility for institutional floor plates



PARCEL SIZE AND SETBACKS

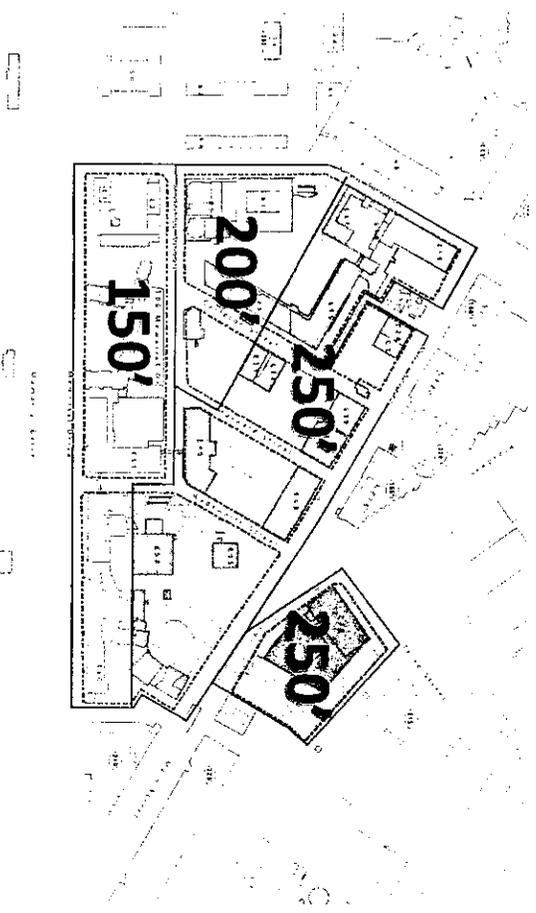
SECTIONS 13.84 AND 13.85

- Minimum size for development parcel is 25,000 sf
- Setback 16' at and above 85' in height along Main Street, Third Street and Broadway
- Pedestrian bridges are allowed, with City Council approval when over public land, and are exempt from floor plate restrictions

HEIGHT

SECTION 13.86

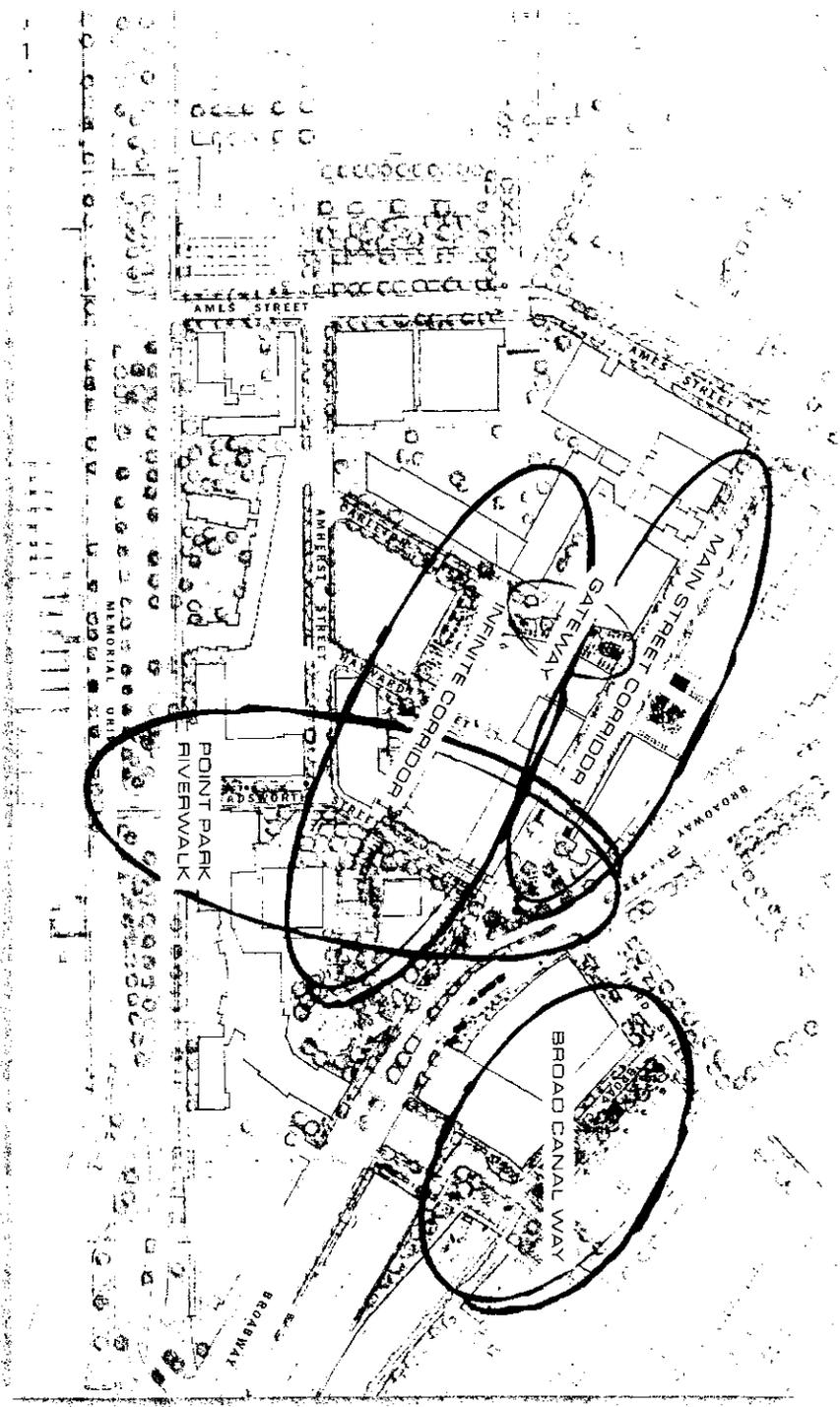
- One new building in the Main Street Subdistrict and another in the Third Street Transition Subdistrict is allowed to a height of 300' if the use above 250' is residential
- Additional residential square footage above 250' is subject to a moderate income housing requirement



OPEN SPACE

SECTION 13.87

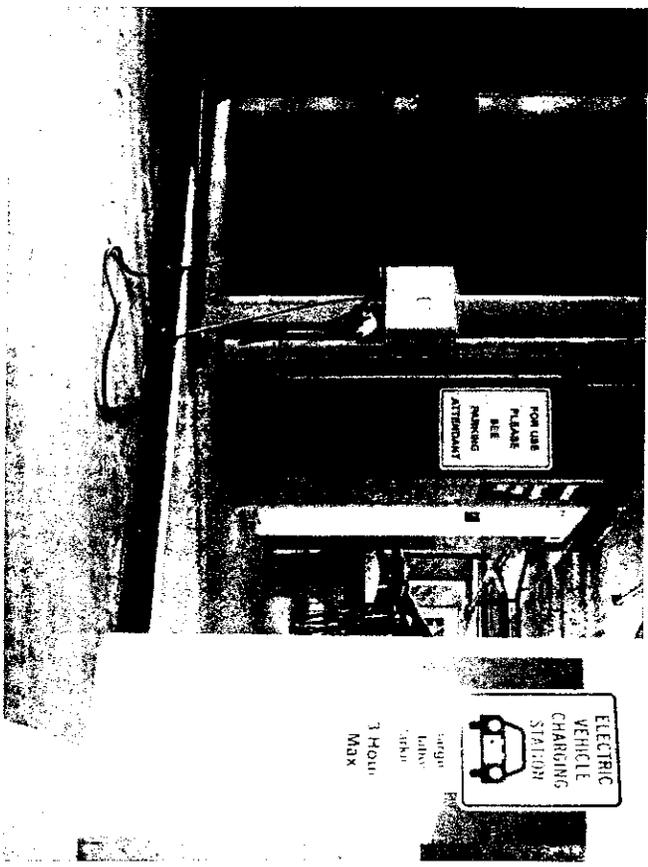
- Minimum Open Space 15% across the PUD-5 district



PARKING

SECTIONS 13.88.1 TO 13.88.4

- Automobile parking consistent with Traffic, Parking & Transportation recommendations in the K2 study
 - 0.90 spaces per 1000 sf of Office
 - 0.80 spaces per 1000 sf of Lab
 - 0.50 to 0.75 spaces per residential unit
 - 0.50 spaces per 1000 sf of Retail
 - 0.25 spaces per hotel key

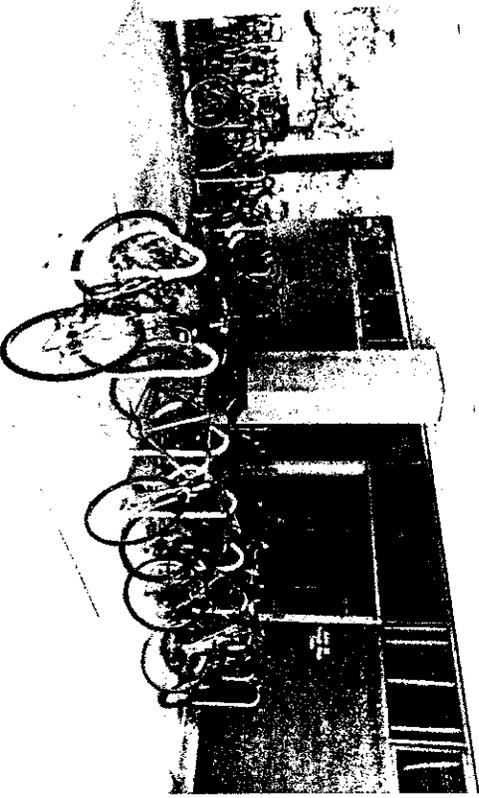


Electric Vehicle Charging Station
One Broadway

PARKING

SECTIONS 13.88.5 TO 13.88.10

- Development proposals to include shared parking study
- Requires below grade parking south of Main Street but allows extension of above grade at One Broadway; allows 5% on grade
- Temporary parking provisions during project phasing
- Provisions for replacement of existing parking for continuing uses
- Loading flexibility between buildings
- Bike parking complies with the ordinance



HOUSING

SECTIONS 13.89.1 AND 13.89.2

- Requirement for construction commencement of 240,000 sf of residential prior to commercial development over 600,000 sf
- Residential GFA is subject to 11.203.2 Inclusionary Housing of affordable units
- Commercial GFA is subject to 11.203.1 Incentive Zoning Contribution (\$4.44 per sf – up to \$4.3m)

INNOVATION SPACE

SECTION 13.89.3

- The district must include innovation space that is equal to 5% of the new commercial GFA
- Characteristics include small business incubators, flexible short-term leases & shared space
- 5 year review of the implementation of such innovation space may be requested by the Planning Board or developer
- Existing innovation space GFA can be used to meet this requirement

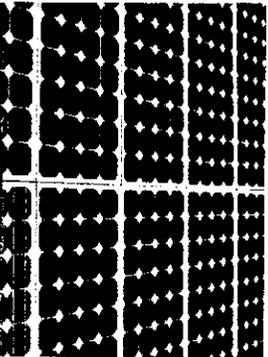
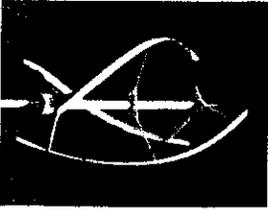


Cambridge Innovation Center
One Broadway

SUSTAINABILITY

SECTION 13.89.4

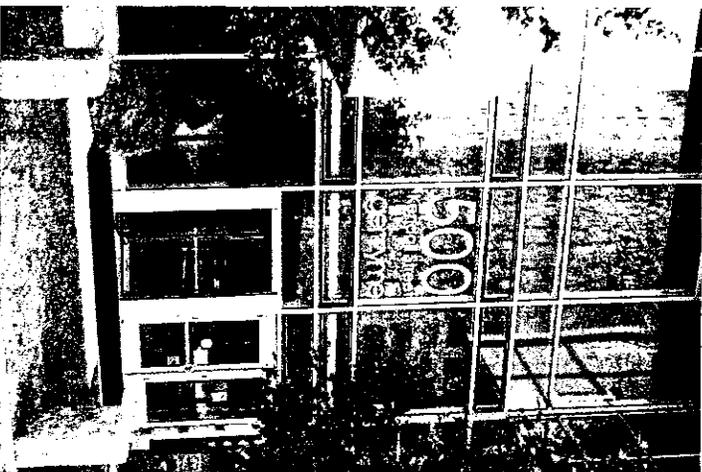
- LEED Gold for new commercial lab and office buildings
- Incorporate best practices in energy and emissions, landscape and water management, healthy living, transportation and sustainability awareness



SIGN ORDINANCE

SECTION 13.810.1

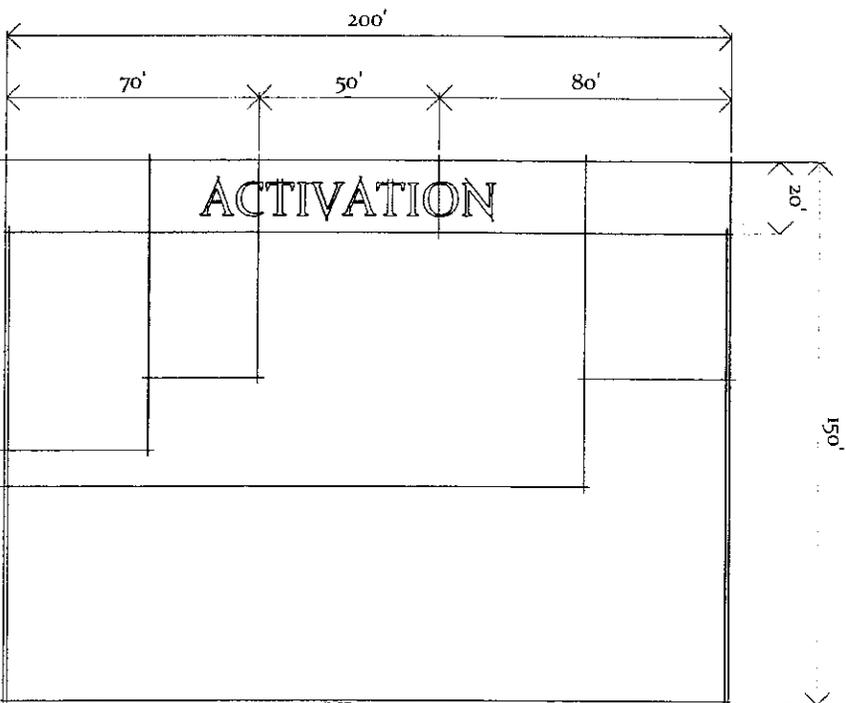
- Article 7 - Business, Office and Industrial Districts
(7.16.22) sign regulations applicable to PUD-5



ACTIVE USES

SECTION 13.810.2

- 75% of first floor new GFA at 20' depth along Main Street, Broadway and Broad Canal Way must be devoted to active uses including retail, institutional uses open to the public, open air retail and other uses approved by the Planning Board that meet the criteria
- Lobbies are not considered active uses



COMMUNITY FUND

SECTION 13.810.3

- Establishment of a Community Fund
- 7 member committee including one from each of 3 abutting neighborhood associations, KSA and MIT
- \$10.00 per new gfa paid at Certificate of Occupancy
- Three components are:
 - Open spaces within 500 feet of the district
 - Transportation improvements to Kendall and adjacent neighborhoods
 - Workforce development citywide
- Preapproved credits are allowed

GENERAL ALIGNMENT WITH KENDALL PLANNING

	MIT	K2	CBT
Heights	✓	✓	✓
Floorplates	✓	✓	✓
Total SF	✓	✓	✓
Residential SF	✓	✓	
Commercial SF	✓	✓	
Active Ground Floor Use	✓	✓	✓
Parking Ratios	✓	✓	N/A
Open Space Network	✓	✓	✓
Public Realm	✓	✓	✓
Middle Income Housing	✓	✓	N/A
Sustainability	✓	✓	N/A
Setbacks	✓	✓	N/A
Innovation Space	✓	✓	N/A
Community Benefits	✓	✓	N/A

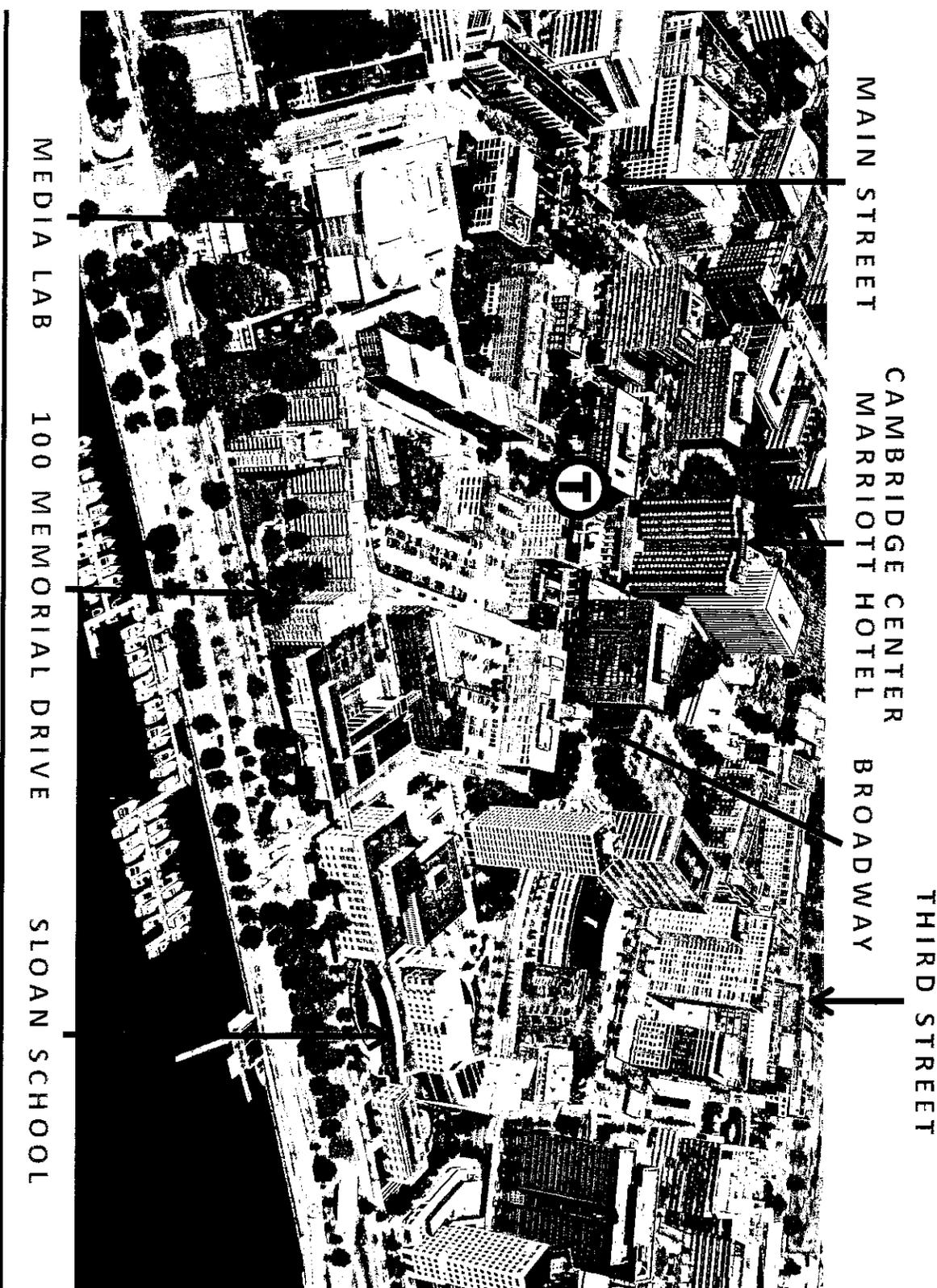
ZONING PETITION OVERVIEW

	2011	2012
Commercial Max.	980,000 SF	Same
Residential Min.	120,000 SF	240,000 SF
FAR	3.8	3.9
Height	150' - 250'	Same
	Up to 300' may be allowed	Up to 300' may be allowed only for residential with a middle income component
Floorplates	None	Smaller floorplates at higher height
Open Space	15%	Same
Parking	.9 office, 0.5 residential & retail	Same
Ratios	.9lab	.8lab
	1/2 hotel rooms	1/4 hotel rooms
Signage	No limitations	Commercial sign regulations apply
Innovation Space	Not included	5% of office space in district
Sustainability	Not addressed	New Commercial Buildings LEED Gold
Community Fund	Not addressed	Contribution to Community Fund of \$10 psf of commercial development
Active Uses	Minimum 60,000 SF	75% of ground level space along Third St., Main St., and Broad Canal Way
Low & Moderate Income Housing	42,000 SF	48,500 SF
Incentive Zoning Payment	Not included	Up to \$4.3m contribution to Affordable Housing Trust

Conceptual Buildout

MIT EAST CAMPUS

EXISTING CONDITIONS

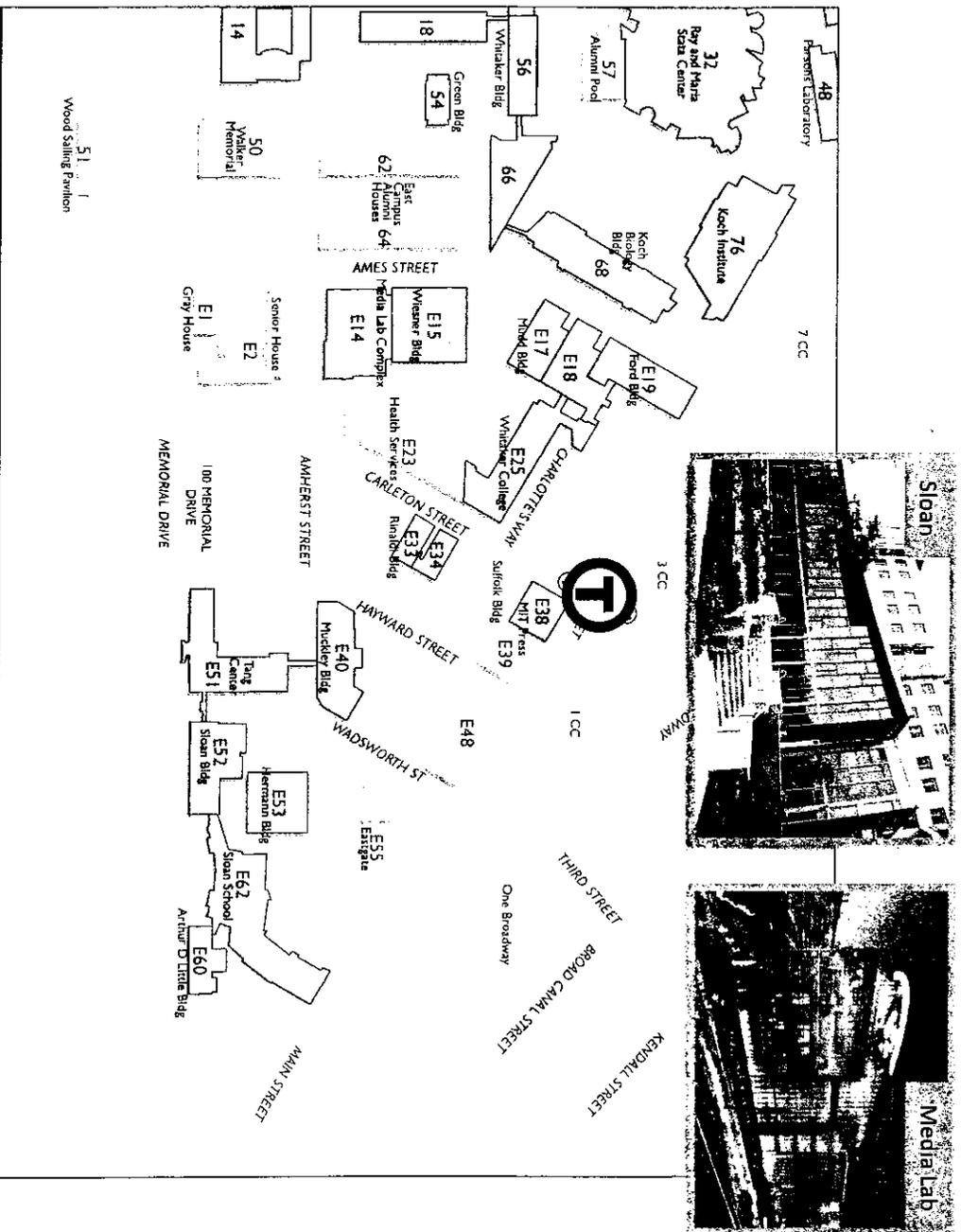


Aerial by : www.lesvants.com

MIT EAST CAMPUS

CURRENT USES

□ Academic & Research



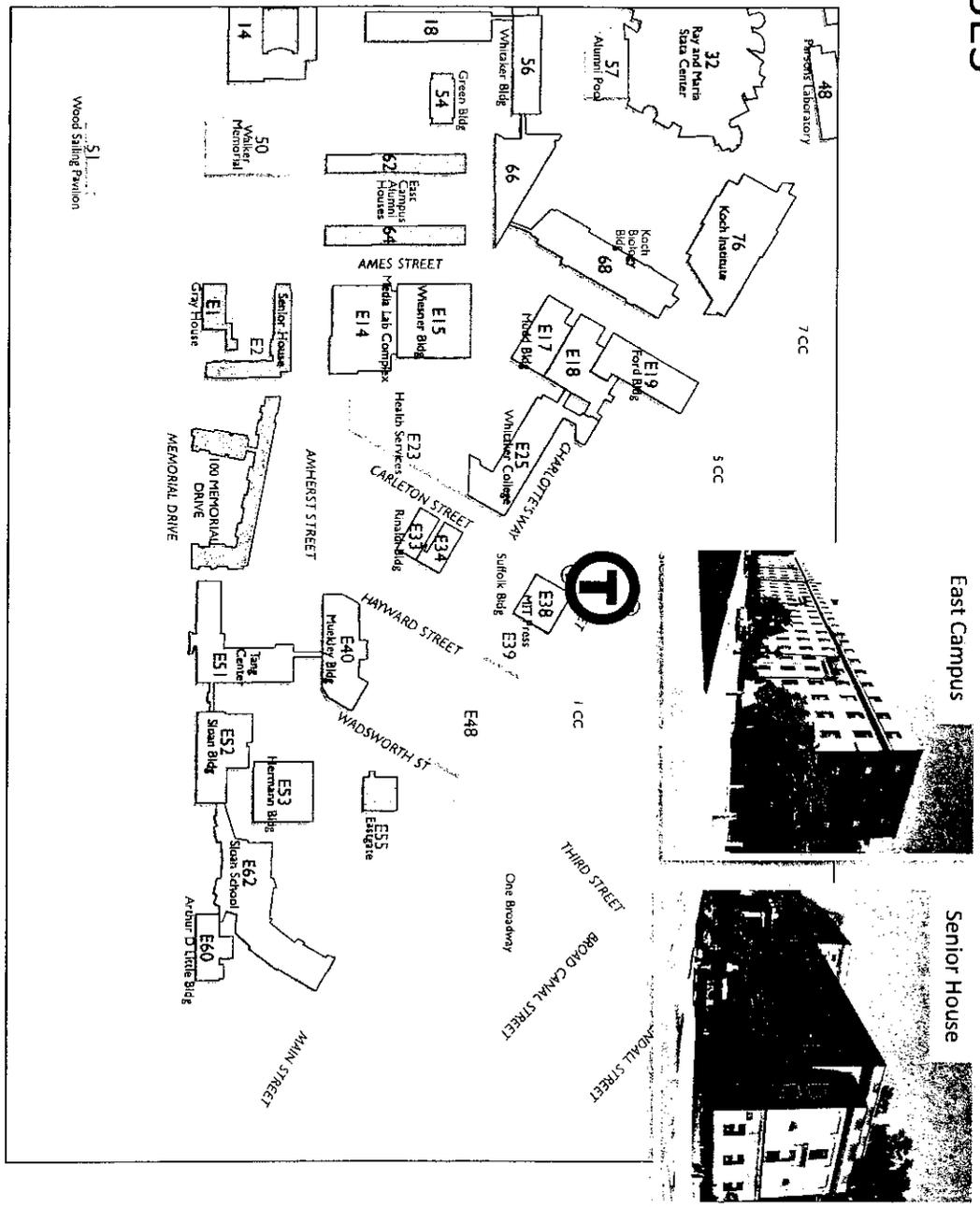
MIT EAST CAMPUS

CURRENT USES

STUDENT	
East Campus	354 beds
Senior House	146 beds
Eastgate	201 units

MARKET	
100 Memorial	270 units

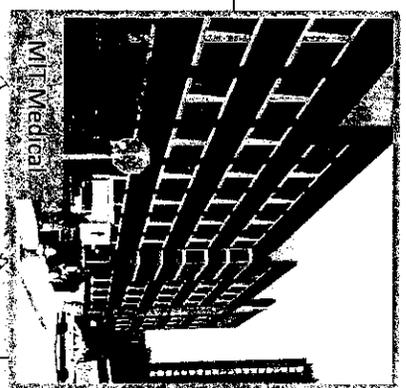
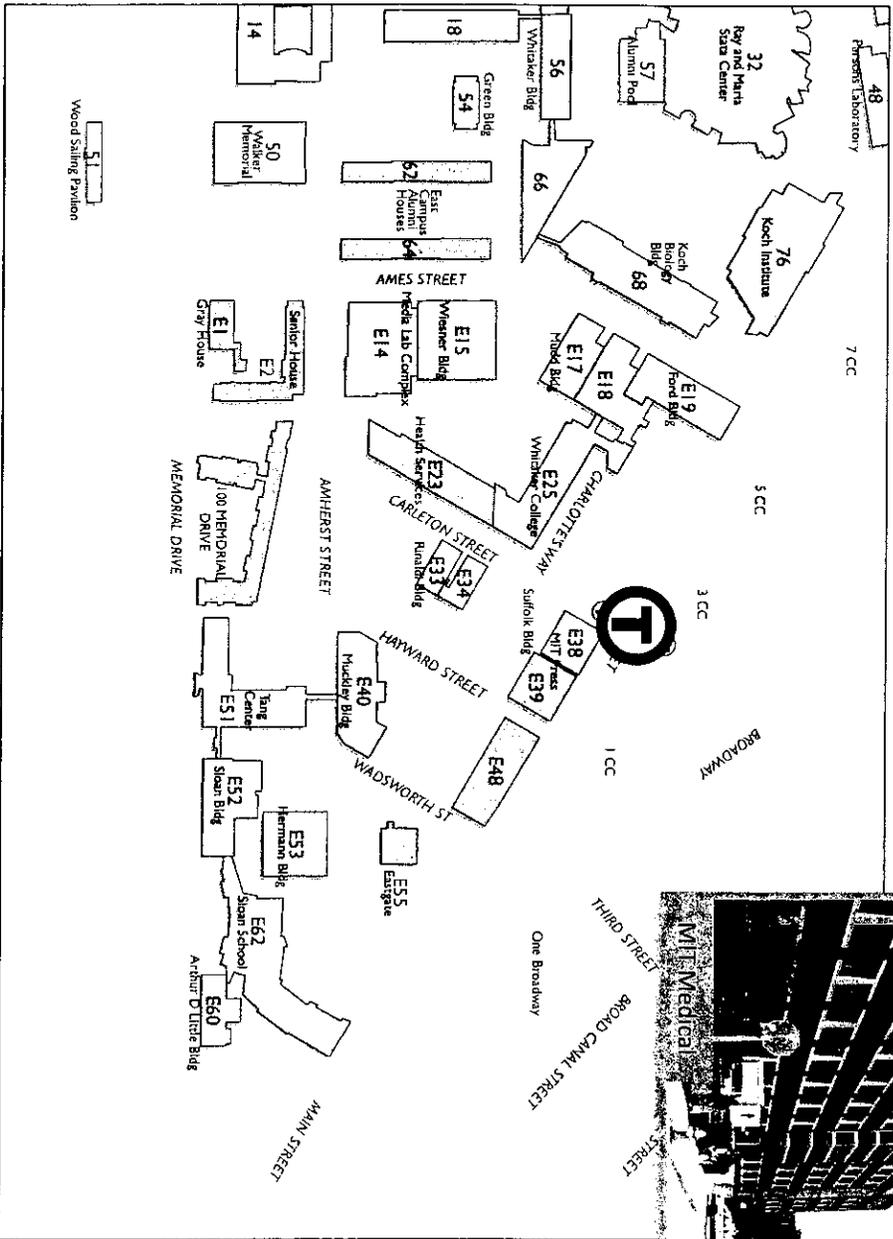
- Academic & Research
- Residential & Institute Housing



MIT EAST CAMPUS

CURRENT USES

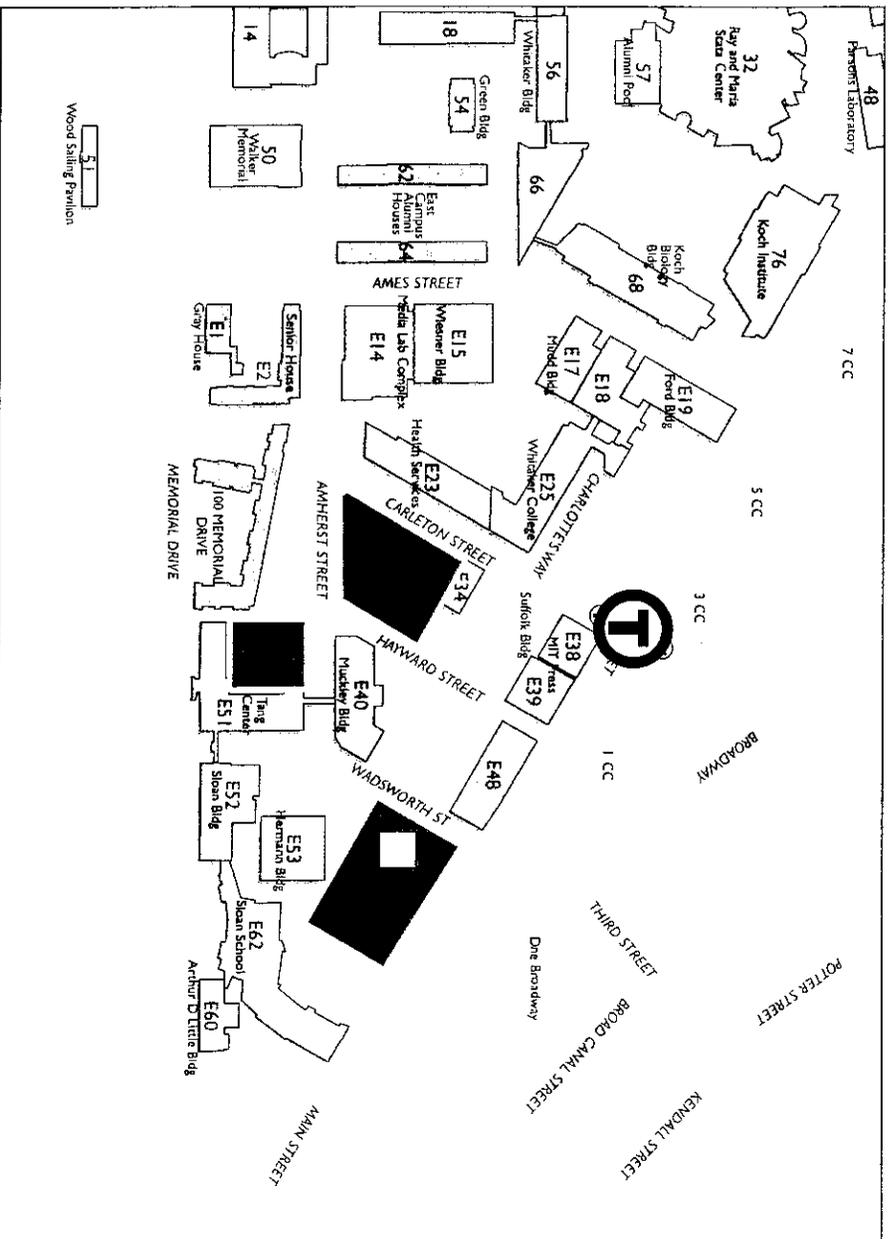
- Academic & Research
- Residential & Institute Housing
- Athletics & Student Life
- Service & Administration



MIT EAST CAMPUS

POSSIBLE FUTURE ACADEMIC DEVELOPMENT SITES ON EXISTING PARKING LOTS

- Academic & Research
- Residential & Institute Housing
- Athletics & Student Life
- Service & Administration
- Possible Future Academic

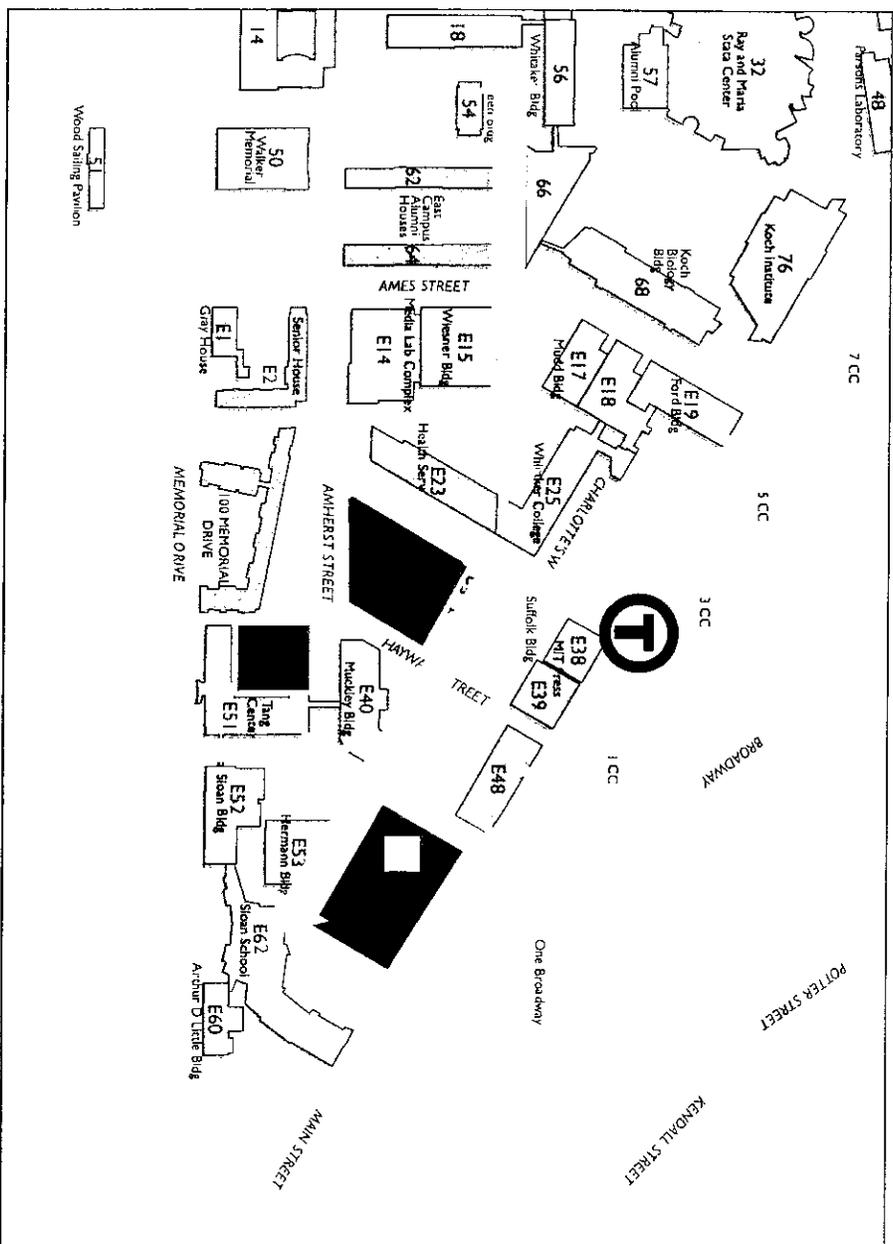


MIT EAST CAMPUS

CONNECTIONS BETWEEN CAMPUS AND COMMUNITY

- Academic & Research
- Residential & Institute Housing
- Athletics & Student Life
- Service & Administration

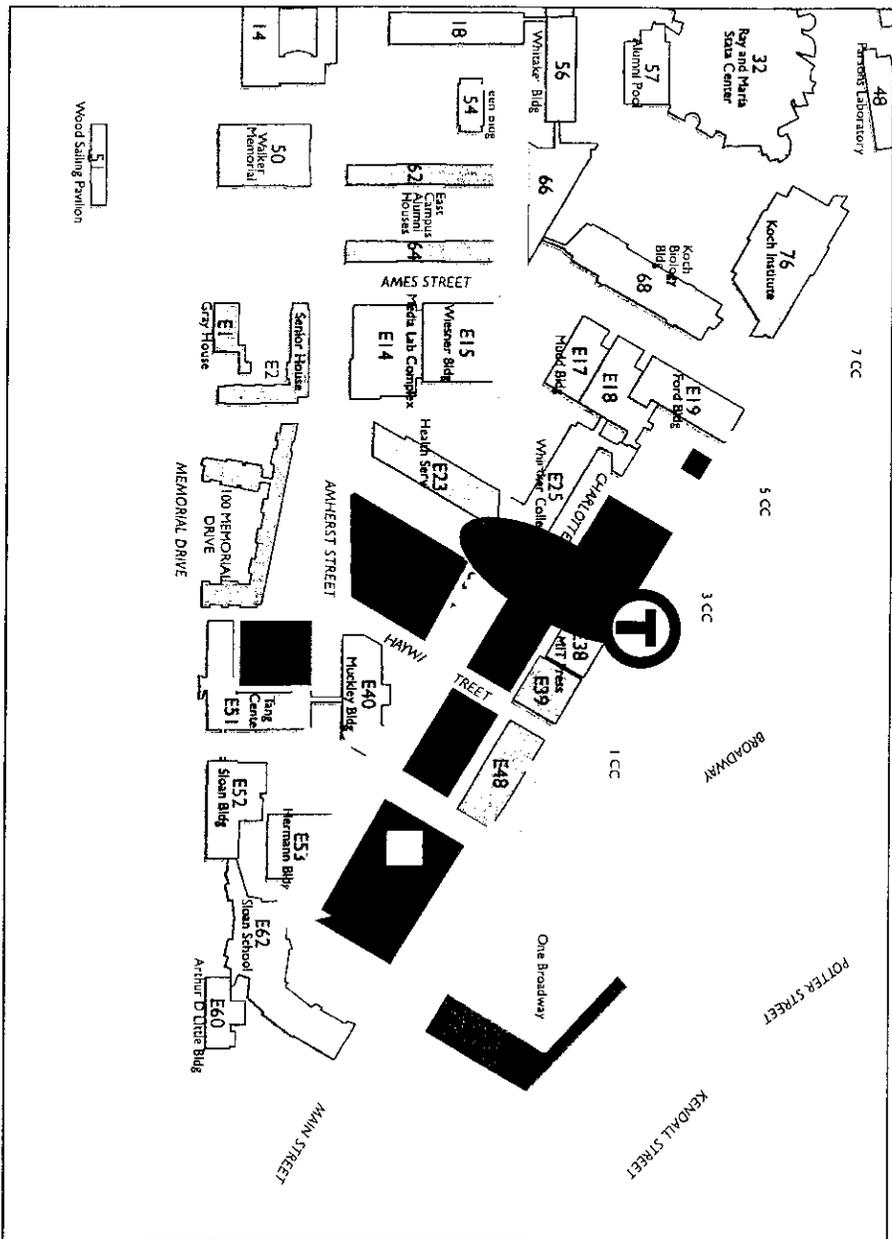
Possible Future Academic Connections



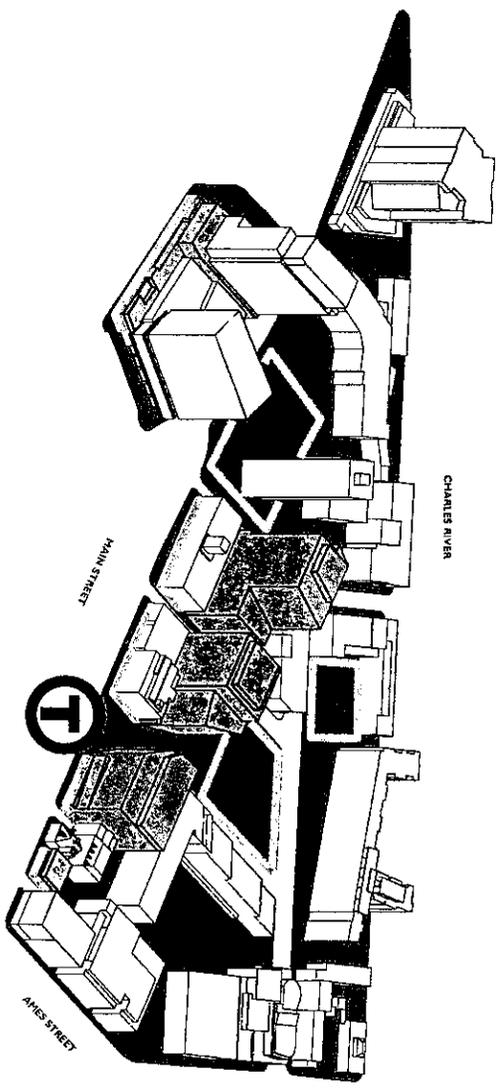
MIT EAST CAMPUS

AREA OF FUTURE GATEWAY / NODE

- Academic & Research
- Residential & Institute Housing
- Athletics & Student Life
- Service & Administration
- Possible Future Academic Connections
- Proposed Commercial and Residential Development
- Gateway / Node

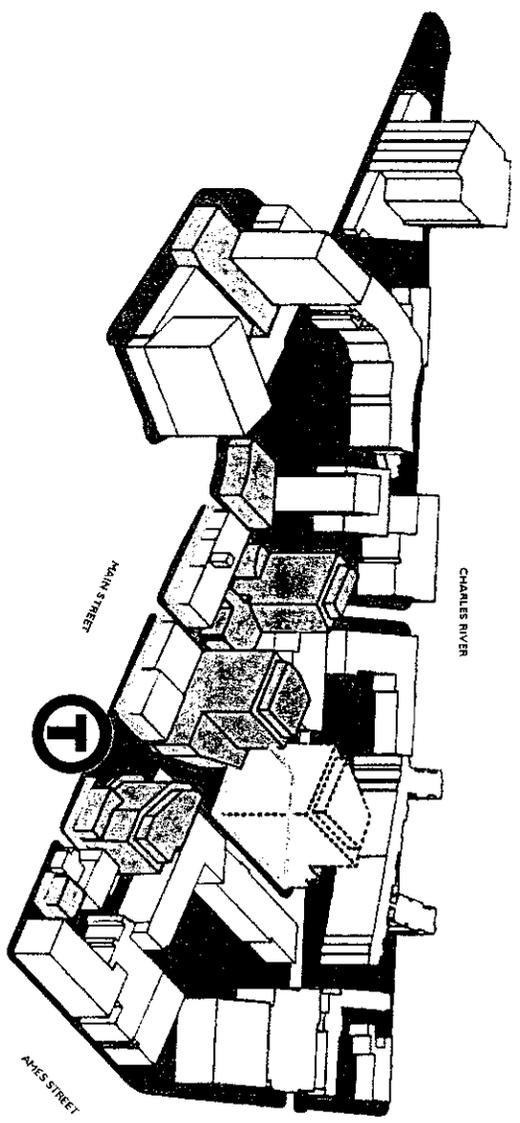


CONCEPTUAL COMMERCIAL BUILDOUT



MIT DIAGRAM

Residential	Office/Lab/ Retail	Academic
240,000 sf	1,080,000 sf	800,000 sf

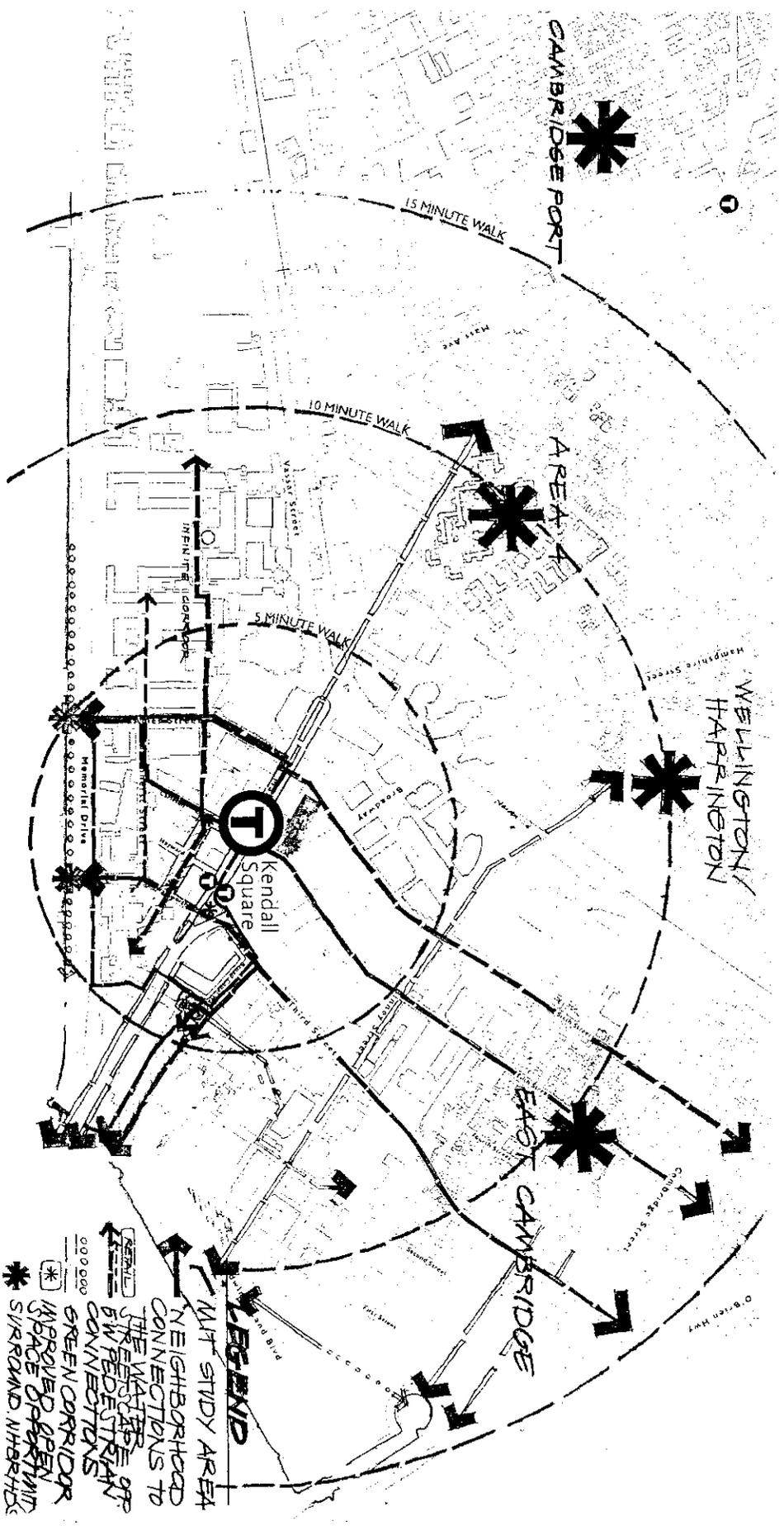


K2 DIAGRAM

Residential	Office/Lab/ Retail	Academic
200,000 sf	1,000,000 sf	800,000 sf

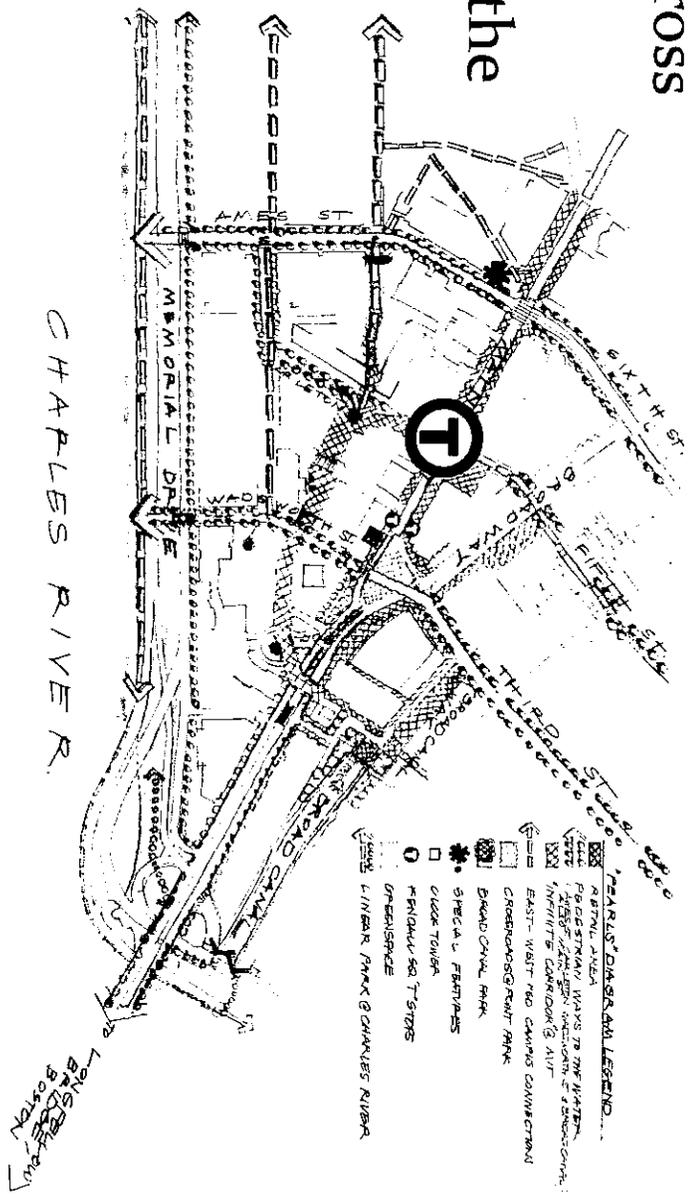
CONNECTIONS

BETWEEN CAMPUS AND COMMUNITY



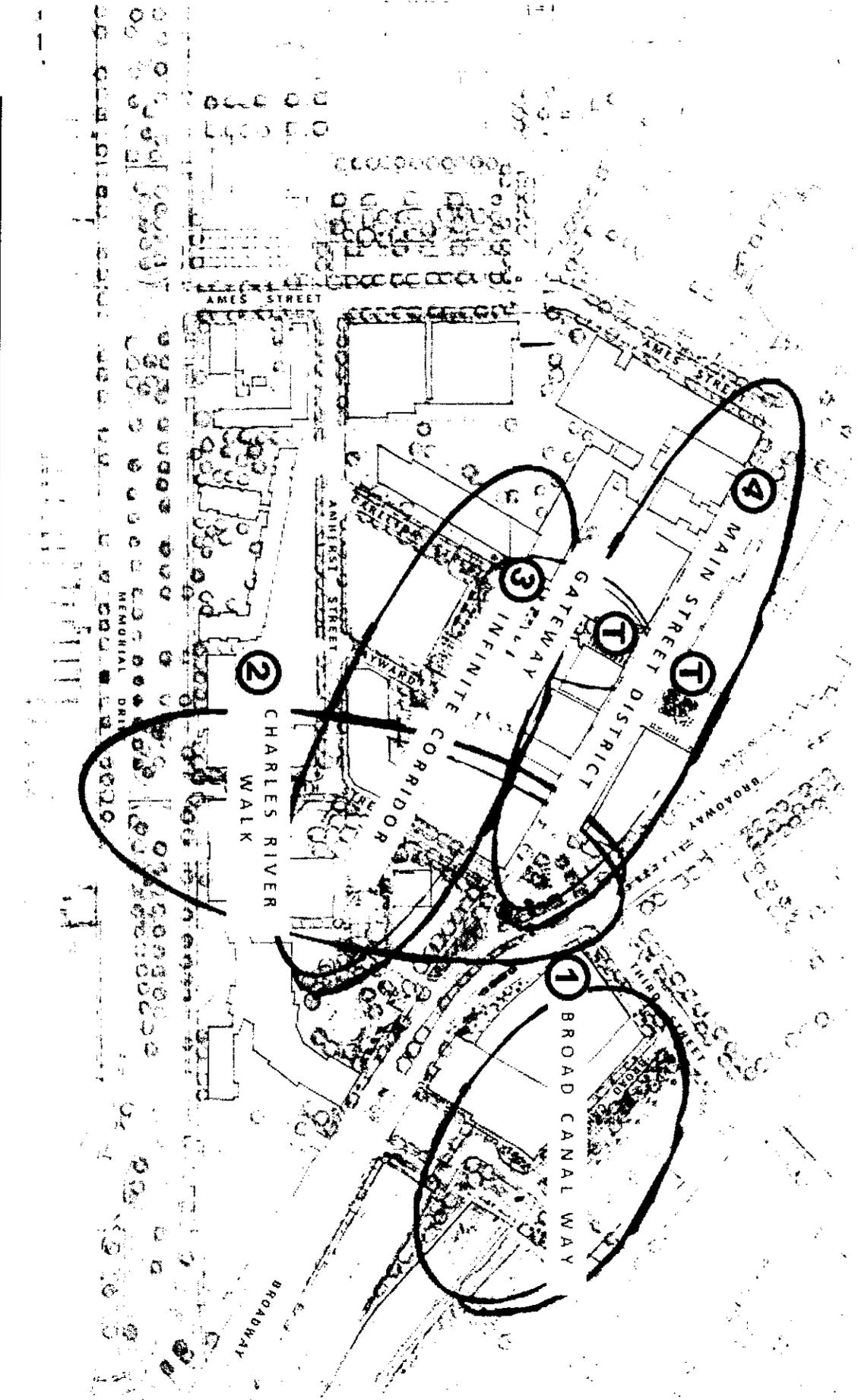
KEY INTEGRATION OPPORTUNITIES

- Eastern Campus Gateway
- Relationship between edge commercial buildings and core academic buildings/infinite corridor
- Connections across Main Street
- Relationship to the broader neighborhood



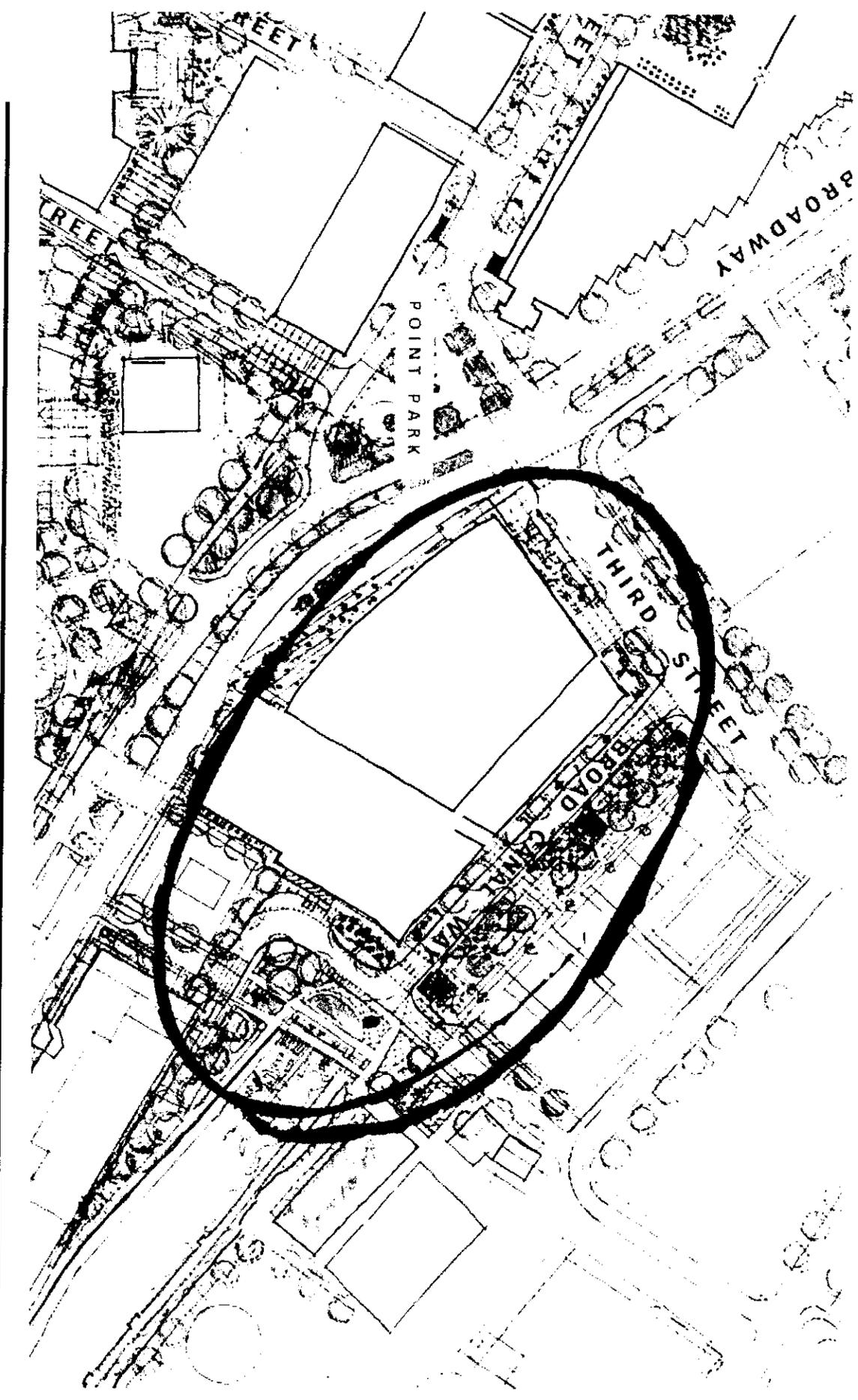
THE POSSIBILITIES

A CONNECTED MIXED-USE ENVIRONMENT



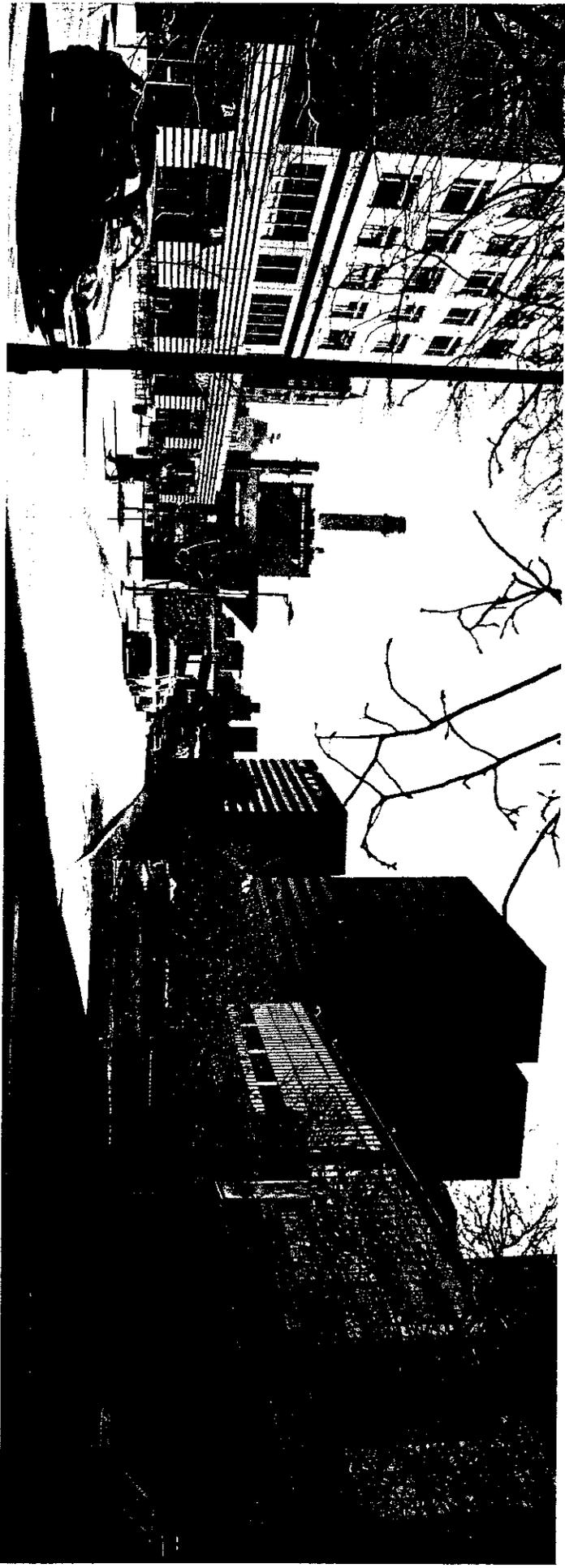
THE POSSIBILITIES

STOP 1 - BROAD CANAL WAY



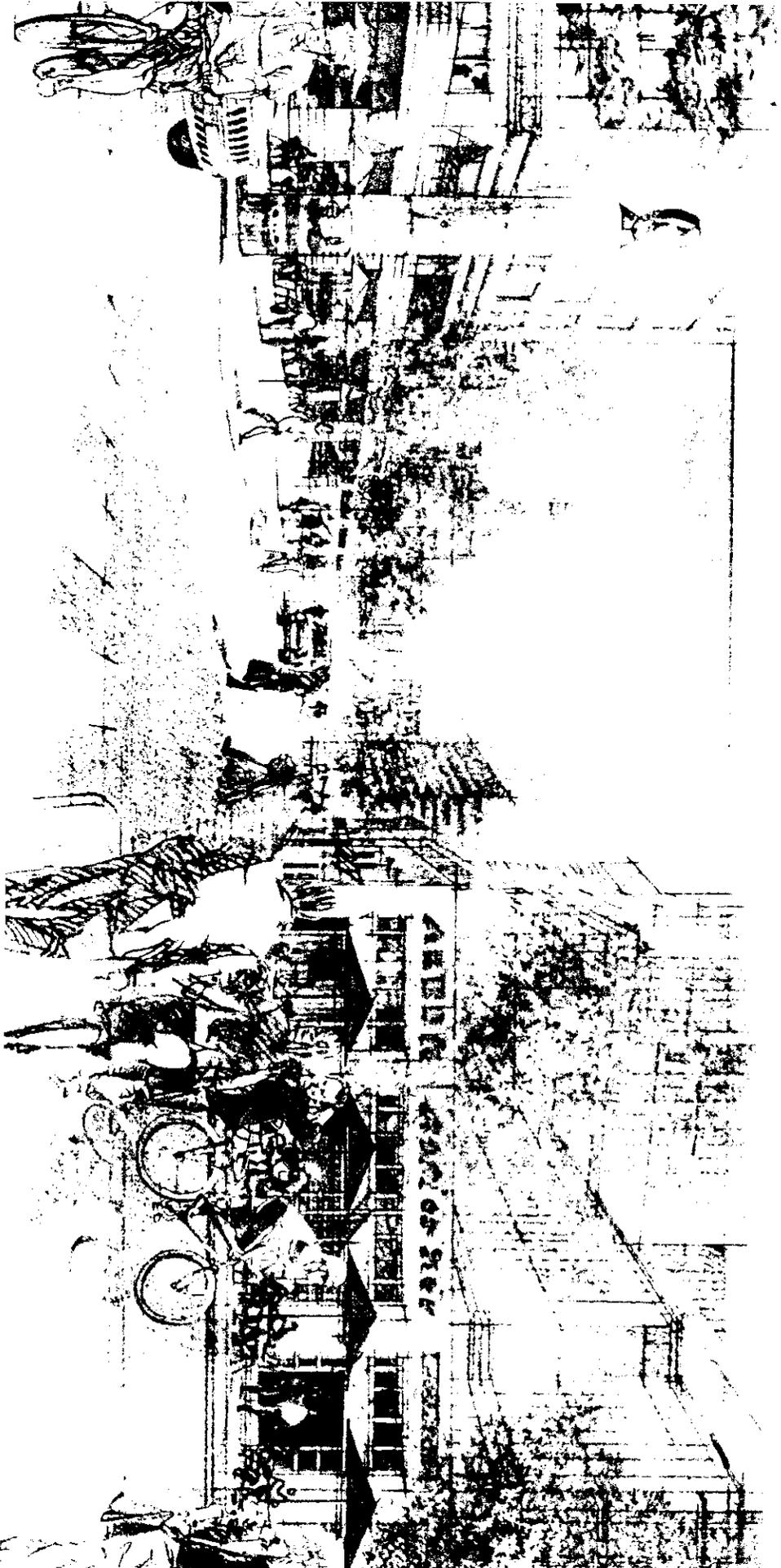
BROAD CANAL WAY

EXISTING VIEW FROM 3RD STREET – MAY 2012

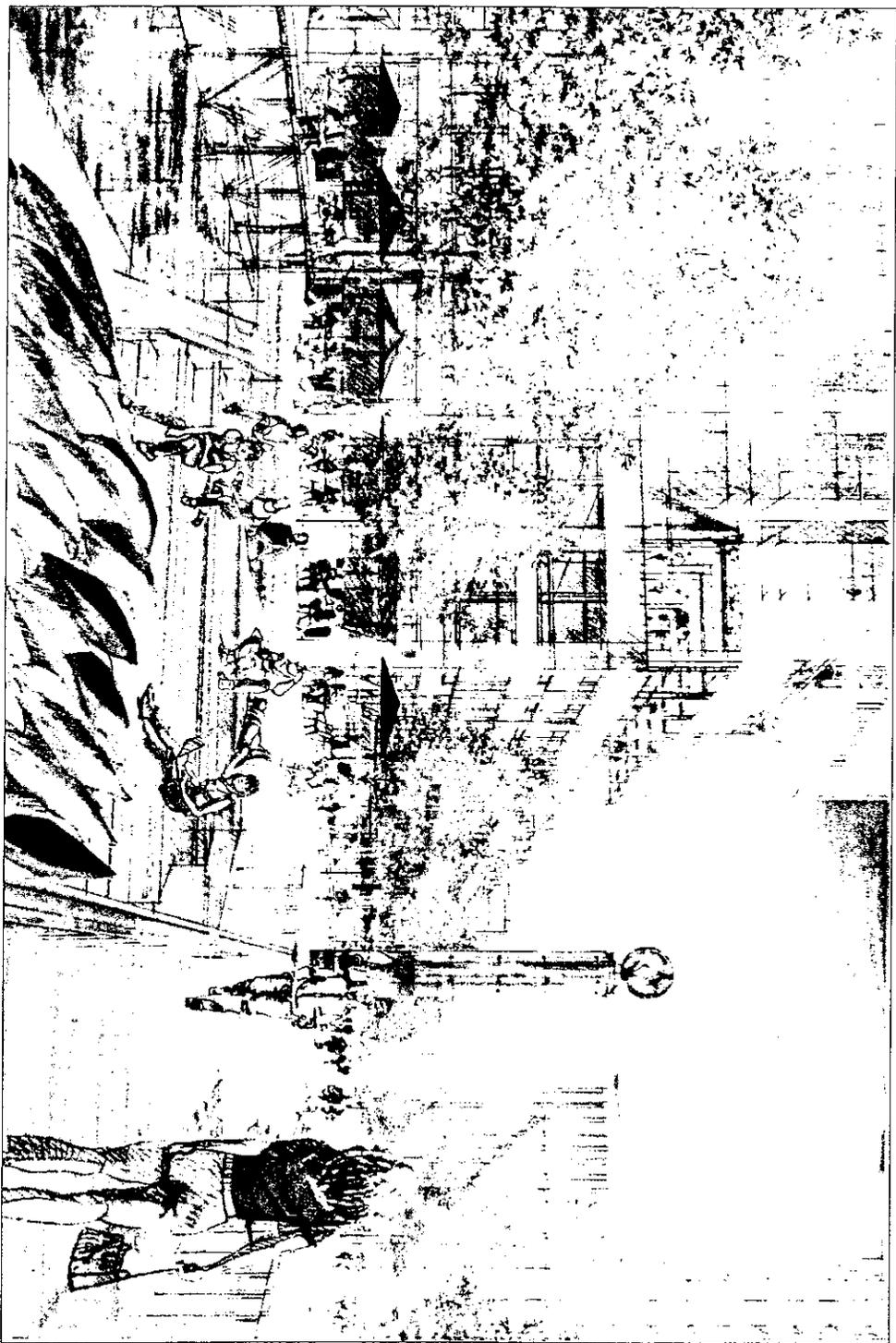


BROAD CANAL WAY

POSSIBLE VIEW FROM 3RD STREET



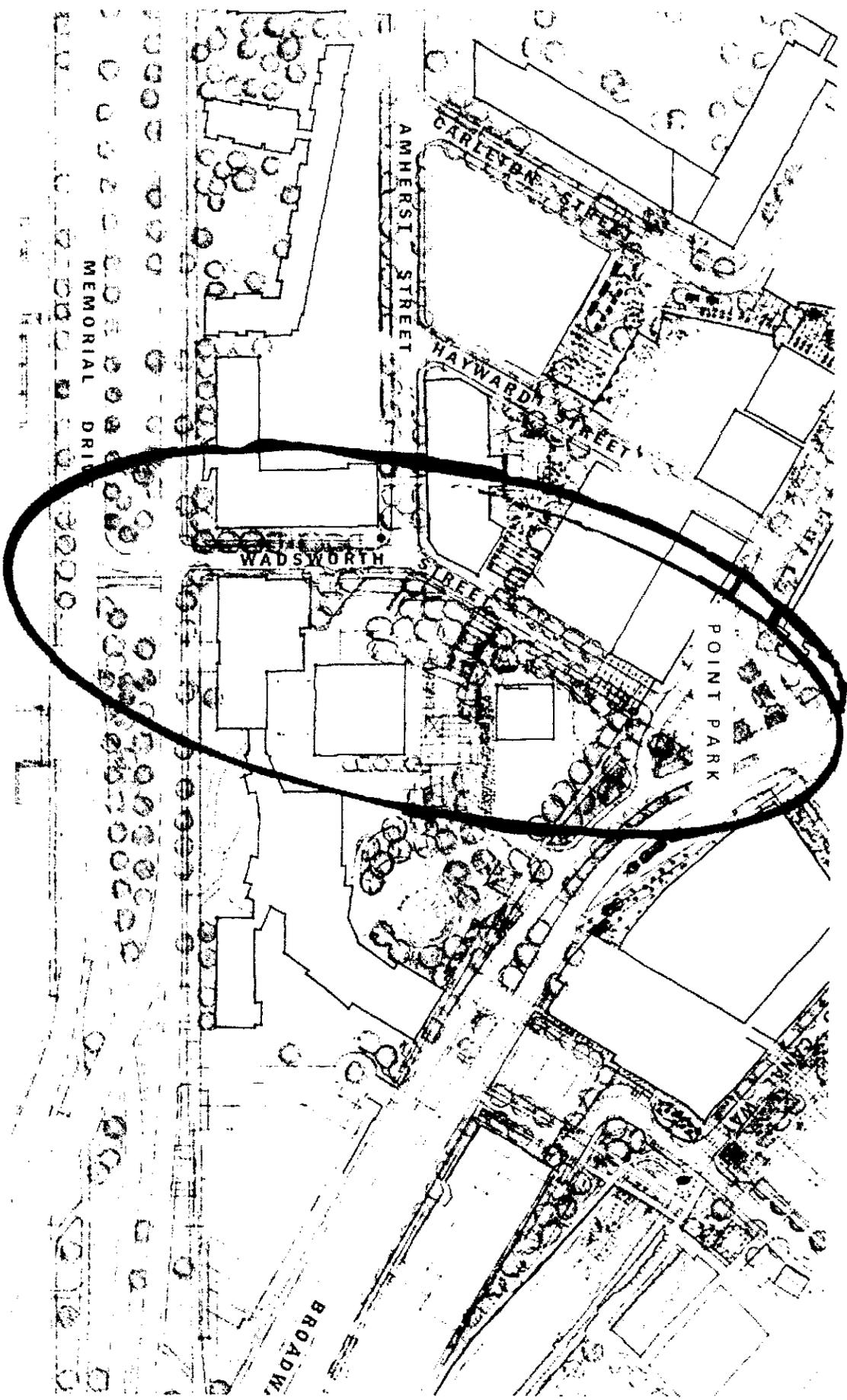
**OPPORTUNITY
ENLIVENMENT**



Development along north and east sides of One Broadway with active ground floor uses will further energize the Broad Canal

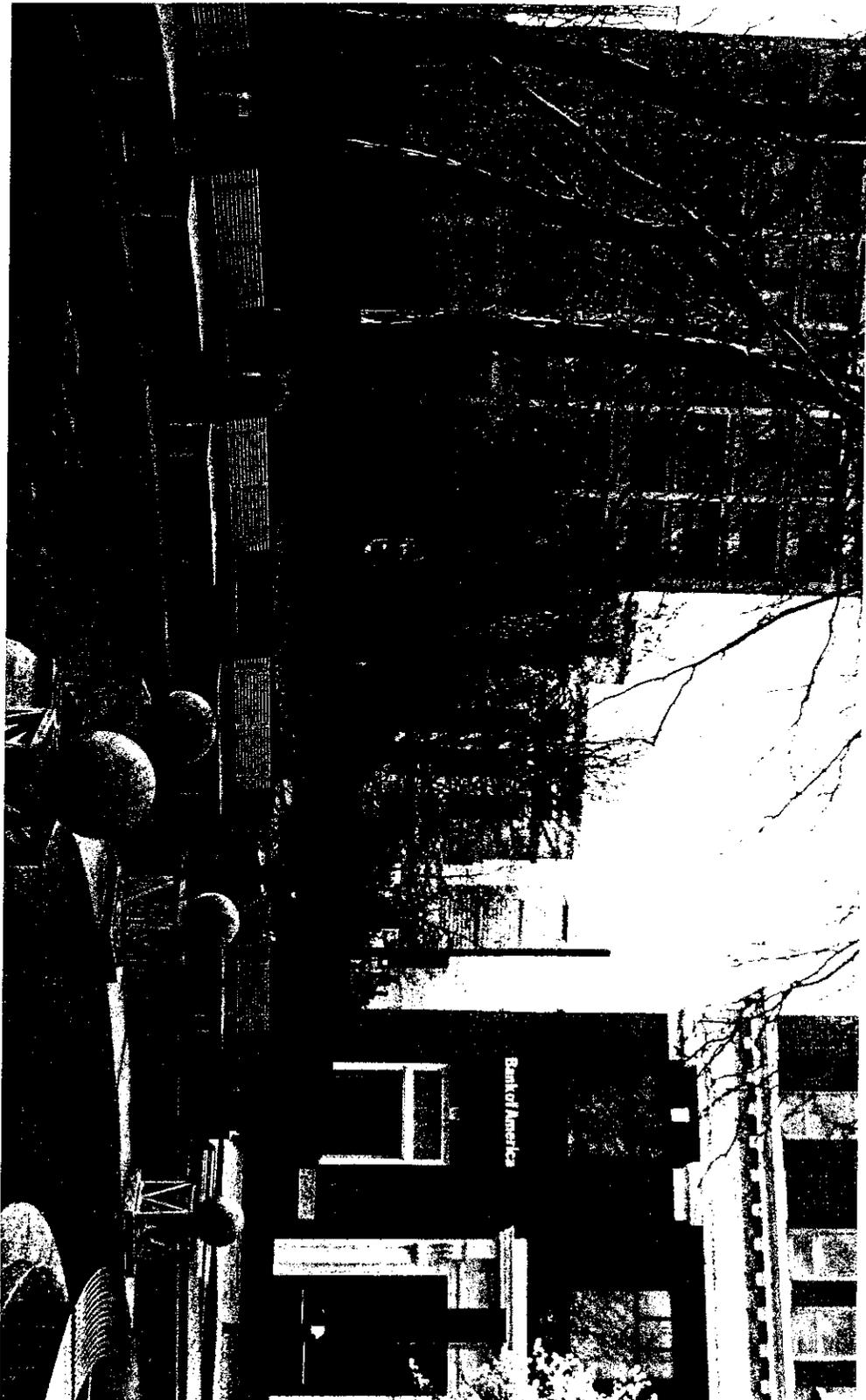
THE POSSIBILITIES

STOP 2 - CHARLES RIVER WALK



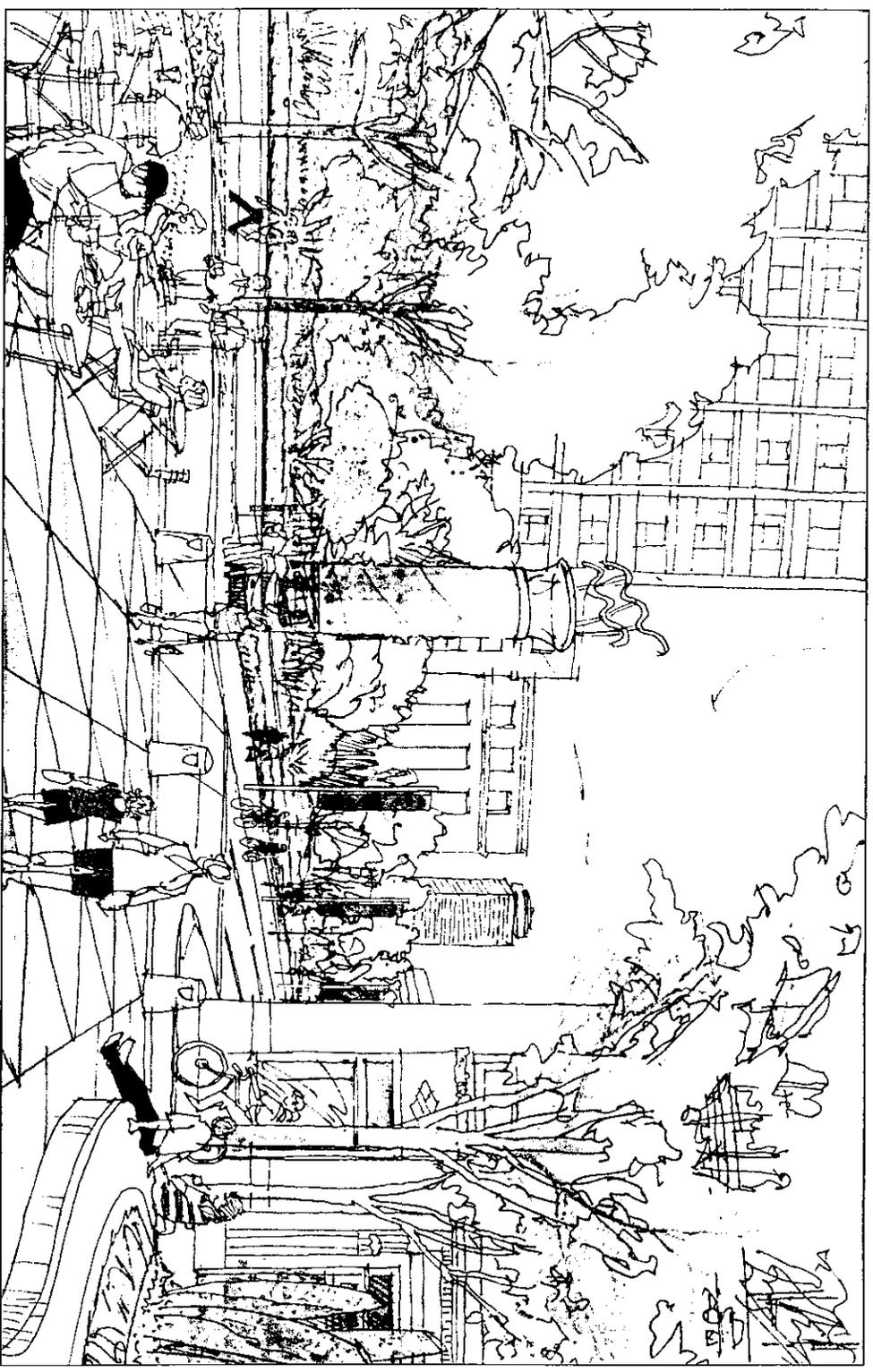
POINT PARK RIVERWALK

EXISTING VIEW FROM POINT PARK – MAY 2012



OPPORTUNITY

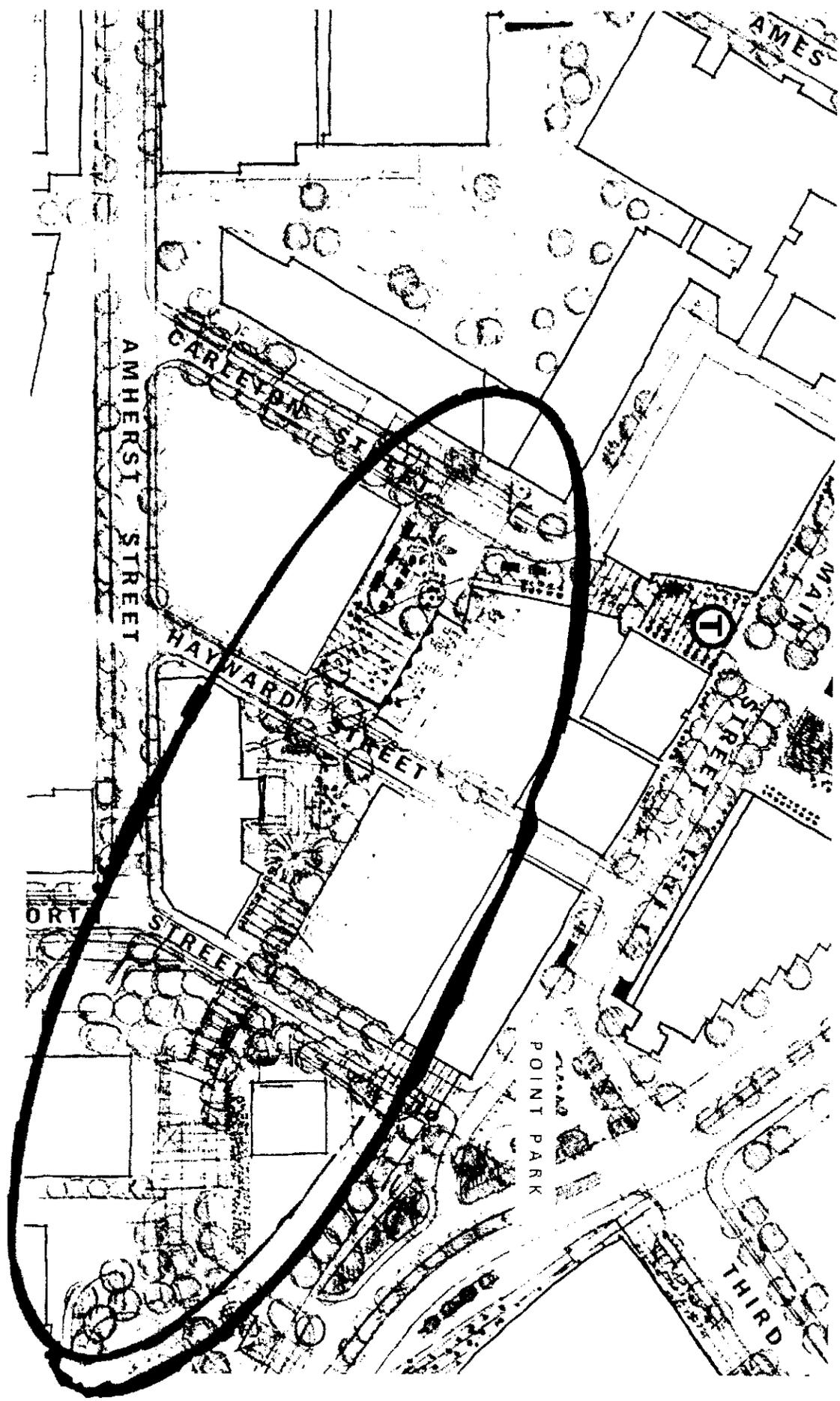
ACCESS



Improvements to Point Park and Wadsworth Street will provide a direct and visible connection to the Charles River

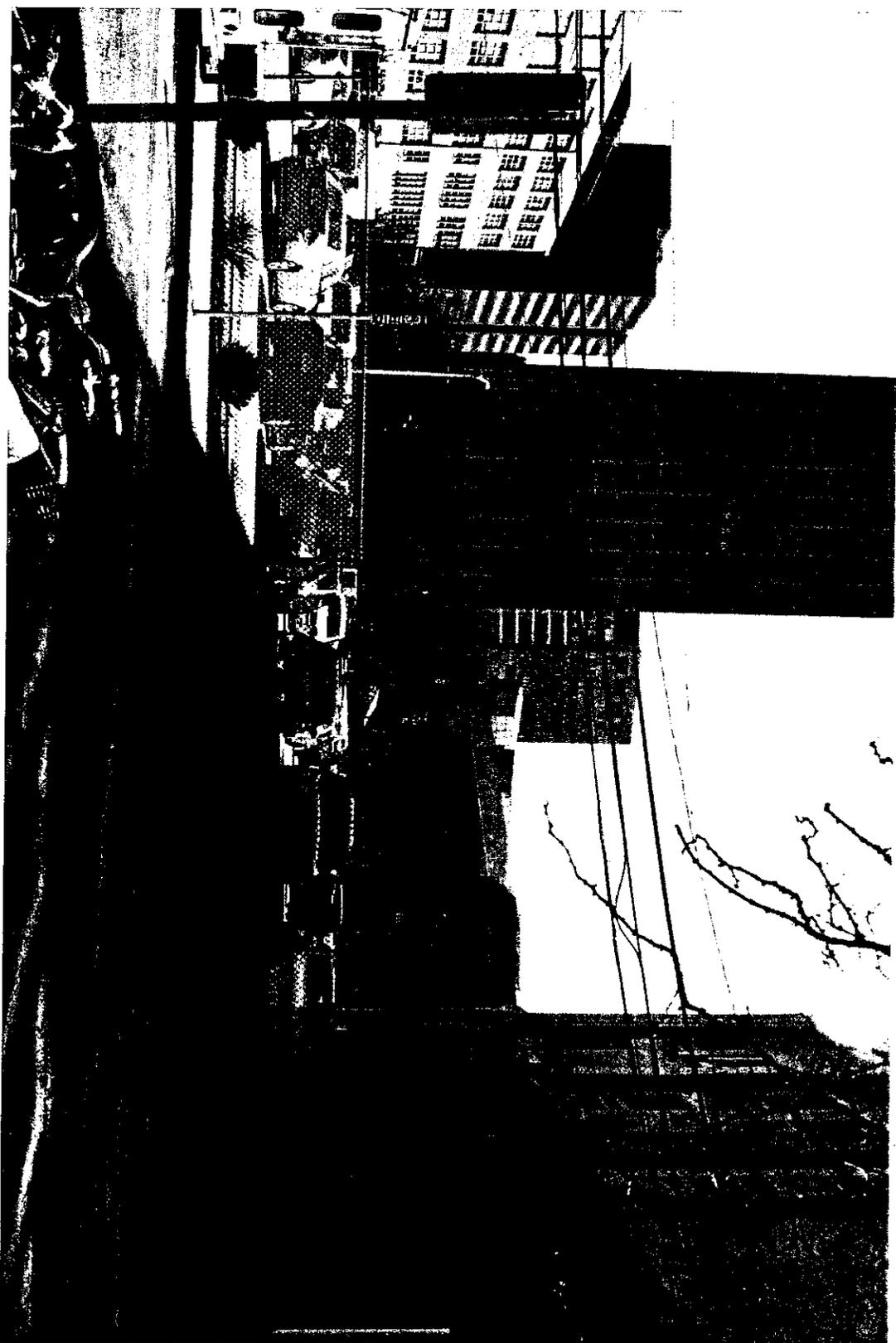
THE POSSIBILITIES

STOP 3 - INFINITE CORRIDOR



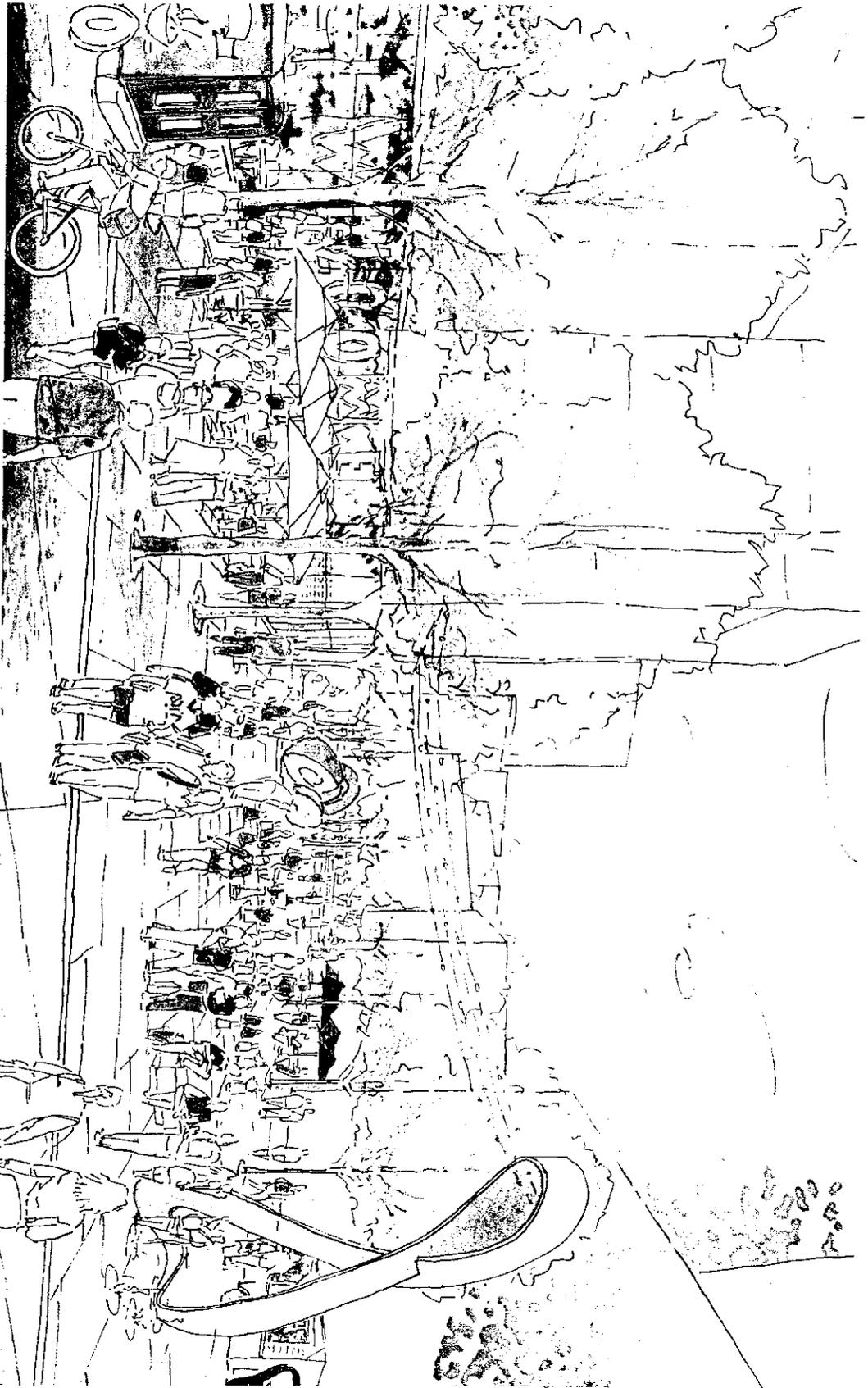
INFINITE CORRIDOR

EXISTING VIEW FROM MIT MEDICAL – MAY 2012



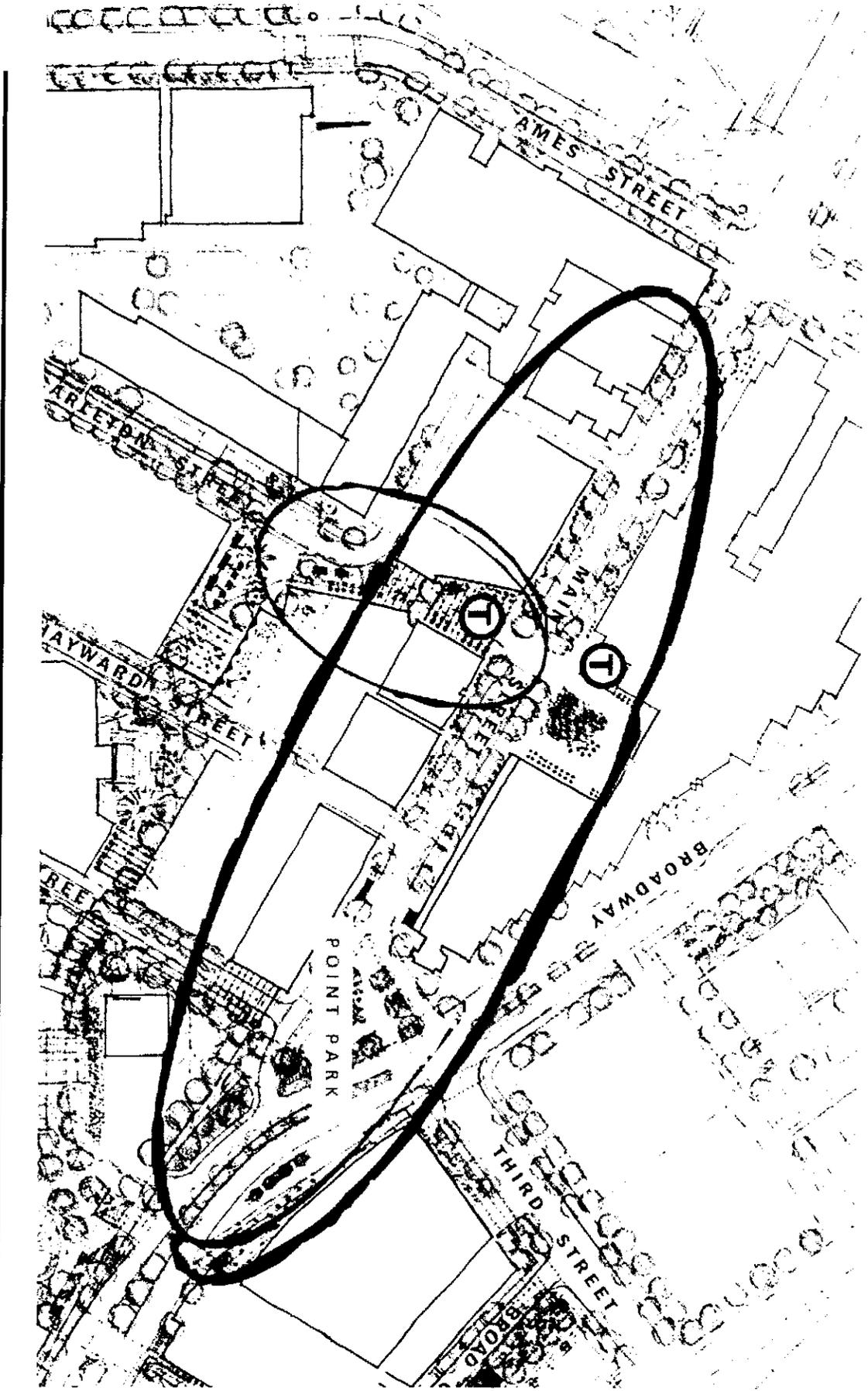
INFINITE CORRIDOR

POSSIBLE VIEW FROM MIT MEDICAL



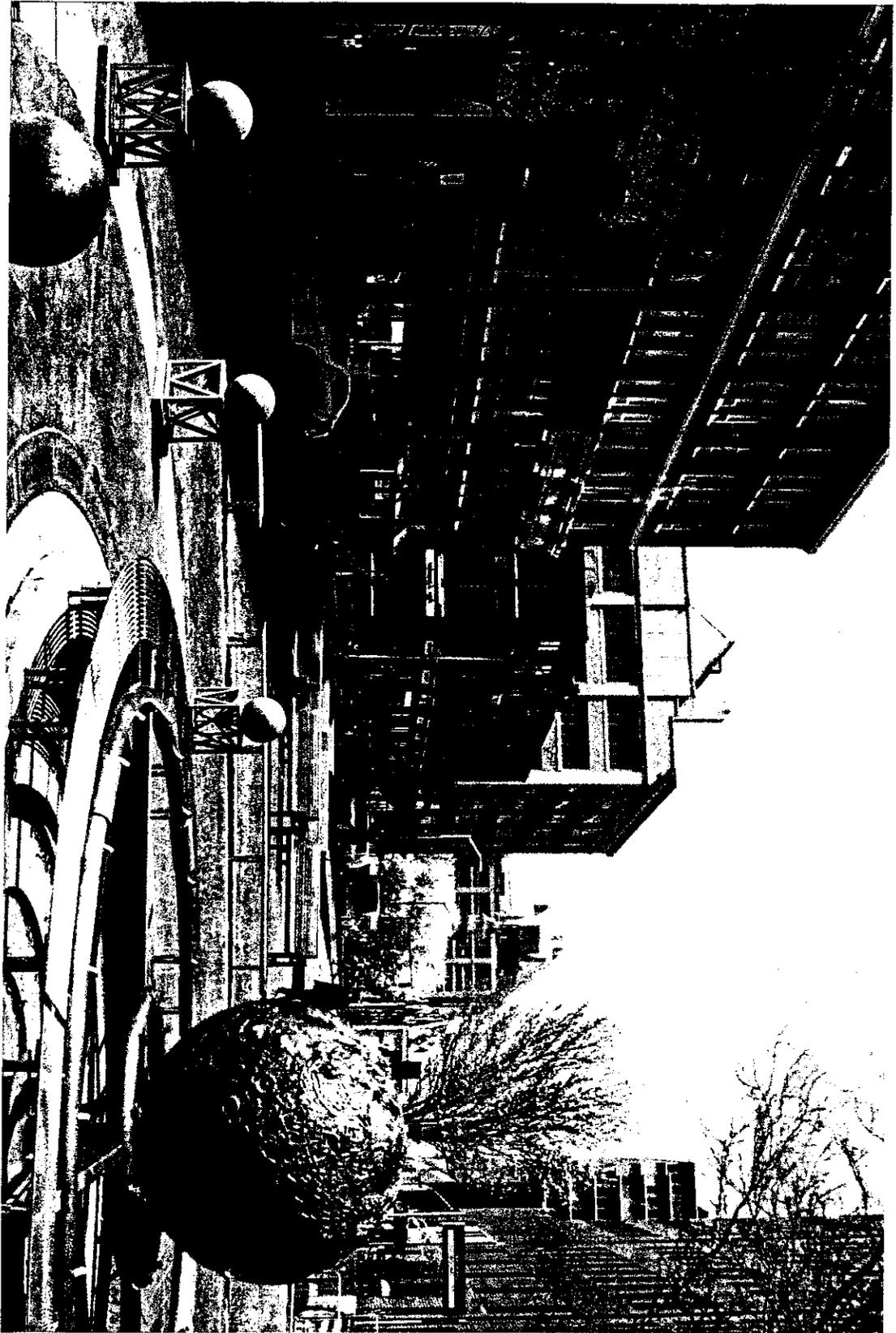
THE POSSIBILITIES

STOP 4 - MAIN STREET DISTRICT



MAIN STREET DISTRICT

EXISTING VIEW FROM POINT PARK – MAY 2012



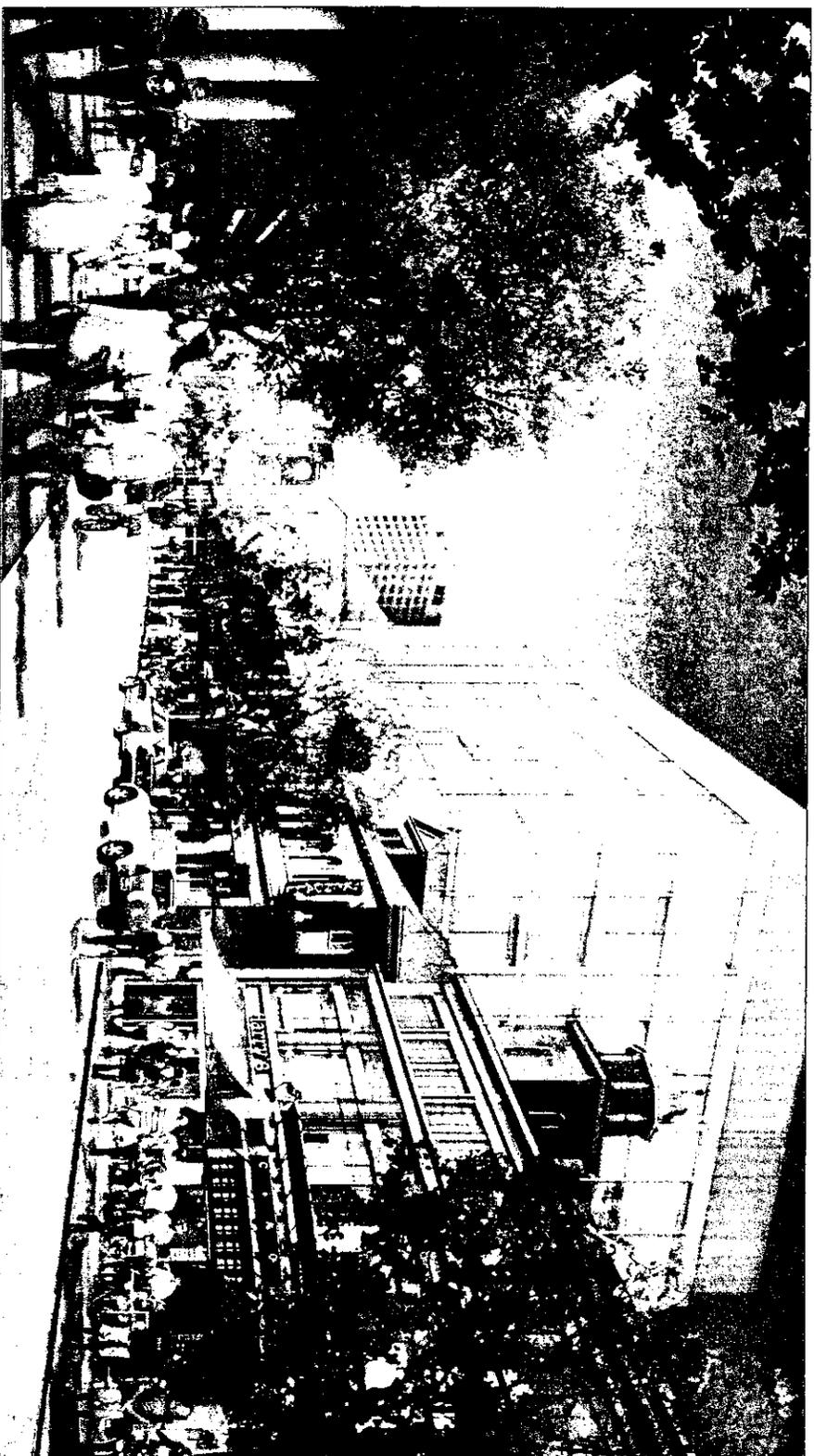
MAIN STREET DISTRICT

POSSIBLE VIEW FROM POINT PARK



OPPORTUNITY

VIBRANT RETAIL

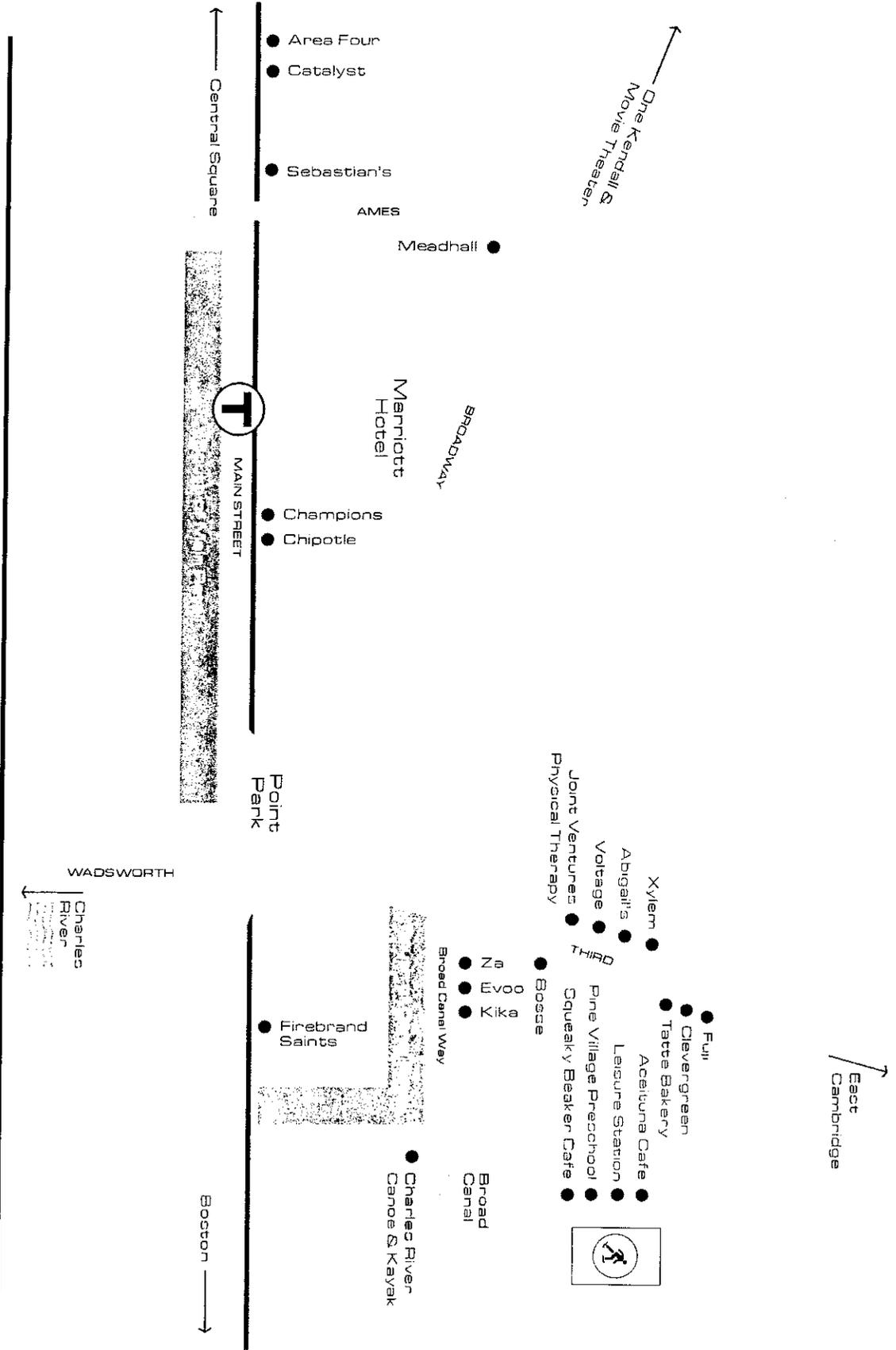


Development of parking lots with active ground floor uses will create a vibrant Main Street retail corridor

Retail

RETAIL

NEW ACTIVITY IN LAST 3+ YEARS

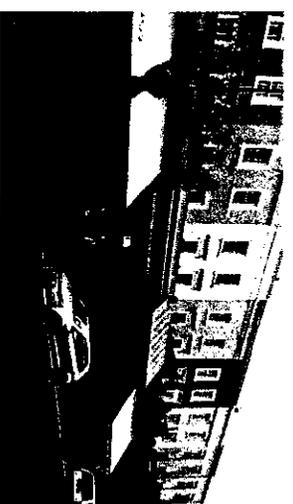
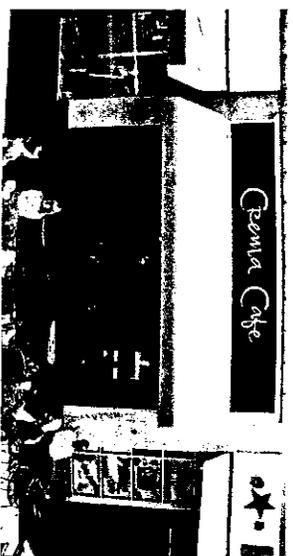
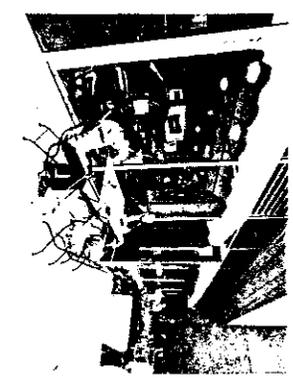


RETAIL

ACTIVE, BUSY, UNIQUE STOREFRONTS AND USES

retail identity:

- ▶ small & busy spaces
- diverse storefronts
- spill-out (actual & digital)
- day & night activity
- showrooms & playrooms



RETAIL

POSSIBILITIES

FOOD - QSR
SALADS
... MEAT AND FISH
... 200 SF

NIGHTLIFE/CULTURE
OUTDOOR STAGE

GROCERY STORE

FOOD - RESTAURANT
DINER

FOOD - RESTAURANT
RESTAURANT
PULLED PORK, SP. QORN
LOCAL CHEF (CER)
3,000 - 5,000

FOOD - QSR
BAKERY

WAKESTATION
FOOD TRUCKS
LUNCH, ICE CREAM, CUPCAKES,
INTERNATIONAL DELI

CAFE/BAKERY
COFFEE
... 30 SF
... HILDING
... PERSEGE

WAKESTATION
COFFEE

LIFE/CULTURE
SOLO
PERFORMERS

AL PERFORMA
MIL ORTAKAR

PHARMACY

PHARMACY AND CONSUMER DEFENSE
... 4,000

NIGHTLIFE/CULTURE
FORUM

CONANT
WEST
3.1

WAKESTATION
PRODUCTS
SEASONAL

FOOD - QSR
SPECIALTY
SANDWICH I
ITALIAN, COLD CUTS, DELI STYLE
500 - 1,000 SF

Bella
Vespa
AllStar
Sun

UNICH, DINER
ABLE & COUNTRY
3,000 SF

T
Huddle
y Oline
LIVE

ARBI SHOP
30 - 4,000
Kama
Tou
Ehava

WAKESTATION
FRENCH MARKET
LUNDEAN, STEVE MARKET
SPECIALTY SANDWICHES

FOOD - QSR
TEA CAFE
TEA ONLY
500 - 1,000 SF

Ang
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FOOD - QSR
VENEZUE
AREPAS, TOSTONILES
500 - 1,000

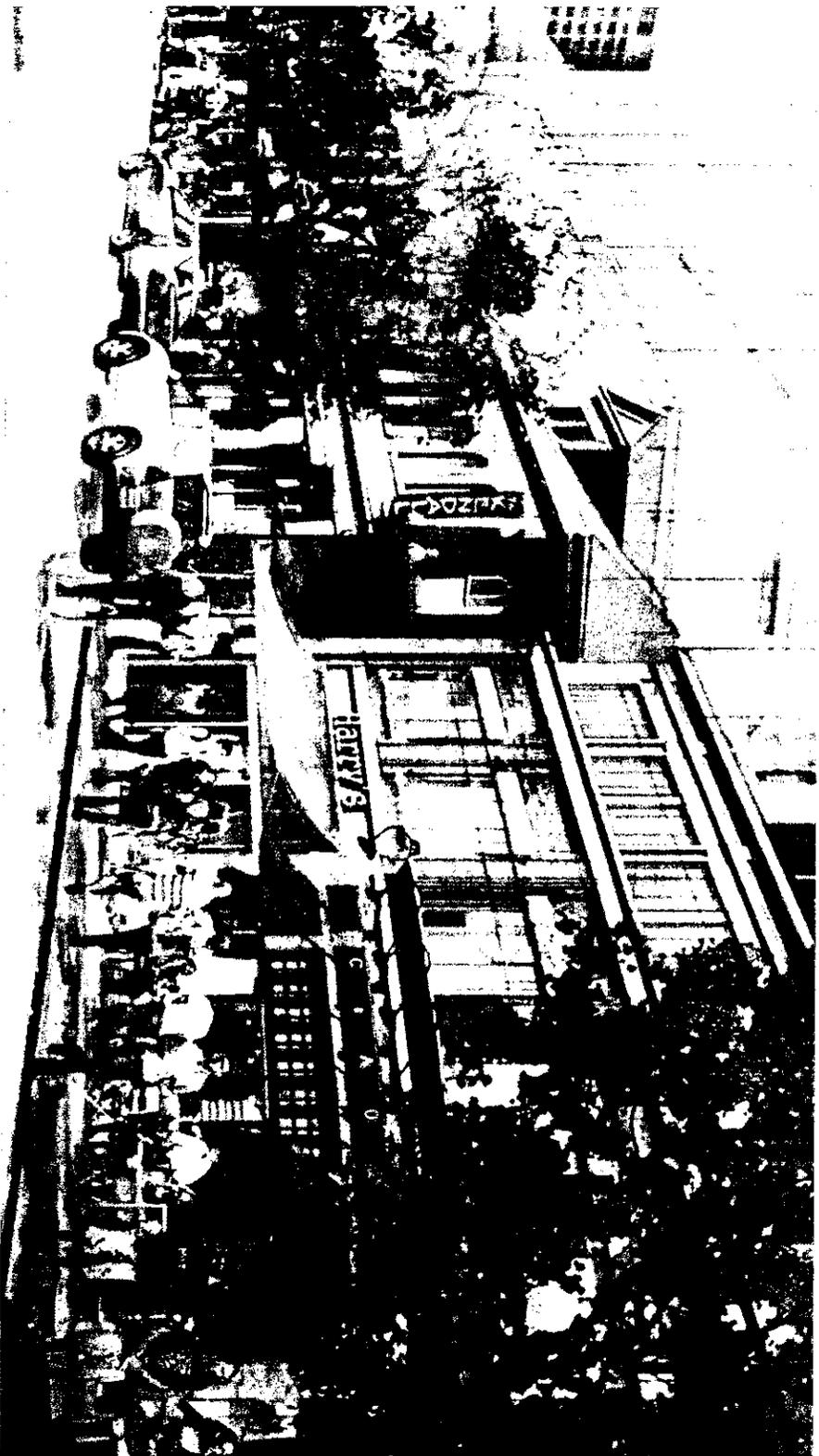
Quiner
Coser

FOOD - QSR
ICE CREAM
MIST OF LOCAL
500 - 1,000 SF

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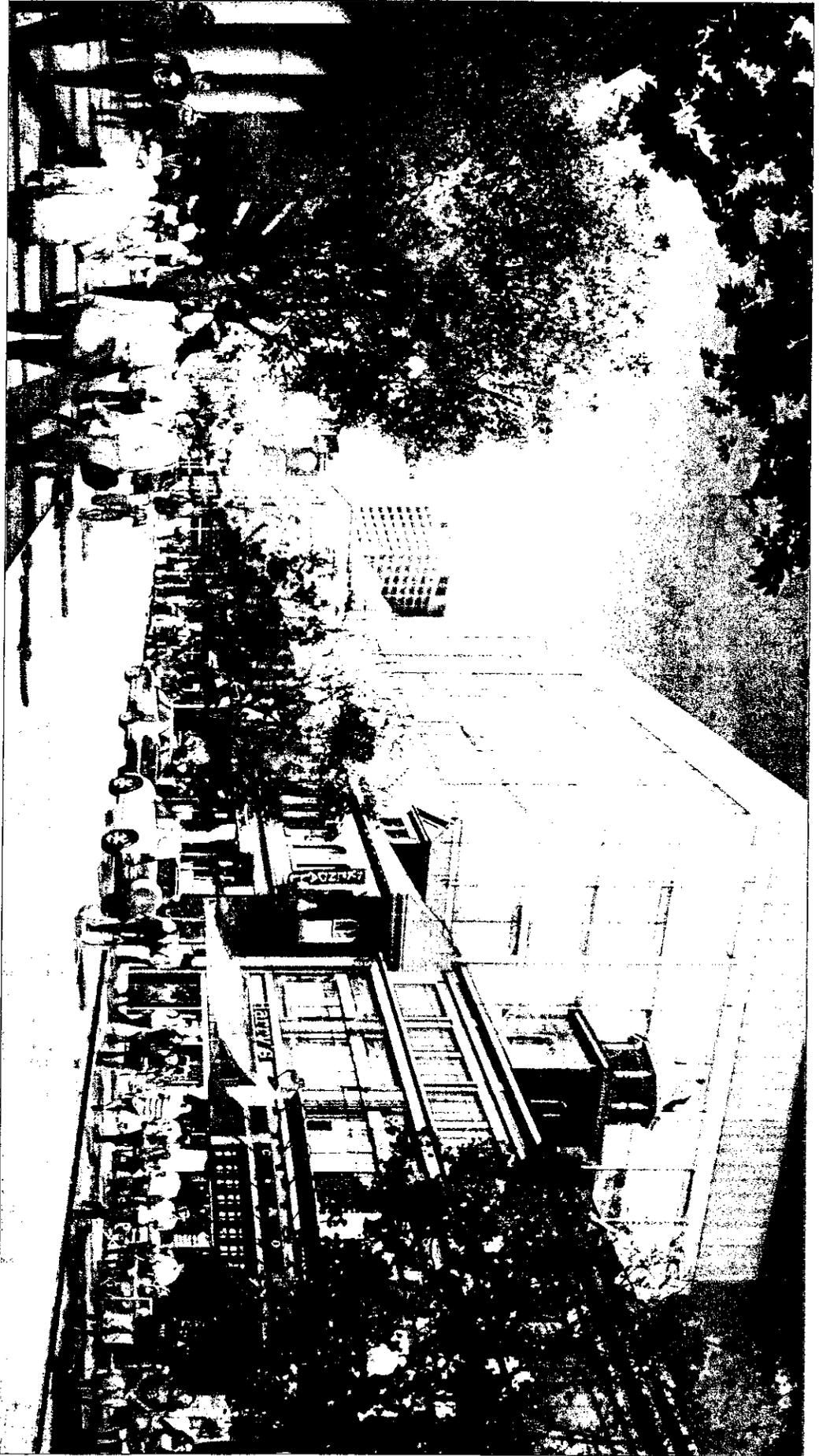
RETAIL

OPPORTUNITY



Discussion

KENDALL SQUARE INITIATIVE



January 24, 2013

Cambridge City Council
795 Massachusetts Avenue,
Cambridge, MA 02139

Dear Councilors:

As senior faculty members at MIT, we have spent much of our careers trying to enhance the institution's contribution to education and to new knowledge and technologies. Many Cambridge resident MIT faculty members have been involved in efforts to increase the synergy between the Institute and the City of Cambridge.

We support the further development of the east end of the MIT campus to enhance MIT's educational and research contributions to the nation's needs, and to enhance its contribution and interaction with the Cambridge community.

Unfortunately the MITIMCo petition does not support the above goals. It emphasizes return on real estate investment through commercial development of irreplaceable campus land, at the expense of MIT's educational and research needs. In our judgment this use of limited campus land for commercial development will undermine MIT's unique abilities to contribute to solving national problems through education and advanced research, and it will dilute its contribution to the Cambridge community.

Many of us are deeply concerned over the absence of any provision for graduate student housing in the MITIMCo proposal. Our graduate students have identified housing as perhaps the most acute need in the MIT academic community¹. The east end of the campus is a natural and available location for construction of new graduate housing. Construction of such housing would significantly reduce the pressure on apartment costs in Cambridge.

In its present form the MITIMCo petition does not represent the views of the MIT faculty at large. Very few faculty members have seen the presentation made to the Planning Board. No discussion or debate of the petition has been held at an MIT faculty meeting. Thus the petition has not been received, discussed, or approved by any significant number of the faculty.

The report of the MIT Provost's Task Force on Community Engagement in 2030 Planning has been distributed to the faculty (but not debated or approved). Indeed, many of the concerns raised in the report reflect views that have been expressed in articles and editorials in the MIT Faculty Newsletter². We request that you take this information into account in making your determination.

Sincerely,

Nazli Choucri (Prof. of Political Science);
Gordon Kaufman (Morris A. Adelman Prof. of Management Emeritus);
Jonathan King (Prof. of Molecular Biology);
Jean Jackson (Prof. of Anthropology);
Helen Elaine Lee (Prof. of Writing)
David H. Marks (Goulder Prof. of Civil and Environmental Engineering);
Ruth Perry (Ann Fetter Friedlaender Prof. of Humanities);
Nasser Rabbat (Aga Kahn Prof. of Architecture);
Frank Solomon (Prof. of Biology);
Stephen J. Lippard (Arthur Amos Noyes Prof of Chemistry);
George C. Verghese (Prof. of Electrical Engineering);
Laurence R. Young (Apollo Program Prof. of Astronautics).

(Alphabetical; affiliations for identification only).

¹Concerns Over the Lack of Graduate Student Housing in the MIT 2030 Plan

Brian Spatocco, MIT Faculty Newsletter, Vol. XXIV No. 5, May/June 2012.

²Save MIT Campus Land for Academic, Not Commercial, Uses

MIT Faculty Newsletter, Vol. XXIV No. 5, May/June 2012.



January 24, 2013

Chairman David P. Maher
Cambridge City Council Ordinance Committee
City of Cambridge
795 Massachusetts Avenue
Cambridge, Massachusetts 02139

BY FACSIMILE & ELECTRONIC MAIL

Dear Chairman Maher,

I am writing you with consideration as you review the zoning petition submitted to the Planning Board by the Massachusetts Institute of Technology (the "Petition").

I write to you in my capacity as the Chief Executive Officer of the American Red Cross of Eastern Massachusetts ("ARCEM"). Our headquarters are at 139 Main Street in Kendall Square.

For more than 130 years the American Red Cross has been an important partner to municipal and state governments, as well as the federal government, in providing life-saving aid to our residents in times of disaster and war. While ARCEM certainly plays an important role in national responses to disasters on the scale of Katrina and Sandy, our first role as a disaster responder is always to help those in need in Eastern Massachusetts—a region of almost 5 million people composed of Barnstable, Bristol, Plymouth, Norfolk, Suffolk, and Essex Counties, and almost all of Middlesex County. From single family house fires to Superstorm Sandy, the Red Cross works with the Massachusetts Emergency Management Agency and cities like Cambridge during a disaster. In addition, we take on the primary role in community sheltering, as well as feeding and meeting other basic needs of victims in the wake of a disaster.

While they garner fewer headlines, ARCEM also responds to victims of house fires in Eastern Massachusetts—almost a thousand families last year *including 18 families in Cambridge*. We provide these families with hotel rooms for emergency housing, financial support to purchase food and clothing, and case work volunteers to help access with other benefits. We also offer an array of programs for veterans in coordination with the town veterans' agents and the VA hospitals, operate the state's largest food pantry that feeds over 125,000 people every year, train over 1600 students in nurse assistant and home health aid careers, and provide important youth and volunteer training programs to support safety and preparedness, including classes in CPR, first aid, lifeguarding and more.

Our Kendall Square headquarters stands in a historic, five-story building that we have owned for over 7 years. Because we are adjacent to one of the key parcels whose zoning would change if



the Petition were adopted, I write to you today. While we have participated in the overall process and have opinions beyond just this parcel, I am restricting my comments to the portion of the Petition relating to the MIT-owned parking lot (the "Parking Lot") abutting the historic ARCEM building.

In the Petition, MIT includes the Parking Lot in an area it calls the Third Street Transition Subdistrict. Of note, the Parking Lot is the **only** undeveloped space in this parcel. Accordingly, the Petitioner's request to increase the height in this parcel to 250 feet, except for "one new building...up to 300 feet" means that this Petition seeks zoning that allows construction of a 300 foot building immediately adjacent to the ARCEM headquarters.

Moreover, in its current form, there is no sideyard setback from our lot. Because the ARCEM building sits on the lot line, MIT is asking the Planning Board to recommend a zoning ordinance that permits it to build directly next to our structure.

Depending on **where** the MIT Tower is sited on the Parking Lot parcel, it may raise serious concerns for ARCEM, including:

- **Impact on the uses and habitability of space at 139 Main Street.** For over 100 years this building has provided commercial and non-profit tenants with bright and comfortable space in which to work. Currently, nearly 1000 volunteers annually are supported by this building. More than 50 Red Cross employees and almost 1700 students who take the Nursing Assistant Training courses work out of these offices. The Petition would allow, as of right, for MIT to construct the building right on the lot line—literally one foot from the ARCEM building. Construction of the MIT Tower adjacent to ARCEM's building will take all or almost all sunlight away from the volunteers' areas and much of the light for our nurse assistant classrooms. It would be unfortunate to have these students-- mostly immigrant and young women hoping to get an education and thereby further their families in life—be left in a dark room devoid of the character and atmosphere current classrooms can offer.
- **The ARCEM building at 139 Main Street represents our only asset (other than another, small house in Brockton, Massachusetts).** We are a non-profit that struggles mightily to meet its budget every year. We operate frugally: we are keeping our thermostat at 66 degrees this winter, pooling office supplies, and bringing our own lunches to mid-day meetings. The building at 139 Main Street—should times ever grow dire—is our region's only asset against which we can draw should we come up against a financial emergency. The construction of a 35-story building immediately adjacent to us will eliminate light and view, and therefore will likely have a negative impact on the building's value (this is determined by an assessment largely reliant on market rental rates applied assuming it is all rental space). Accordingly, reducing our building's value jeopardizes the continuity of our work should we have a financial crisis. If the building is massed towards the rear of the lot, this concern is reduced mightily. While our conversations with the City of Cambridge indicate that the City views this "rear massing" as preferable, MIT has in meetings with us refused to indicate whether they are open to such a course.



- The construction of an MIT Tower raises serious concerns for ARCEM about impacts on the integrity of our structure, and our ability to preserve the historic quality of the building. We have mentioned previously that, after the construction of the Sloan School of Management across Main Street and the earthquake two years ago, ARCEM observed cracks in the buildings foundation. A structural evaluation was commissioned (attached here) to understand the impact of the cracks; the engineering report notes that the damage was “likely” caused by recent settlement “as a result of nearby, below-grade construction activities.” According to our engineer, any construction within 300 feet (and this MIT Tower could be as close as 1 foot) of the ARCEM building raises serious concerns about damage to the historic structure.

With the exception of the foundation cracking—which will need to be addressed wherever the structure is sited on the lot-- these concerns are largely assuaged by the massing of the MIT Tower towards the north end of the lot, away from Main Street and the ARCEM structure. By creating design review guidelines that encourage massing the structure to the north side, the reduced value to the ARCEM property is largely avoided, and you can help avoid taking away from the quality of work space of its volunteers, employees and students. To help ensure this “win-win” outcome, we ask that you consider amending the Petition in the following areas:

- **Section 13.80.** In the third paragraph of this section, the PUD-5 goals along Main Street and the Broad Street Canal are explained. If the Planning Board adds specific language stating that the “public crossroads” also includes a pedestrian corridor linking Main Street to the Broad Canal, such language supports our effort to preserve the livability of our work space because such walkway is most logically sited between the two properties, providing a buffer of some distance between the two structures. Further, language that specifically recognizes that part of the diversity the City seeks to encourage includes the adult learners like the almost 2000 students who receive nurse assistant training at ARCEM annually, and citizen volunteers—over 800—who join us at our offices over the course of a year will help provide important guidance during the design review process. We have provided this input during the public process convened over the last year, and repeat it here.
- **13.85.1.** Currently, there are no side yard setbacks in the petition. This means that there could be as little as 2 feet separating the two buildings. We would ask that the Planning Board impose a side lot setback to ensure appropriate distance from the Red Cross structure. Further, the 16-foot setback from Main Street “at and above a point 85 feet above mean grade” should be increased to a more substantial setback to take effect at a lower height—that is—lower than the 85 feet—perhaps the height the City of Cambridge has explain to us is their preferred amount equivalent to two stories. This action effectively guarantees that the design review will result in a massing of the MIT Tower towards the “rear” of the lot.
- **13.86.1.2.** In this section, the appropriate language for Planning Board approval so as to protect the interests of abutters is included, but only for those



structures which seek to build higher than 250 feet. A subsection can be created here to apply to construction, including the Third Street Transition Subdistrict (the only area that allows for construction to 300 feet as it is) requiring all construction (not just those seeking to go higher than 250 feet) to minimize the casting of shadows and the alteration of air currents in, on and around adjacent buildings or outdoor open spaces, plazas or sidewalks...”.

- **13.810.3(c)**. Consistent with the mission to fully support diversity within Kendall Square, this section should be amended to clarify that the workforce development efforts to be supported by this fund are workforce development efforts that occur in and around Kendall Square—not citywide. Accordingly, a key element of diversity within Kendall Square is supported. Currently, ARCEM is the largest provider of workforce development programs in Cambridge, training almost 1600 nurse assistants and home health aides in 2012, whose students contribute mightily to the economic, racial, and ethnic diversity of the Square.

Thank you so very much for this consideration. We appreciate your invitation and our inclusion to be part of the process here, as well as any subsequent design review process that will help set the course for Kendall Square in the coming decades. I am,

Sincerely,

A handwritten signature in black ink, appearing to read "Jarrett Barrios", written over the word "Sincerely,".

Jarrett Barrios

Chief Executive Officer, American Red Cross of Eastern Massachusetts

cc: Councilor Cheung
Mayor Davis
Councilor Decker
Councilor Kelley
Councilor Reeves
Vice Mayor Simmons
Councilor Toomey
Councilor vanBeuzekom

Department of Biology

Phone 617-253-4700
Fax 617-252-1843
Email jaking@mit.edu
<http://web.mit.edu/king-lab/www/index.html>

January 24, 2013

Ordinance Committee
Cambridge City Council
Cambridge, MA 02139

Good evening. My name is Jonathan King and I live at 40 Essex Street, Cambridge, MA. I have taught and directed biomedical research laboratories at MIT for 42 years.

Among US Research Universities, MIT is a pre-eminent engine of scientific and technological progress. The research projects are not funded by MIT – they are funded by taxpayers, whose dollars are allocated by Congress to the National Institutes of Health, National Science Foundation, Department of Energy, NASA, Environmental Protection Agency, the Department of Defense and other federal agencies. Last year these federal grants to the campus totaled over \$472,000,000 dollars. The research grants and contracts that my colleagues in biology and the cancer center received were in excess of \$133,000,000. These grants all respond to national research priorities to improve the health and welfare of our population, and to reduce mortality and suffering.

MIT's \$10 billion dollar endowment yielded another \$500,000,000. Tuition is the smallest income component, under \$200,000.00. The overall R&D operating budget is over one billion dollars.

The human engines of this billion-dollar research and technology enterprise are MIT graduate students. These individuals are selected from across the nation and from around the world according to their extraordinary talent, willingness to work hard, persistence, and commitment to their chosen fields. They are among the most talented most energetic young people in the United States.

In the area of biomedical research, these students have to spend long hours in the laboratory. They are not sitting in classrooms – they are the skilled labor carrying out the research, making the observations, developing hypothesis and new understanding. They grow cells, isolate proteins, and characterize proteins, all often lengthy and laborious procedures. They cannot work from home – as perhaps some computer scientists or economists can. They have to be in the lab for long hours.

In fact, a key component of their overall productivity is the fact that graduate students, postdoctoral fellows and research technicians spend long hours together. This is a major reason that all of the leading research universities in the United States represent residential campuses. Members of research teams responsible for real breakthroughs and innovation cannot live a 45-minute commute away from campus, but need to be close, almost on call.

There were 6500 graduate students registered at MIT last year. More than 60% - some 4,000 lived off campus. About 2,000 of these students live in the Area 4 and Cambridgeport neighborhoods closest to the campus. This is one of the hottest real estate markets in the Commonwealth of Massachusetts, making it increasingly difficult for graduate students to secure adequate housing. On the other side of the coin, the failure of MIT to build housing on campus makes it more difficult to residents to stay in their apartments.

For more than a decade graduate students - living on fixed stipends - have held meetings, written letters, and carried out studies that identify the housing problem as their major stress and major difficulty. Their reports and analysis are published through their website, through their newsletter, and through the MIT Faculty Newsletter.

At the Planning Board hearing at which first version of the MITIMCo petition was presented, the then President of the Graduate Student Council criticized it for failure to respond to the pressing need for graduate student housing. You will hear similar criticism at this evening's hearing.

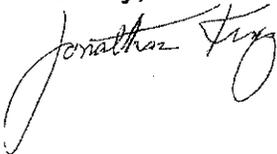
It is unfortunate that MIT has no campus planning committee, but that campus planning has been left to real estate executives. Perhaps it is not surprising that real estate executives view the campus land with respect to leasing income, rather than educational and scientific enrichment.

Quoting #3 of the Provost's Task Force Summary:

"... financial return should not be the principal criterion of value creation and success for this area of campus. Equally important are criteria related to the 21st century image of MIT, creation of a significant eastern gateway to the campus, the enhancement of student life, and providing opportunities for future academic buildings and activities that we have yet to invent. We also believe these latter considerations, which go the heart of MIT's mission, will be more important to sustaining financial returns to the Institute in the long run."

The campus is a unique resource, for MIT, for Cambridge and for the Commonwealth. This petition - using precious campus land for redundant commercial office development - is not in the interest of MIT's faculty students or staff; it is not in the interest of the Cambridge community. It is not in the interest of the Nation. It should be rejected in its present form, and amended so that the new construction is for graduate housing, and other academic and research activities.

Sincerely,



Jonathan King

To the City Council,

The following comments are in response to the December 13, 2012 submission by the MIT Investment Management Company for an amendment to the Cambridge Zoning Code, also known as the PUD-5 Overlay District.

Since the Council ordered the City Manager to establish advisory committees for a comprehensive study of new development in Kendall and Central Square, I have attended all of the Kendall Square Advisory Committee Meetings and many of the Central Square meetings.

The change in the land south of Main Street in Kendall Square—from a institutional-centered C-3B Residential District to a commercial-centered PUD-5 Mixed-Use District will have profound and lasting effects on the City and MIT for decades into the future.

This change is the first of many for greater Kendall Square and will set the precedent for the others. It is important to get it right.

Around 1910, the Cambridge City Council sent a letter to Boston Tech suggesting that they move their campus from Boston's Back Bay to a newly filled-in former marsh on the Cambridge side of the Charles. MIT moved in 1916, and since then has had a enormously positive effect on the City and its residents.

There are large economic forces driving the commercial building boom in Cambridge. For example, well over 25% of City budget come from commercial property taxes. Indeed, MIT-owned properties account for roughly 7% of City revenues (\$35,000,000), far more than State Aid from Massachusetts (\$26,000,000). MIT itself depends on real estate investments to fund it's General Budget. Roughly 20% of Institute revenues come investment returns. The \$10 billion endowment is diverse and includes stocks, bonds, other ventures and \$2.5 billion in real estate investments.

In short, the returns from commercial development are essential for the health of the City and MIT. But these returns cannot become an addiction, a money high at any cost. It is also essential the health, safety, and general welfare of those who live, work , and visit the City, are protected. That is what zoning is all about.

Regarding the proposed amendment: I am not against increased height and density. I believe it is possible to reconcile the costs of increased density and the benefits of open space, mixed uses, lively streets, sunlight, historical preservation, and sustainability. It is what zoning is all about and it's important to get it right.

Here are some specific comment about the proposed amendment:

1) The Kendall Square Design Guidelines developed by the Kendall Square Advisory Committee should be incorporated by reference.

2) The PUD5 district is in a unique location on the south side of Main Street. As such, any new buildings will have a profound effect on the sunlight which falls on adjacent properties. This concern should be addressed in more specific ways in the body of the amendment.

3) The institutional nature of properties south of Main Street is an essential part of the success of Kendall Square and that is reflected in the current underlying zoning. It is important for the City to understand any costs as well as benefits to the new emphasis on commercial development and to limit the possibility of the commercial development overwhelming the institutional foundation of Kendall Square.

4) An important part of the K2 Recommendations is the desire "to create an interconnected network of public spaces accommodating a variety of activities spanning a continuum from more interactive to more personal experiences..." This recommendation and its conceptual plan should be incorporated into the amendment by reference.

In addition, MIT's Infinite Corridor is, I think, the most important element of MIT's interconnected network of public spaces'. The MBTA's Kendall Station is the entry point to the area for hundreds of thousands of people every year. Both need to be strongly connected to the other and this should be part of the specific guidelines for PUD-5 compliance.

The Charles River is an enormously beneficial open space amenity which has multiple strong connections to MIT's campus pathways and one strong Kendall Connection at the Broad Canal. The Zoning should encourage a similar connection through the PUD-5 District.

5) There are many exceptions in the proposed amendment to otherwise very simple standards. I am concerned about the parsing of standards into the District sub-categories, without further clarifications and limitations. The proposed amendment is full of phrases such as in 13.83.1: "The FAR of any given Development Parcel may exceed the limitation set forth above as long as the overall FAR in the PUD-5 District for such uses does not at any time exceed the limitation set forth above." There are several new definitions which complicate otherwise simple requirements such as "New Gross Floor Area", "Commercial Buildings", "Publicly Beneficial Open Space", and "Qualified Contributions".

I have seen firsthand how an otherwise simple requirement is parsed in such a way as to permit increased commercial development without open space and mixed-use benefits.

I ask that the Council fully understand the intent of these clauses and remove them if they justify avoiding public benefits.

6) I am leery of using absolute dollar amounts in the body of a document which will last for many years. I ask that the \$10 "Community Fund Contribution" amount be justified and reworded to adapt to changing values of money.

7) Section 13.81 is too wordy and full of declarative statements of opinion. It needs to be shortened and contain only declarative statements of fact.

8) There are insufficient sunlight and massing protections for neighbors of the likely development (Kendall Hotel and the American Red Cross). These should be incorporated into the zoning.

9) The Open Space requirements appear to exceed those of the underlying zoning, but they are far less than the requirements of adjacent districts (MXD). I would like to see justification and clarification of the open space requirements.

10) I am opposed to splitting the "Community Fund" equally between Open Space, Transit, and Workforce Development every year. I think it should be left up to the Community Fund Committee as changing needs warrant.

Thank You,

Tom Stohlman
19 Channing Street
Cambridge, MA 02138
617-547-5246
tstohlman@alum.mit.edu

Stephen H. Kaiser
191 Hamilton St
Cambridge Mass 02139

To : The Cambridge City Council, Ordinance Committee

From : Stephen H. Kaiser

Comment on the MIT Kendall Zoning Petition

I expect the complexity of this proposal to require more than one hearing before the Ordinance Committee. CDD has provided a quite detailed 24-page commentary on the zoning proposal and identified where the petition complies with or is contrary to the proposals of the Kendall Advisory committee. MIT should provide you with a written response, if they have not done so already. CDD should explain what is meant by "conceptually" consistent. Special attention should be placed on those areas where MIT has increased heights and square footages higher than K2 recommended.

I fully agree with CDD that a Conceptual Master Plan is needed (p. 17 of January 11 memo). Clearance of only 14 feet under a pedestrian bridge is much too low. The figure of 35 feet by CDD makes more sense. MIT should indicate the distribution of housing units : the number of luxury, moderate income and affordable units.

To my knowledge, MIT has done no traffic analysis for their zoning petition. CDD has had a consultant do preliminary traffic and transit capacity analysis, but with no final report. A traffic and transit report should be made publicly available ASAP.

By my count, the K2C2 process will yield four zoning petitions. The traffic report should cover all of them combined. The number of petitions should be trimmed to reduce overlap and segmentation.

In its review, the Council should determine first : is the petition an upzoning, and does an up-zoning always increase the profit for the landowners and/or developers? Secondly, the Council should determine whether this petition increases the profit for MIT, and whether the petition is in compliance with the limits on profits contained in Article 7 of the Declaration of Rights of the State Constitution.

The Central Square Advisory Committee has proposed "enhanced public benefits" that would empower the City Council to "consider additional density and height over and above" the levels being proposed by the C2 process. This new concept would bypass both the Planning Board and the Board of Zoning Appeal and its variances. Does any such proposal exist for altering development at Kendall Square?

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The Central Square Advisory Committee has proposed "enhanced public benefits" that would empower the City Council to "consider additional density and height over and above" the levels being proposed by the C2 process. This new concept would bypass both the Planning Board and the Board of Zoning Appeal and its variances. Does any such proposal exist for altering development at Kendall Square?

Stephen H. Kaiser
191 Hamilton St.
Cambridge Mass. 02139

To : The Cambridge City Council, Ordinance Committee

From : Stephen H. Kaiser

Comment on the MIT Kendall Zoning Petition

I expect the complexity of this proposal to require more than one hearing before the Ordinance Committee. CDD has provided a quite detailed 24-page commentary on the zoning proposal and identified where the petition complies with or is contrary to the proposals of the Kendall Advisory committee. MIT should provide you with a written response, if they have not done so already. CDD should explain what is meant by "conceptually" consistent. Special attention should be placed on those areas where MIT has increased heights and square footages higher than K2 recommended.

I fully agree with CDD that a Conceptual Master Plan is needed (p. 17 of January 11 memo). Clearance of only 14 feet under a pedestrian bridge is much too low. The figure of 35 feet by CDD makes more sense. MIT should indicate the distribution of housing units : the number of luxury, moderate income and affordable units.

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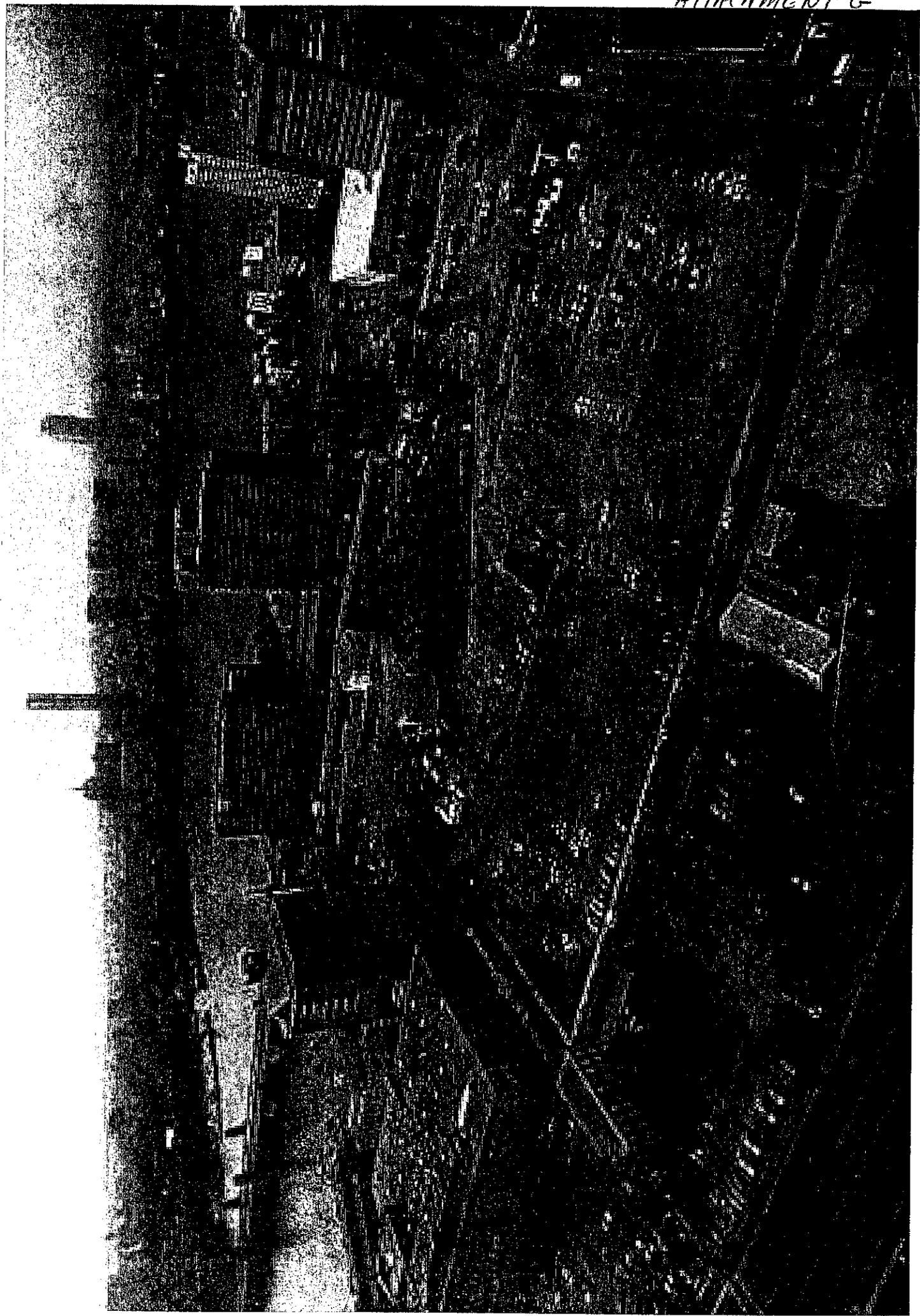
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6

Charlie Miller, owner - 1778-1781 property



Lopez, Donna

ATTACHMENT H-1

From: Carol O'Hare [c.burchardohare@att.net]
Sent: Friday, January 11, 2013 11:13 AM
To: Paden, Liza; City Council
Cc: Lopez, Donna
Subject: MIT's 26-acre Kendall Sq. Area Rezoning, 2 Hearings, 1/15/13 and 1/24/13 - "The devil is in the details."
Attachments: ZoningKendall-MIT-PlanningBd&OrdinanceCommitteeHearings130115&130124-CBOComments.doc
Importance: High

Dear Chairpersons and Members of the Planning Board and the Ordinance Committee:

My attached comments are for your review in anticipation of your upcoming hearings on MIT's revised, rezoning petition for its 26 acres in Kendall Sq. and vicinity. They relate to MIT's proposed PUD-5 zoning amendment, as follows:

1. Signs & Illumination*
2. Specifics for the Significant 8.5-acre Memorial Drive Subdistrict
3. Process Matters
4. Plea

*Please do believe that I'm more than tired of this subject. I'm guessing you may be, too. But, MIT's 1-sentence, proposed "restriction" on signs may haunt us. Whether by design or by inadvertence, I think that MIT has not adequately addressed concerns about what signs and what sign-lighting will be allowed in this new PUD district. Indeed, MIT's revision now raises more questions than did its 2011 version, which would have exempted signs and their illumination from all existing zoning restrictions.

Thank you for your consideration.

Sincerely,

Carol O'Hare
172 Magazine St., Cambridge

Cc: Robert W. Healy, City Manager
Donna Lopez, Interim City Clerk
Brian Murphy, Asst. City Manager for Community Development
Susan Glazer, Deputy Director, Community Development Dept.

Memo

To: Cambridge Planning Board and Ordinance Committee
Fr: Carol O'Hare
Date: January 11, 2102
Re: The Devil is in the Details:
Some Concerns about MIT's Kendall Sq., 26-acre PUD-5 Revised Rezoning Petition

With input from numerous sources, MIT (including MITIMCo) has made significant changes to its earlier petition for rezoning this area. But, again City officials and personnel and the public have had only a brief time to review the proposal's actual text.¹ My comments relate to:

1. Signs & Illumination; 2. Plans for the 8.5-acre Memorial Drive Subdistrict; 3. Process Matters.

1. Signs & Illumination: Loopholes and Ambiguity > More Problems, Yet Again!

Cambridge Zoning Ordinance Article 7.000 regulates both Signs (7.10) and Illumination (7.20).

MIT's Original 2011 Rezoning Petition

13.89 Signage: The provisions of Article 7 of the [City's Zoning] Ordinance shall not be applicable in the PUD-5 District. The Planning Board shall approve all signage for new development in the PUD-5 District.

MIT's Current Rezoning Petition – Planning Board Hearing 1/15/12

13.810.1 Signs. The sign regulations of Article 7.000 applicable to Business, Office and Industrial Districts shall be applicable to new buildings in the PUD-5 District. [Emphasis added.]

Problem 1: Why does MIT's proposal refer only to Article 7's "sign regulations," omitting any reference "illumination regulations"? Would the Ordinance's significant restrictions on the illumination (types of lights, from what source, etc.) even apply at all, or would they apply with less force than in other Business, Office and Industrial Districts in the City? Indeed, I'd bet that, if the Board of Zoning Appeal were asked to grant a variance under MIT's current rezoning proposal, the BZA could be easily persuaded that the existing illumination-restrictions were not intended to apply to signs in this PUD-5 District.

Problem 2: Why limit Article 7's restrictions only "to new buildings"? This raises more doubts.

Will Article 7's restrictions apply to new or modified signs: (i) on **existing buildings** (whether they're renovated or added to or are unchanged) or (ii) on **land, posts, poles, wires, etc?**

Won't pre-existing nonconforming signs in the PUD District be protected by grandfathering or by zoning variance from the BZA? If so, what's the intent and what could be the impact of this curtailing of Article's 7's restrictions? For example, may an existing sign be changed in message, color, design, size and/or illumination? If MIT wants to retain permanent grandfathering for existing signs that are grandfathered or received variances, then, at a minimum, those existing signs should be catalogued with descriptions, dimensions, heights, locations, etc. and accompanying images so that an informed determination can be made about this.

Here's a solution for removing all this ambiguity. Revise the section as follows:

13.810.1 Signs and Illumination. The regulations of Article 7.000 applicable to Business, Office and Industrial Districts shall be applicable in the PUD-5 District.

Bottom line: I urge you to avoid "creative ambiguity" in this zoning language. It may seem inconsequential now, but it's pretty certain to create long-term problems that will subvert the original intent of planners. **How?** The BZA has historically been exceedingly liberal in granting sign-variances. (Where's the hardship?) With ambiguous restrictions, this could very well be exacerbated.

¹MIT filed its rezoning petition midday on Thurs., Dec. 13, just 6 work days before the Christmas holidays. The Planning Board's and Ordinance Committee's hearings are scheduled for Jan. 15 and Jan. 24.

2. Memorial Drive 150'-Height Subdistrict:

What's planned for this >8 ½-acre, ½-mile stretch along Memorial Drive, from MIT's Sloan School to its Gray House at Ames St.?

If more or bigger buildings are planned along this significant, ½-mile stretch of riverfront property, have you any idea what they are or may be? Do you really want to permit up to 150/15-story buildings there? Or, is this large area included, so MIT can use the merely theoretical possibility of building up and out in this Subdistrict to gain more FAR and height in its remaining development parcels in this rezoning package? For short, I'll call that strategy "bulk-banking."

For example, the Maximum FAR in proposed PUD-5 is 3.9, but if it's actually less than 3.9 in this Subdistrict, then that difference can be credited to other parcels in the PUD to allow them to exceed the 3.9 FAR. Similarly, the Minimum Open Space is 15%, but it's actually more than 15%, then that difference can be credited to other parcels in the PUD to allow them to reduce their open space significantly.

And, I hope it's simply a mistake that there are **no minimum setback requirements** in this Subdistrict.

If MIT is "bulk-banking" and doesn't plan much change to its properties along the River, is there any way to require them to seek additional Planning Board review and approval for material changes in bulk (height, FAR, open space and setbacks) in the Memorial Drive Subdistrict?

And, what about the 100 Memorial Drive apartment complex smack in the middle of this Subdistrict per Assessors' records owned by New England Mutual Life? Does this rezoning mean they'll have the right to increase the bulk of their structures?

3. Process Concern

On December 4, MIT presented its project to the Planning Board "for discussion." Was the text of its zoning amendment made available for the Board's or its professional staff's or the public's review? If not, it's hard to understand how Mr. Russell could say during this "discussion": "It's a fine tuning but it's a pretty significant fine tuning. I feel like they've done the job, and I don't feel like I want to go out and say there's something more I want you to add to this."

http://www.wickedlocal.com/cambridge/news/x1107418348/MIT-revamps-development-plan-for-Cambridges-Kendall-Square?zc_p=2#axzz2HcKY3M8C

That seems premature, before there has even been an in-depth review of the actual language of MIT's zoning petition or the public hearing phase of this project! It may be that MIT has been vetting this with City personnel and officials and various interested constituent groups since its premature and dishearteningly out-of-touch, mid-2011, first attempt to rezone this area, which shouldn't even count. But, there has not yet even been a public hearing presented.

4. Plea

Finally, I respectfully urge you to remember that the devil is indeed in the details and to give your talented professional staff a reasonable opportunity to review and analyze the short- and long-term effects and implications of the text that was first presented to them just before the holiday season.

Cc: Robert W. Healy, City Manager
 Donna Lopez, Interim City Clerk (Please **file this with the Official Records.**)
 Brian Murphy, Asst. City Manager for Community Development
 Susan Glazer, Deputy Director, Community Development Dept.
 Sarah Eusden Gallop, MIT, Co-Director, Government and Community Relations Office

From: Carol O'Hare [c.burchardohare@att.net]
Sent: Thursday, January 24, 2013 1:01 PM
To: City Council; Lopez, Donna; Paden, Liza
Subject: MIT's 26-acre Kendall Sq. Area Rezoning, Ordinance Committee Hearing, 1/24/13

Importance: High

Dear Chairmen Maher and Russell and members of the Ordinance Committee and the Planning Board:

This updates, simplifies and clarifies what I wrote last week. It's not simply a repeat.

1. MIT/MITIMCo intend that Zoning's Article 7's Signs and Illumination restrictions apply in PUD-5.

Yea! Last week, before the Planning Board's hearing, MITIMCo's executives assured me that they meant for Zoning Article 7's existing restrictions on signs and illumination to apply in their 26-acre PUD-5. They said they'll amend their proposed Amendment to accomplish this.

a. Suggestion for Simply & Unambiguously Assuring This Outcome: Just add a provision saying: "Signs and Illumination. The sign and illumination regulations of Article 7.000 applicable from time to time to Business and Office Districts shall be applicable in the District." A similar provision was included for the North Point PUD - Ordinance Section 13.70. (Note: I've slightly modified my suggested change from what I'd suggested in my 1/11/13 email.)

b. Prevent future, otherwise inevitable "nibbling away" at Cambridge's reasonable sign and illumination restrictions in this 26-acre PUD. Without property-owner sign-offs, tenants have no right to seek variances or other zoning approvals from the City. So, I suggest that you get a binding, written commitment from MIT/MITIMCo that they will not seek or allow their tenants to seek variances, special permits or other approvals for nonconforming signs or sign-illumination in this PUD-5.* This will also relieve City personnel and the public from having keeping watch over and police this at individual hearings that don't receive significant advance publicity.

*If you consider it unlikely that tenants in the PUD will seek sign variances or other approvals, you should know that MIT/MITIMCo's leases with its future tenants, Sarofi and Boston Biomedical, for the "landmark" 640 Memorial Drive (Ford Assembly Plant) building explicitly give each tenant the right to apply for sign variances and that both tenants plan to exercise those rights. So, we can expect yet more Memorial Drive branding-sign battles.

2. Memorial Drive 150'-Height Subdistrict: What's planned for the >8 1/4-acre, 1/3-mile stretch along Memorial Drive (from MIT's Sloan School to Gray House at Ames St.) within PUD-5?

If more or bigger buildings are planned along this significant stretch of riverfront property, have you any idea what they are or may be? Do you really want to permit up to 150'/15-story buildings there? Or, is this large area included, so MIT can use the merely theoretical possibility of building up and out in this Subdistrict to gain more FAR and height in its remaining development parcels in this rezoning package, *i.e.*, transferring development rights.

For example, the Maximum FAR in proposed PUD-5 is 3.9, but if it's actually less than 3.9 in this Subdistrict, then that difference can be credited to other parcels in the PUD to allow them to exceed the 3.9 FAR. And, I hope it's simply a mistake that there are no minimum setback requirements in this Subdistrict.

Is there any way to protect this 8 1/4-acre Memorial Drive Subdistrict from material changes to existing heights, bulks, FAR, setbacks, etc. while allowing MIT/MITIMCo's to transfer development rights to the other parts of other areas in PUD-5? And, what about the 100 Memorial Drive apartment complex smack-dab in the middle of this Subdistrict per Assessors'

records owned by New England Mutual Life? Does this rezoning mean they'll have the right to increase the height and bulk of their structures?

Please ask the City Manager and City Law Dept. to advise the BZA to "Just Say No" to future sign variances! I implore you again to take this occasion to send a clear, unequivocal message to the BZA to stop nibbling away, variance by variance, at the comprehensive sign and illumination restrictions of our Zoning Ordinance. There is no legal or principled justification for their regularly overriding Zoning Article 7's reasonable restrictions on signage and illumination by granting variances throughout the City. If changes to Article 7's restrictions are warranted, it's the Planning Board, the City Council/Ordinance Committee and CDD staff, with public input, who are responsible for this. As an example of this disregard for our zoning restrictions, I quote from a BZA member at Novartis's sign-variance proceeding: **"I've already gone on record as saying that I don't believe our Sign Ordinance in its one size fits all thing is really appropriate, especially not appropriate in an area like this. . . . [T]he 20-foot limit just doesn't work here, and it doesn't work on these kinds of buildings."**

Sincerely,

Carol O'Hare
172 Magazine St., Cambridge

Cc: Robert W. Healy, City Manager
Donna Lopez, Interim City Clerk (Please file this with the Official Record)
Brian Murphy, Asst. City Manager for Community Development
Susan Glazer, Deputy Director, Community Development Dept.
Sarah Eusdon Gallop, MIT
Michael Owu, MITIMCo

Lopez, Donna

ATTACHMENT I

From: Mark Mullikin [markmullikin@yahoo.com]
Sent: Wednesday, January 23, 2013 10:03 AM
To: City Council
Subject: Support MIT Petition

Dear Councillors,

I fully support the upzoning proposal put forward by MITIMCo for Kendall Square. This will further build on Kendall Square and Cambridge's strength as a technology hub and further improve city finances. Kendall Square is already Cambridge's commercial hub and it makes sense for it to remain so.

Best regards,

Mark Mullikin
markmullikin@yahoo.com
(617) 800-5257

Lopez, Donna

ATTACHMENT J

From: Andy Nash [aenash@verizon.net]
Sent: Wednesday, January 23, 2013 9:26 AM
To: City Council
Cc: Lopez, Donna
Subject: upzoning issues

Dear Councilor,

I am writing to find out your position on the MIT upzoning petition and to let you know that we, your voting constituents, have several concerns about any proposals that are not carefully reviewed for their impact on traffic, diversity, and affordable housing.

We are waiting for you to develop a citywide plan that considers the impact of multiple ambitious development proposals, which collectively may turn Kendall Square into downtown and Central Square into Kendall. I doubt you would consider such possibilities for Harvard Square.

We would like you to put a moratorium on all upzoning until a citywide plan is developed and to require MIT to build student housing before any consideration of commercial office towers. We need to ease the pressure on Cambridge rental prices that results from large numbers of MIT students and the high tech employees moving here to work in Kendall Square.

Thank you,
Andrea Nash and Peter Berry
18 Worcester St.
Cambridge, MA

From: Chris Gresham [cgresham@MIT.EDU]
Sent: Wednesday, January 23, 2013 2:51 PM
To: City Council; Lopez, Donna
Subject: Please accept the MIT Petition

Hello,

I'm writing asking you to please accept the petition from MIT to rezone Kendall Square. I'm a resident in Area 4 at 68 School Street, #2, and I live there with my husband. We've been there for just over 4 years now and rapidly approaching our 5th. Before that, we lived on Erie Street for 2 years. I'm also an MIT employee and have worked there for 8 years. I'm a proud Cambridge resident and want to our city continue to grow and progress.

Many of the emails I see from the Cambridge Residents Alliance (who, for the record, do not represent me, my ideals or those of my household and we are certainly residents) arguing to reject the petition have some legitimate points. Several of their points make no sense if you have experience with the subject (for example, many students get off-campus housing because it's cheaper and on-campus housing would probably never be able to compete). However, those points should not necessarily result in the denial of the petition. The implementation and plans can be adjusted and improved as the project moves forward. The spirit of the project is about growth, improvement, and change. That spirit resonates with the spirit of Cambridge that I've come to know and love.

The group opposing the rezoning has already been very vocal in other Cambridge improvement projects. They were even able to get the one near the Hotel @ MIT stopped. I've looked back at that whole saga with disappointment. The opposing group wasn't interested in anything but stopping the project and halting change. Every adjustment and compromise to the project was just an attempt to stall it and dissuade the project planners from moving forward. Looking back, you can clearly see their goal was not to move forward but to halt any change -- to resist change for the sake of it. They were never interested in compromise nor developing a working solution. It's reasonable to assume that's the same in this case.

If these setbacks are allowed to continue, Cambridge will become stale. Entrepreneurs, technology companies and biotech researchers will want to move on to some other innovative and forward-moving location. Cambridge will lose it's edge and fall backwards.

That's completely unacceptable when one thinks about MIT being in the heart of Kendall square and a leader for entrepreneurship (<http://www.bostonmagazine.com/articles/2012/10/mit-important-university-world-harvard/>). Some are arguing that MIT will lose it's contributions to the community and that simply isn't true. Read that article -- MIT, entrepreneurship and Kendall square go hand-in-hand (Harvard is even playing catch up to MIT). This is the 21st century and these entrepreneurs, inventors and engineers at MIT are getting a great education and experience that can't be found elsewhere.

This petition won't hurt the community - it will change the community into something even better. It will continue to foster a world class way of training these engineers and scientists in the 21st century. Having Google, Microsoft, etc. in the same neighborhood as MIT can only lead to better things. Those companies want to be here, want to work with MIT students and faculty, want to great ideas and turn them into something that will make the world a better place. The City and MIT have to work with them or they'll go elsewhere and we will all decline as a result.

The City Council needs to lead and not be led. The Council should listen to valid points and adjust accordingly. Having said that, don't back down from a bold new vision just because there are a few that cause a fuss over it. Change is hard and there will always be those that find some reason to resist it. It takes vision and leadership to move forward. Please don't let the distractions of a few ruin a great idea.

Thank you,
Chris Gresham

68 School Street, #2
Cambridge, MA 02139

January 23, 2013

To Members of the Cambridge City Council

I wish to join the large number of MIT faculty members who object to the MIT petition for PUD-5 before you on a number of grounds. If approved by the Council, it will do serious damage to both MIT and the City of Cambridge. It will abrogate fifty years of mutually responsible planning by MIT and Cambridge. It will terminate years of efforts that provided a careful balance of institutional needs and economic investment in the Cambridge community.

In the 1960 and 1965 land use goals published by the Cambridge Planning Board, Cambridge recognized the need to provide defined areas for institutional and commercial growth. MIT cooperated by agreeing to concentrate its academic growth in designated areas south of Main Street and at the same time facilitate reinvestment in the city's economy by initiating projects like Tech square, in 1960, financing the Kendall Square Urban Renewal project in 1965, building over 700 units of elderly housing for the city in the 1970's and creating the University Park development in the 1980's. The creation of these economic and social assets were based on agreements with both the City of Cambridge and the Federal government. It assumed that MIT and the City would continue to do the right thing by each other.

The City, for its part sought guarantees that institutions in Cambridge would restrict their development to certain areas by seeking and getting home rule legislation under Chapter 565 of the 1979 Acts of the General Court that empowered Cambridge to restrict Institutional development in areas that were not appropriate. The Planning Board and City Council, based on these powers, created in 1981, the institutional overlay districts and the institutional use regulations which are embodied in section 4.5 of the Zoning Ordinance and are designed to clearly identify land within the MIT Institutional District that would be used primarily for institutional and institutional service purposes.

In the 1981, with updates in 1993 and 2007, the Cambridge Community Development Department published, with the approval of the Planning Board and the Council, an Institutional Growth Management Plan which on Pages 17 and 18 of that document, clearly state that it is in the city's interest to concentrate institutional expansion at MIT in the areas immediately adjacent to the existing campus south of Main Street. These policies state:

Policy 5

The major institutions, principally Lesley College, Harvard University, Massachusetts Institute of Technology and the hospitals, should be limited to those areas that historically have been occupied by such uses and to abutting areas that are reasonably suited to institutional expansion, as indicated by any institutional overlay district formally adopted by the City.

Policy 6

For such institutions reasonable densities should be permitted in their core campuses to forestall unnecessary expansion into both commercial districts and low density residential neighborhoods

The stated purpose of the petition before you is that the PUD 5 district is intended to create a mixed use district of high quality general and technical office and laboratory uses with significant retail activity established growth policies. It relegates academic needs to a second class status that would provide very limited growth for the research and educational needs of MIT's future faculty and students. MIT's campus plan as late as 1998, presented to the City a development plan for academic facilities south of Main Street that would provide for an integrated academic campus with a major portal and open space to invite the public into the MIT Campus. The relocation of the T stop to its present location at Carleton Street, some years earlier, was part of the implementation strategy for a new gateway to MIT's future academic buildings. In the same plan, additional housing was projected for development east of Wadsworth Street to create a community of graduate student and faculty housing to reinforce the resident population of Kendall Square. The Current proposal designed by the MIT management Company abrogates those goals and undermines the future of MIT's ability to continue to provide the intellectual resources that undergird the economy of the Kendall innovation cluster, Cambridge and the State's economy. If this proposed petition goes forward it will have several more negative effects. Academic research projects will have to rent space at very high market costs, making MIT less competitive for the limited research dollars offered by its sponsors in the Federal government. More importantly for Cambridge, when academic needs, which will always take first place in MIT priorities, press for the acquisition and conversion of the commercial buildings that are proposed, these buildings will come off the tax rolls and one of MIT's current goals, namely additional revenue will come to a halt and the lost tax revenue will be a new burden that will be shifted to other taxpayers. This will certainly cause considerable damage to the political relations between MIT and the city, including the possible abrogation of the present payment in lieu of tax agreements between MIT and Cambridge. This petition is neither wise nor prudent. It violates years of planning for what could be a very short term benefit and will prove to be, as a result of the reduction of necessary space for MIT to accommodate its primary mission of providing this country with a continuing flow of ideas innovations and trained minds be disastrous for both the Institute the city and the country.

O. R. Simha - *OVADIA R. SIMHA*
6 Blanchard Road, Cambridge

Lopez, Donna

ATTACHMENT M

From: Lisa Horvitz [lisa_02138@yahoo.com]
Sent: Wednesday, January 23, 2013 8:20 PM
To: Lopez, Donna
Subject: Fw. Reject MIT Petition

----- Forwarded Message -----

From: Lisa Horvitz <lisa_02138@yahoo.com>
To: "council@cambridgema.gov" <council@cambridgema.gov>
Sent: Wednesday, January 23, 2013 8:18 PM
Subject: Reject MIT Petition

This plan is not good for the neighborhoods, present and future. Limits to building heights, for example, maintain an accessible atmosphere, human scale, like the short archways on the Richardsonian Romanesque buildings. I'm not sure how the evidence is overlooked about how the red line is already overloaded, and there is no more room for additional vehicles on these roads. Let's scale back plans. Please listen to the people who live in the neighborhoods and not to behemoths...

Lisa Horvitz
Norfolk Street
02139

Lopez, Donna

ATTACHMENT N

From: Douglas W Pfeiffer [dwp@MIT.EDU]
Sent: Wednesday, January 23, 2013 6:51 PM
To: City Council; Lopez, Donna
Cc: Thomas Anton Kochan; Sarah Eusden Gallop; Steve Marsh (steve.marsh@mitimco.mit.edu); Michael Kobina Owu
Subject: MIT Zoning Petition
Attachments: MIT Task Force Letter to Cambridge Council Ordinance Committee 1 23 13.docx

Dear Cambridge City Council Members and City Clerk,

On behalf of the MIT Faculty Task Force on Community Engagement in 2030 Planning, I am sending you the attached letter in connection with MIT's current Kendall Square zoning petition. Thank you for your consideration.

Best regards,

Doug Pfeiffer
(Staff to the Task Force)

Douglas W. Pfeiffer
Assistant Provost for Administration
MIT
Room 3-234
phone: 617-253-0659
fax: 617-253-3193



January 23, 2013

Cambridge City Council Ordinance Committee
Cambridge, MA

Dear Councilors:

My colleagues and I on the Task Force on Community Engagement in 2030 Planning are pleased that the Cambridge Planning Board and your Committee are reviewing MIT's Kendall Square rezoning petition. As you know our Task Force gave careful consideration to the question of whether or not to proceed with the rezoning petition now and, if so, under what conditions.

We received helpful inputs on this question from Cambridge City officials, Cambridge business representatives, faculty colleagues, students, MITIMCo, and MIT Administration leaders. Based on these inputs and other data, we specified a set of criteria to be used in evaluating design options to achieve an appropriate balance of academic, community, and commercial considerations, proposed that thorough studies of graduate student housing and transportation issues be carried out; and outlined a process for continuing to engage our faculty and all other key stakeholders in the design phase of the development process.

The MIT Administration accepted our recommendations and is working with us to create the highly participative design process we proposed. So our Task Force supports the decision to file the rezoning process now. We look forward to continuing our work with you and other city, community, faculty, and student groups on this exciting project. Thank you again for your hard work on this effort.

You can find our full report and recommendations at
http://orgchart.mit.edu/sites/default/files/reports/20121012_Provost_2030CommEngageTFReport.pdf.

Sincerely,

A handwritten signature in cursive script, appearing to read "Thomas A. Kochan".

Thomas A. Kochan, Chair

Faculty Task Force Members

Prof. Samuel M. Allen, Department of Materials Science and Engineering and MIT Faculty Chair
Prof. Xavier de Souza Briggs, Department of Urban Studies and Planning
Prof. Peter Fisher, Department of Physics
Prof. Dennis Frenchman, Department of Urban Studies and Planning; Center for Real Estate
Prof. Lorna Gibson, Department of Materials Science and Engineering
Prof. Thomas Kochan, Sloan School of Management
Prof. William Wheaton, Departments of Urban Studies and Planning; Economics; Center for Real Estate
Prof. Patrick Winston, Department of Electrical Engineering and Computer Science
Staff to the Task Force: Douglas Pfeiffer

Lopez, Donna

ATTACHMENT 0

From: randa ghattas [randaghattas@yahoo.com]
Sent: Thursday, January 24, 2013 10:06 AM
To: City Council
Subject: Support for MIT Zoning Petition

David Maher
Chair, City Council Ordinance Committee
City of Cambridge
795 Massachusetts Avenue
Cambridge MA 02139

Dear Chairman Maher,

I support the MIT zoning petition for the following reasons:

- Substantial contribution to residential need in/around Kendall Square, including committing 25% of residential development to mixed income housing in addition to low-income requirements in inclusionary zoning
- Strong community benefits package with neighborhood involvement in use of funds, including a workforce development and training component I see as critical to giving all Cambridge residents the opportunity to benefit from the research/innovation in Kendall Square
- Encourages mixed-use, transit-oriented development that will improve pedestrian access to the Square and enhance retail corridors along Main Street, Broadway and Broad Canal. This is the type of growth that I support because it is sustainable and makes our community more livable.

While I support the petition for these reasons, any future MIT development is contingent on their continued commitment to growth that addresses the housing need that their presence in Cambridge creates and which support diverse and vibrant neighborhoods.

Thanks

Randa Ghattas
88 School St.
Cambridge MA 02139

Lopez, Donna

ATTACHMENT P

From: Joseph Aiello [joseph.aiello@gmail.com]
Sent: Thursday, January 24, 2013 2:08 PM
To: City Council; Lopez, Donna
Subject: MIT Zoning Petition

To the City Clerk and Council,

My name is Joseph Aiello and I live at 207 Charles St in East Cambridge. I am briefly writing you today in hopes that you will show your support for our neighborhood and vote in favor of the MIT Zoning Petition during tonight's Ordinance Committee meeting.

Kendall Square is on the brink of becoming something that could be a model for other cities around the country and yet the opposition would like you to believe that everything is fine just the way it is and to stop building. This petition will help bring about more retail, innovation space for the next best & brightest, more residential opportunities, and open space that will bring about vibrant walking areas for the public.

I do not want to live in a desolate Kendall Square filled with empty parking lots just so someone from North Cambridge can prove a point about development. Those "not in my backyard" groups that will speak out against this petition tonight have a great lesson to learn here - this IS my backyard and I want this petition passed.

I thank you for your time and hope for your support,

Joseph Aiello
207 Charles St
Cambridge, MA

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Joseph A. Aiello, Ward 1 Committeeman

[fb.me/JoeAiello.Ward1](https://www.facebook.com/JoeAiello.Ward1) | joseph.aiello@gmail.com

From: jessekb@gmail.com on behalf of Jesse Kanson-Benanav [jesse@abettercambridge.org]
Sent: Thursday, January 24, 2013 2:20 PM
To: City Council; Lopez, Donna
Subject: A Better Cambridge supports MIT Kendall Square petition

David Maher
Chair, City Council Ordinance Committee
City of Cambridge
795 Massachusetts Avenue
Cambridge MA 02139

January 24, 2013

Re: Support MIT Kendall Square Petition

Dear Chairman Maher and members of the City Council:

As residents working to build a better Cambridge, we welcome the MIT Kendall Square zoning petition and see it as a productive contribution to socially and economically responsible development in our city. While we thank MIT for the strong housing and community benefit components included in the petition, we expect future MIT development proposals will show a similar commitment to promoting affordable, mixed use neighborhoods in Cambridge. On balance we believe the petition promotes sustainable growth towards a more diverse and dynamic Cambridge.

The presence of MIT in Cambridge and significant institutional/laboratory development in Kendall Square creates overwhelming housing demand in our community. With this petition MIT makes a strong contribution to increasing the supply of affordable housing in Cambridge with a plan that includes residential development consistent with the recommendations of the K2 committee. We are pleased that the plan addresses the acute need for affordable housing targeted to a range of income levels in Cambridge by reserving a significant percentage of units for middle income residents in addition to the low-income units required by inclusionary zoning.

We believe that the community fund provisions included in this petition provide important benefits to the neighborhoods most impacted by Kendall Square development, as well as giving neighborhood groups a strong voice in determining how those funds will be used. We consider workforce development to be the most critical component of the community benefit package to ensure that all Cambridge residents have the opportunity to participate in the groundbreaking research and innovation produced in Kendall Square. We anticipate that the proposed Community Funds Committee — with representatives selected by neighborhood groups including the East Cambridge Planning Team, Wellington-Harrington Association, and Area IV Coalition — will direct funding to workforce development, open space, and transportation projects of greatest need in and around Kendall Square.

The Kendall Square Advisory Committee and other recent planning initiatives in Cambridge have encouraged the growth of vibrant, transit-oriented communities where people can live, work, and play. We believe this petition reflects those goals by placing new housing in close proximity to the Kendall Square MBTA station, while proposing enhanced retail corridors along Main Street, Broadway, and Broad Canal. The MIT petition will improve pedestrian access on these thoroughfares in combination with existing successful efforts to expand transit use and biking in Kendall Square.

The benefits of this petition notwithstanding, we feel it is critical that MIT continue to demonstrate a long-term commitment to building vibrant and livable neighborhoods while addressing the housing, transportation, and other public needs their presence in Cambridge creates.

We support the MIT petition because we believe it promotes sustainable growth in Kendall Square with many potential housing, community, and economic development benefits for our community. We recognize the steps that MIT has taken to ensure the petition reflects neighborhood priorities and recommendations of K2 advisory process.

A Better Cambridge

<http://www.abettercambridge.org>

Jesse Kanson-Benanav

Chairman

Yoni Appelbaum, Randa Ghattas, Esther Hanig, & Saul Tannenbaum

Leadership Committee

Lopez, Donna

ATTACHMENT R

From: Whelan, David A [DWHELAN@PARTNERS.ORG]
Sent: Thursday, January 24, 2013 2:33 PM
To: City Council; Lopez, Donna
Cc: 'keepcambridgelivable@gmail.com'
Subject: Reject MIT Petition

Dear City Council members,

I am a Cambridge resident (81 Sherman Street, 02140), and I am writing to join other members of the Cambridge Resident's Alliance to urge you to reject MIT IMC's petition to up-zone their Kendall Square property. As a resident and voter, I find this effort of theirs quite concerning on a number of levels, and I will not vote to reelect any member of the council who supports this petition, which I feel strongly is not in the best interest of our city. Please work to maintain our city as liveable and human-scale.

Respectfully,

David Whelan

David A. Whelan, Psy.D.
Director of Clinical Services, Think:Kids Program
Department of Psychiatry, Massachusetts General Hospital
151 Merrimac St., 5th Floor, Boston MA 02114
www.thinkkids.org
Tel: 617-643-7818
Fax: 617-643-2502

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Lopez, Donna

ATTACHMENT 5

From: Lee Farris [lee.farris@verizon.net]
Sent: Thursday, January 24, 2013 4:13 PM
To: City Council
Cc: Lopez, Donna
Subject: Reject MIT petition to up-zone Kendall Square land

Dear Councilor,

I oppose this massive up-zoning. The 250-300 foot buildings will be too tall and too dense. MIT's plan does not provide any new graduate student housing, even though 4000 of MIT's graduate students have to live off campus, and about 2500 rent in Cambridge. The grad students add to the housing shortage around MIT, which also drives up rents in the neighborhoods.

The proposal has no traffic, transit or parking study, nor is there a citywide development plan that analyzes the impact of all the different up-zoning proposals together (similar to the MIT/Forest City up-zoning petition for the All Asia block on Mass Ave.). In addition, the proposal does not fully comply with inclusionary zoning rules to create affordable housing.

I ask all the City Councilors to oppose this petition at this time in order to stop the Manhattanization of Kendall Square. I'd like Councilors to require MIT to build significant numbers of on-campus graduate residences, in place of MIT's proposed commercial office towers, before the Council considers any up-zoning for MIT's Kendall Square land.

The petition both accepts and violates the Kendall Sq. Advisory Committee recommendations.

The revised petition could result in 980,000 square feet of office, lab and retail space, and about 800,000 square feet of academic space. It would allow commercial buildings as high as 250 feet, and residential towers as high as 300 feet. It calls for 240,000 square feet of residential development, up from the 120,000 square feet that was originally proposed, and slightly above the 220,000 square feet proposed in the Kendall Square recommendations. The amount of low and moderate-income housing increased from 42,000 square feet to 48,500 square feet. It exempts the part of residential buildings taller than 250 feet from inclusionary zoning that creates affordable housing.

Thank you for your consideration,

Lee Farris

269 Norfolk St.

From: e.hanig@comcast.net
Sent: Thursday, January 24, 2013 3:35 PM
To: City Council; Lopez, Donna
Subject: the MIT proposal

Dear Chairman Maher and Ordinance Committee members,

I was present at the Planning Board when MIT submitted their proposal directly following the presentation of the Central Square Advisory Committee recommendations. As a member of that Committee, I was struck by how many of the same elements and goals the two proposals shared and the vision of a vibrant and thriving Cambridge they created.

One element that I feel is particularly important is the inclusion of additional housing, particularly the addition of affordable housing for low and middle income residents. As the presence of MIT is a strong contributor to the need for housing units in our city, it is good to see the increase in the number of housing units over previous proposals. While I feel that this is a worthy step forward, I look forward to additional housing proposals by MIT to meet this demand, particularly as it impacts our neighborhood in Area Four.

I also welcome the proposal's contribution to transit oriented smart growth and the kind of retail that makes people much more likely to do their shopping and living without contributing to additional auto traffic.

Finally, as a resident of Area Four, I am particularly interested in the element of workforce development and employment for Cambridge residents. Employment and training is a particularly pressing need for the youth in our neighborhood who are increasingly concerned about their futures.

For these reasons, I am writing in support of the MIT proposal while I look forward to hearing about the additional housing that MIT will be providing to address the demand that its presence creates.

Sincerely,

Esther Hanig
136 Pine St., #2
Cambridge, MA 02139