

Stakeholder Interests

City of Cambridge

- 1) Control traffic through residential zones.
- 2) Sustainability of retail zones, involving mainly transportation infrastructure and parking issues.
- 3) Cannot displace locals: inclusionary zoning.
- 4) Encourage housing in all zones (the board loves conversion projects!).
- 5) Historic preservation.
- 6) Control market variations without rent control.
- 7) Design “an edge that doesn’t feel like an edge”.
- 8) Introduce bike lanes without reducing parking.

MIT, the Institute

- 1) Extend campus by blending into surrounding area (not to “overtake”).
- 2) Viable and creative financing cost solutions. Ideal scenarios for developing unused/under-utilized properties, etc. Generate capital. Strategy models for R.E. side.
- 3) Desire for some “iconic” architectural presence.
- 4) Design with a mind for different timescales (e.g. building lifecycle scenarios). Have to balance between the desire to expand and the need to upgrade.
- 5) Need for “flexible” space (generic and highly adaptable).
- 6) From flexible, fine grain space to larger grain, replicate “pods” of mixed use.
- 7) Encourage inter-departmental interaction and collaboration. Design for social spaces, creating “centers of gravity”.
- 8) Affordable housing models. Graduate housing costs most critical issue facing MIT.
- 9) Enrich faculty quality of life. Temporary housing. Housing financing support. Schooling.
- 10) Project. What is the ideal size for MIT in twenty years? How is the endowment best invested?
- 11) Area investment: forging strategic alliances between R&D firms and the ‘tute.
- 12) Need dormitory for “swing space”.
- 13) Move frats to vicinity.
- 14) Must guarantee undergrad housing for all four years.

MIT Faculty

- 1) Housing assistance. Temp. housing for new faculty.
- 2) Quality environment for socializing, more social areas and amenities (coffee shops).

- 3) Schooling for children.
- 4) Too many “committees”; they’re a chore. No faculty senate.
- 5) Faculty Quality of Life Survey found:
 - a) Desire for strong faculty mentoring.
 - b) “Not enough personal time”; working longer hours than 10 years ago.
 - c) Faculty members felt isolated, even within their own departments.
 - d) Expressed need for more resources at home.
 - e) Desired more staff support.
 - f) By amazing margins, women faculty members were relatively less satisfied with their quality of life than their male peers.

MIT Students

- 1) Safety: well-lit paths.
- 2) Better sense of community around Simmons: residential presence in area.
- 3) Small grocery store on west side.
- 4) Families—collective, shared open spaces.
- 5) Housing assistance.
- 6) Design buildings to increase community interaction.
- 7) Reduce crowding.
- 8) Library—group study centers.
- 9) Places to eat or hang-out.
- 10) Increase family housing and support.
- 11) Parks, and well-used green spaces to sunbathe, study on nice days.
- 12) Bike lanes.
- 13) Residences traditionally search out traditions and features that set them apart.
Need for communal identity. Traditions important.

Cambridgeport Neighborhood

- 1) Resist institutional expansion.
- 2) Presence of too many students changes character of neighborhood; although, students will be tolerated if they are in their own building nearby such as at Sydney and Pacific.
- 3) Hate noise (frats will be opposed).
- 4) Protective of on-street parking.
- 5) Local churches are looking for their own buildings, but are having difficulty finding properties. Vineyard Church meets in the elementary school in lower Cambridgeport and already has \$5 million set aside. Cambridge Community Fellowship Church on Green Street shares a small church building with three other congregations and is still growing. The board would love to rent a different building but there are no other options in the area. As most of the worshippers are students and since summer attendance drops off drastically, this church cannot find a year-long lease that is financially viable. The mosque on Prospect St. has

the same space problem: it needs to put a tent in its parking lot to accommodate worshippers, and so parking on Fridays is an even greater problem.