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.
10) Project. What is the ideal size for MIT in twenty years? How is the endowment best invested?
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.