



**Massachusetts  
Institute of  
Technology**

April 27, 2011

Welcome.

If you are visiting this site, you have probably spent some time in Kendall Square. Perhaps you have walked past many of the office, laboratory and other buildings lining Main Street and the neighboring blocks.

But I wonder how much you know about the groundbreaking and in some instances, lifesaving work going on in those buildings. Kendall Square is home to more than 150 of the most innovative companies in the world, creating new cures for disease, technologies for communications, green energy strategies, and entrepreneurial approaches to vexing problems. They are attracted to Kendall Square to be near each other and to benefit from opportunities to collaborate with like-minded people at other innovative companies and MIT. Without a doubt, Kendall Square is a hub of innovation, a critical asset to Cambridge and a great place to work.

While we at MIT are undeniably proud of the role we play in fostering Kendall's academic vitality and innovative spirit, we recognize that there is neither vitality nor innovation happening at the street level in much of the Square. And we want to do something about it.

This site is the home to all information relating to the "Kendall Square Initiative," MIT's thinking on how we can maximize use of the properties we own in the Square to create a stronger, livelier neighborhood. The goal is to create a place that is as vibrant on the outside as it is on the inside, that draws the community in for opportunities to socialize, dine, be entertained and learn more about and participate in the innovative activities that happen here each day.

As you explore, you will find the following:

- A document called "Kendall Square in Process," an exploration of how to fulfill the promise of Kendall Square through redevelopment prepared by David Chilinski of the Cambridge architectural firm Prellwitz Chilinski Associates; it has served as an inspiration to us as we created our own plans.
- A rezoning proposal we recently filed with the city of Cambridge. This proposal represents the next logical step in the zoning process and it both reflects the hundreds of conversations we have had with city residents, Kendall Square employers and property owners, public officials, and members of the MIT community since we first started exploring this idea a year ago and it will undoubtedly change as we go through the public process associated with rezoning.
- Much more detail about our goals in filing a rezoning petition, the principles we have used in developing this plan, and the feedback we have received.

In the months ahead, we expect our rezoning proposal to be part of the study the City is currently undertaking of Central and Kendall Squares. We look forward to those conversations and expect that they will shape our evolving thinking on how to best achieve success at the street level in Kendall Square while continuing to support the innovative companies that want to locate and grow here.

I look forward to seeing you at a community meeting or hearing any feedback you may have on our thoughts.

Sincerely,

Steve Marsh