

DRAFT KSURP Objective Evaluation Matrix					12/17/14
No.	1977 KSURP Objective	Historical Performance (Qualitative Grading System)	Relation to K2 Goals	Suggested Changes + Updates	Evaluation Summary
A	Secure the elimination and prevent the recurrence of blighted, deteriorated, deteriorating, or decadent conditions in the project area	High level of performance	Not directly although related to all Goals	This language is consistent with Massachusetts G.L. 121B	
B	To insure the replacement of such conditions by well- planned, well-designed improvements which provide for the most appropriate reuse of the land in conformity and with definite local objectives which are as follows (1-5):				
B.1	The provision of land uses which maximize job opportunities at a variety of skill levels, including blue-collar and non-professional white-collar employment for present and future Cambridge residents, upgrade Cambridge workers' skills and wages in a manner commensurate with the cost of living in Cambridge, and help stabilize the City's industrial base and minimize the loss of local jobs;	Satisfactory : Objective Needs Updating	Goal 1 : Nurture Kendall's Innovation Culture	The provision of land uses which maximize job opportunities at a variety of skill levels, within Kendall Square's knowledge and innovation based economy for present and future Cambridge residents, upgrade Cambridge workers' skills and wages in a manner commensurate with the cost of living in Cambridge, and help stabilize the City's economic base and maximize the provision of local jobs	Biotech has evolved as the 21st century version of light industry. The focus should be on diversity in level of jobs, diversity in industries, and strategic workforce development, maintaining dynamic fluid job market. More contemporary phrasing may include knowledge economy, creative economy, sharing economy etc. The term industrial base may need to be upgraded to the maker economy or light manufacturing or smart clean manufacturing or additive manufacturing.
B.2	The improvement of land use and traffic circulation	High level of performance	Not directly although related to all Goals	The improvement of land development and design to facilitate multi-modal circulation	Mobility and accessibility in Kendall has successfully focused on internal trip capture (by design through mixed use buildings and internal pathways throughout) and public transit, pedestrian and bicycle facilities. The term highest and best use may be more modern language. Traffic in this context was referring to cars. Today's multimodal transportation priorities require us to think about transportation from the perspective of moving people most efficiently which means rapid transit, bicycle and pedestrian infrastructure.
B.3	The improvement of public transportation, public utilities and other public improvements	High level of performance	Not directly although related to Goal 3: Promote Environmental Sustainability	The improvement of public transportation facilities, public infrastructure and utilities, and other public realm improvements.	This passage was designed to focus on public infrastructure without using the word infrastructure. In the context of the 60s/70s, all infrastructure was public, in the current context some key infrastructure is private (electric, gas, high-speed fiber, etc.). Perhaps have a better internal working definition of "other public improvements."
B.4	The improvement of truck access to and through the project area	High level of performance / Objective Needs Updating	Not directly although related to Goal 4: Mix Living, Working, Learning and Playing for creative interaction	The improvement of material handling and access to and within the project area	Binney Street is a City Designated Truck Route; Accommodating of truck through-movements is not conducive to a desirable, livable, walkable and workable neighborhood. However - dense mixed use urban environments require complex highly coordinated very thoughtfully planned delivery accommodations that need to be well integrated with, bikes, peds, transit and traffic, but also not a deterrent to economic development.
B.5	The provision of a decent, pleasant, and humane environment involving a mixture of those land uses needed to produce balanced development	High or Satisfactory level of performance / Further Attention or Renewed Attention Needed	Goal 2: Create Great Places that foster community vitality	<i>no revisions suggested</i>	The land use mixture referenced herein can to be improved, especially with additional residential and retail. Some may consider the 1980s architecture to be mildly inhumane, but a product of the time and place. The CRA should expand on the idea of humane through the use of human centered design principles, universal design and active design.
C	To maximize the full socio-economic potential of the project area with the most appropriate land uses and densities, and consistent with the other objectives stated herein	High level of performance / Further Attention or Renewed Attention Needed	Goal 1 & Goal 4	<i>merged with N: To capitalize on the location of rapid transit facilities to maximize the full socio-economic potential of the project area with the most appropriate land uses and densities, and consistent with the other objectives stated herein.</i>	In the sense that Kendall has become one of the most recognized centers of high-tech and bio-tech research in the world, dramatically increased the value of the land for Cambridge and the metro region, created thousands of new jobs etc. However, the development may have achieved too much of a homogeneous built environment, and inadvertently a less diverse socio-economic environment, along with dependency on one or two specific industries.
D	To promote economic development which strengthens the City's tax base without unacceptably impacting upon the physical, social and cultural environment	High level of performance	Not directly although related to Goal 1 and Goal 4	<i>no revisions suggested</i>	The KSURP area has significantly strengthened the city's tax base. Redevelopment can work to more explicitly enhance the city's cultural and social goals (workforce development, open space, public art etc.)
E	To establish the minimum necessary land use controls which promote development, yet protect the public interest	Satisfactory level of performance / Further Attention or Renewed Attention Needed	Not directly, although related to Goal 2 and Goal 4	<i>merged with F</i>	The City Council sets the land use controls through zoning. The CRA can work with developers to streamline processes to increase transparency, public input, while also seek efficiency, and reduce uncertainty, through its processes and result in better outcomes for the public interest.

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F	To establish a flexible set of controls which are adaptable to both current and future market conditions	High level of performance / Further Attention or Renewed Attention Needed	Goal 1	<i>merged with E</i>	Design review process has been revised in practice. Updates are needed to allow for continued success and collaboration with the City, the community and to respond to market conditions.
G	To secure development in the shortest possible time period	High level of performance / Further Attention or Renewed Attention Needed	Not directly but related to Goal 1	To secure development in the shortest possible time period to be responsive to economic conditions and housing demand;	Process updates are needed to allow for continued success and collaboration with the City and the Planning Board. Delays and redundant processes can translate into development costs which then impact tenant costs for commercial and residential tenants, and/or delay certain public realm investments or programs.
H	To relate to development controls in the surrounding area	High level of performance / Further Attention or Renewed Attention Needed	Not directly, although related to Goal 4	<i>no revisions suggested</i>	The KSURP will focus the next decade of its existence on implementing the K2 Plan which featured considerable involvement from surrounding neighborhoods and set a broad policy agenda for the Kendall Square area. The KSURP will benefit from future MIT investment along Main Street with new zoning adopted in 2013.
I	To help stabilize the existing surrounding neighborhoods, including East Cambridge	High level of performance	Not directly, although related to Goals 2, 3, & 4	To help stabilize the existing surrounding neighborhoods, including East Cambridge, <u>Area Four and Wellington Harrington;</u>	Compared to the 1960s, the East Cambridge neighborhood beyond Binney Street is considerably more stable from the perspective of blight, deteriorating properties and underutilized land. Additional work should be undertaken to enhance economic connections to Area Four and Wellington-Harrington.
J	To help alleviate problems of vehicular movement through East Cambridge	High level of performance	Not directly, although related to Goals 3 & 4	To help alleviate problems of mobility through East Cambridge <u>for all modes of travel and goods movement</u>	The primary focus of the KSURP area is to create value in the urban landscape. TDM, parking controls and smart transportation policy has proven effective in keeping traffic growth under control. Through proper roadway design in the East Cambridge neighborhood and policy evolution in Kendall, streets should be safe for all users even as Kendall's density increases.
K	To achieve harmonious visual and functional relationships with adjacent areas	Satisfactory level of performance / Further Attention or Renewed Attention Needed	Not directly, although related to Goal 4	<i>no revisions suggested</i>	The language surrounding adjacent neighborhoods could mention collaborative relationships not just architectural ones.
L	To establish a sense of identity and place for Kendall Square	Satisfactory performance / Further Attention or Renewed Attention Needed	Not directly, although related to all K2 Goals	To establish a sense of identity and place for Kendall Square <u>and integrate it into the built environment.</u>	Work should be undertaken to explore the physical manifestation of innovation, entrepreneurship, biotech, high tech in the public realm. Kendall Square needs a unified, identifiable brand along with significant wayfinding.
M	To encourage the development of Kendall Square as an activity center	Satisfactory performance / Further Attention or Renewed Attention Needed	Goals 1, 2, & 4	To encourage the development of Kendall Square as an activity center <u>to live, work, play, and learn</u>	While Kendall has dramatically changed since the 60s and 70s, it has not reached its full potential as a mixed use high density urban neighborhood. Many blocks are devoid of activity after 6pm and on weekends, especially in winter.
N	To capitalize on the location of rapid transit facilities	High level of performance / Further Attention or Renewed Attention Needed	Goals 3 & 4	<i>Merged with C</i>	In specific cases some development could more directly address the location and pedestrian desire lines associated with the Red Line station. In addition, the Kendall Red Line capital investments and subway operations have not kept pace with demand and development in terms of capacity, maintenance, aesthetics or technology and is no longer an adequate representation of the identity of the neighborhood nor is it designed to harmoniously integrate into the public realm or with surrounding buildings.
			Goal 2	To promote neighborhood safety, public health, and wellness through universal access and active environmental design.	Proposed additional objective.
			Goal 3	To promote both environmental sustainability and climate change resiliency through resource efficient development and district level infrastructure planning.	Proposed additional objective.
		Grading Scale			
		Outstanding level of performance			
		High level of performance			
		Satisfactory level of performance			