



Kendall Square

# Transit Enhancement Program - Update

Cambridge Transit Committee Presentation | December 2016



CAMBRIDGE  
**REDEVELOPMENT**  
AUTHORITY



## ABOUT THE CRA

The CRA was founded in 1956 under MGL chapter 121B. Redevelopment authorities are provided with broad powers to plan and implement activities needed to redevelop underutilized, deteriorated or blighted open areas, to encourage new development, and to promote sound growth. During the past 60 years the CRA has created or worked on projects across the city including Riverview, Tech Square, Wellington-Harrington Urban Renewal, Walden Square Urban Renewal, Alewife Feasibility Study, and most notably still administers the Kendall Square Urban Renewal Plan today among other priorities.

### **Our Mission**

The Cambridge Redevelopment Authority is committed to implementing imaginative, creative initiatives to achieve social equity and a balanced economic ecosystem. We work in the public trust to bring a human dimension to development improving the quality of life for residents, businesses, employees, and visitors. Our goal is to balance economic vibrancy, housing, and open space to create sustainable communities through new and revitalized development. We are an independent, agile public authority bringing a unique set of redevelopment tools to work in close partnership with the City of Cambridge and other organizations.

# KSURP PLAN & MXD ZONING



# KSURP HISTORY: CAMBRIDGE CENTER

## CRA Agreement with Boston Properties

- 1979 for Parcel 3 & 4
- 1982 for Parcel 2

## Terms of Transaction

- Development Rights
- Infrastructure Obligations
- Financial Consideration

## Example: Building Kendall Station (1985)

- President Carter's Urban Initiatives Project
- CRA-BP-MBTA public private partnership





# TRADITIONAL MEPA MITIGATION: AN AUTO-CENTERED APPROACH

**At the national and state level, “mitigation” has in the past focused on cars or very basic surface transportation improvements:**

- Re-time traffic signals
- Re-build a highway interchange
- Re-build a roadway
- Install a roundabout
- In certain town centers and more urban areas, re-build a sidewalk and/or bike lane, add better streetscape amenities

**At the City level, Cambridge has been much more progressive:**

- Most of the streets in Kendall Square have been reconstructed recently, we already have bike lanes and cycle tracks and streetscape amenities with more coming.
- Aggressive TDM measures have been highly successful: within the KSURP, mode share is 34% drive, 37% transit, 6% walk, 9% bike.
- Tenants are paying a real estate premium for transit access, transit is their top priority. Along with proximity to MIT, transit is a major driver of real estate value in Kendall, enabling close co-location of innovation.





# KENDALL SQUARE URBAN RENEWAL PLAN (KSURP)

## KSURP

- Approved by City Council Dec 2015
- Approved by MEPA April 2016

## EIR/NPC

- First EIR/NPC Draft Approved by MEPA November 2015
- Final EIR/NPC Approved by MEPA August 2016 w/ KSTEP Draft Memo included

## KSTEP Memo

- Signed by City Manager
- Signed by CRA Board Chair
- Not yet signed by MassDOT or MBTA
- Not yet signed by Boston Properties



# INFILL DEVELOPMENT UPDATE

| DEVELOPMENT PROGRAM SUMMARY BY USE (GFA <sup>1</sup> ) |                              |                              |                                   |                                   |  |                  |
|--|------------------------------|------------------------------|-----------------------------------|-----------------------------------|--|------------------|
|  | PHASE 1                      | PHASE 2                      |                                   | PHASE 3                           |  |                  |
|  | <u>Commercial Building A</u> | <u>Commercial Building B</u> | <u>Residential Building South</u> | <u>Residential Building North</u> | <u>Broad Institute Office Conversion<sup>2</sup></u> | <u>TOTAL</u>     |
| Commercial GFA <sup>5</sup>                            | 365,095                      | 248,039                      | 0                                 | 0                                 | 14,000   | 627,134          |
| Retail/Active Use <sup>4</sup> GFA                     | 10,037                       | 8,029                        | 0                                 | 1,300                             | 0  | 19,366           |
| Residential GFA <sup>6</sup>                           | 0                            | 0                            | 350,000                           | 70,000                            | 0  | 420,000          |
| <b>Total</b>   | <b>375,132</b>               | <b>256,068</b>               | <b>350,000</b>                    | <b>71,300</b>                     | <b>14,000</b>  | <b>1,066,500</b> |

| DEVELOPMENT PROGRAM SUMMARY BY BUILDING HEIGHT |                              |                              |                                   |                                   |  |
|--|------------------------------|------------------------------|-----------------------------------|-----------------------------------|--|
|  | PHASE 1                      | PHASE 2                      |                                   | PHASE 3                           |  |
|  | <u>Commercial Building A</u> | <u>Commercial Building B</u> | <u>Residential Building South</u> | <u>Residential Building North</u> | <u>Broad Institute Office Conversion<sup>2</sup></u> |
| Height (Feet)                                  | 250'                         | 200'                         | 350'                              | 170'                              | n/a  |
| Floors   | Up to 19 Floors              | Up to 14 Floors              | Up to 34 Floors                   | Up to 12 Floors                   | n/a  |

1. GFA as defined in Article 2.0 of the Cambridge Zoning Ordinance.
2. Represents the conversion of existing mechanical space to be re-purposed/fit-out into leasable commercial/laboratory office space at the Broad Institute's 75 Ames Street location. The Applicant is not responsible for the execution of this component of the Project.
3. Innovation space to be developed concurrently with Phase 1 of the Project.
4. Active Ground Floor Uses, can include retail uses and active public gathering space (whether open or enclosed) where that ground floor fronts Main Street, Broadway or Ames Street, per Article 14.38 of the Cambridge Zoning Ordinance.
5. Incorporated within the Commercial GFA figures is the Innovation Space tied to Commercial Building A and Commercial Building B.
6. Refer to Section 2.1.1, Housing Program for a more detailed breakdown of the Residential GFA.

**Estimated Housing Units: Up to 425 depending on layout, # of bedrooms, and size**

**Estimated Jobs supported in the Commercial/Retail Space: Around 2,000, depending on density of layout**



# INFILL DEVELOPMENT UPDATE

TABLE 5-1 REQUIRED BICYCLE PARKING

| REQUIRED BICYCLE PARKING SUMMARY  |             |   |        |                              |        |
|-----------------------------------|-------------|---|--------|------------------------------|--------|
| PROJECT COMPONENT                 | SIZE        | LONG-TERM                                 |        | SHORT-TERM                   |        |
|                                   |             | RATIO                                     | SPACES | RATIO                        | SPACES |
| <i>Commercial Building A</i>      |             |   |        |                              |        |
| Office/Lab                        | 365,095 GFA | 0.30 spaces per 1,000 GFA                 | 110    | 0.06 spaces per 1,000 GFA    | 22     |
| Retail                            | 10,037 GFA  | 0.10 spaces per 1,000 GFA                 | 2      | 1.00 spaces per 1,000 GFA    | 11     |
| <i>Residential Building South</i> |             |   |        |                              |        |
| Residential                       | 355 Units   | 1.05 space per Dwelling Unit <sup>1</sup> | 372    | 0.10 space per Dwelling Unit | 36     |
| Retail                            | 0 GFA       | 0.10 spaces per 1,000 GFA                 | 0      | 1.00 spaces per 1,000 GFA    | 0      |
| <i>Commercial Building B</i>      |             |   |        |                              |        |
| Office/Lab                        | 248,039 GFA | 0.30 spaces per 1,000 GFA                 | 74     | 0.06 spaces per 1,000 GFA    | 15     |
| Retail                            | 8,029 GFA   | 0.10 spaces per 1,000 GFA                 | 1      | 1.00 spaces per 1,000 GFA    | 9      |
| <i>Residential Building North</i> |             |   |        |                              |        |
| Residential                       | 70 Units    | 1.05 space per Dwelling Unit <sup>1</sup> | 73     | 0.10 space per Dwelling Unit | 7      |
| Retail                            | 1,300 GFA   | 0.10 spaces per 1,000 GFA                 | 1      | 1.00 spaces per 1,000 GFA    | 2      |

1. 1.00 space per dwelling unit for the first 20 units in a building; 1.05 spaces per dwelling unit thereafter.

2. All bicycle parking is subject to Section 14.72 of the Zoning Ordinance

**Bike Parking Long Term Spaces: 633**

**Bike Parking Short Term Spaces: 102**

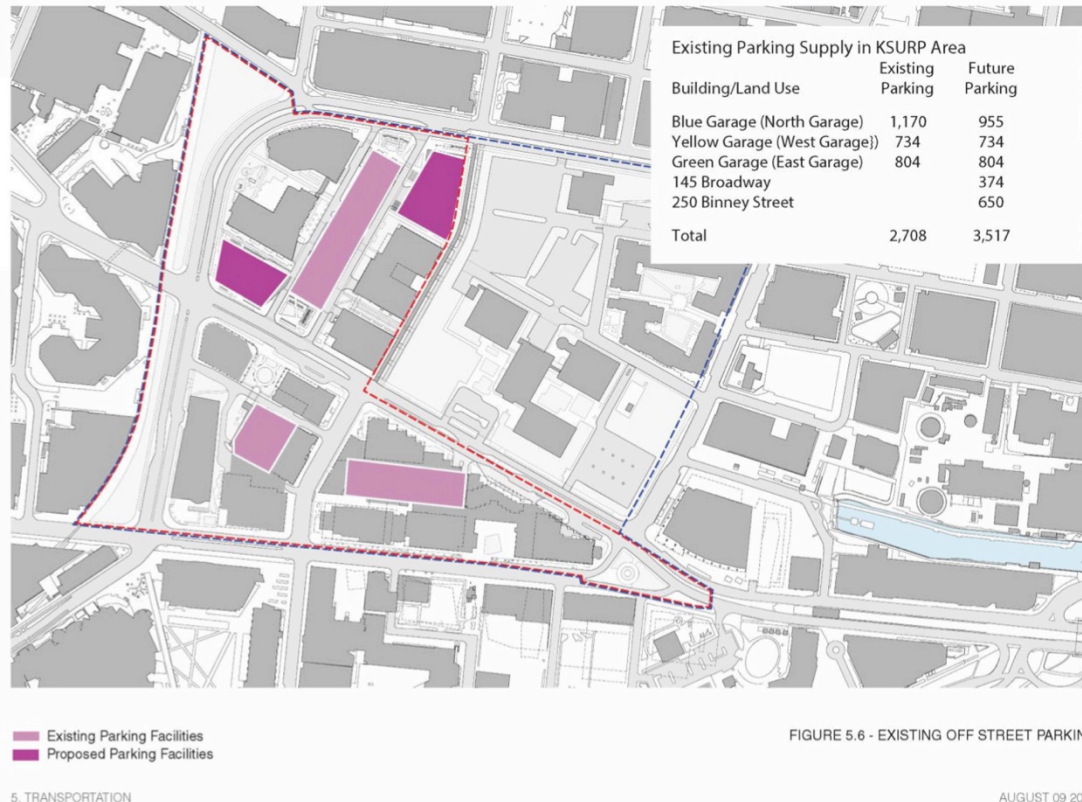
**Additional Hubway Station for up to 27 Hubway bikes on Broadway near 105 Broadway**





# INFILL DEVELOPMENT UPDATE

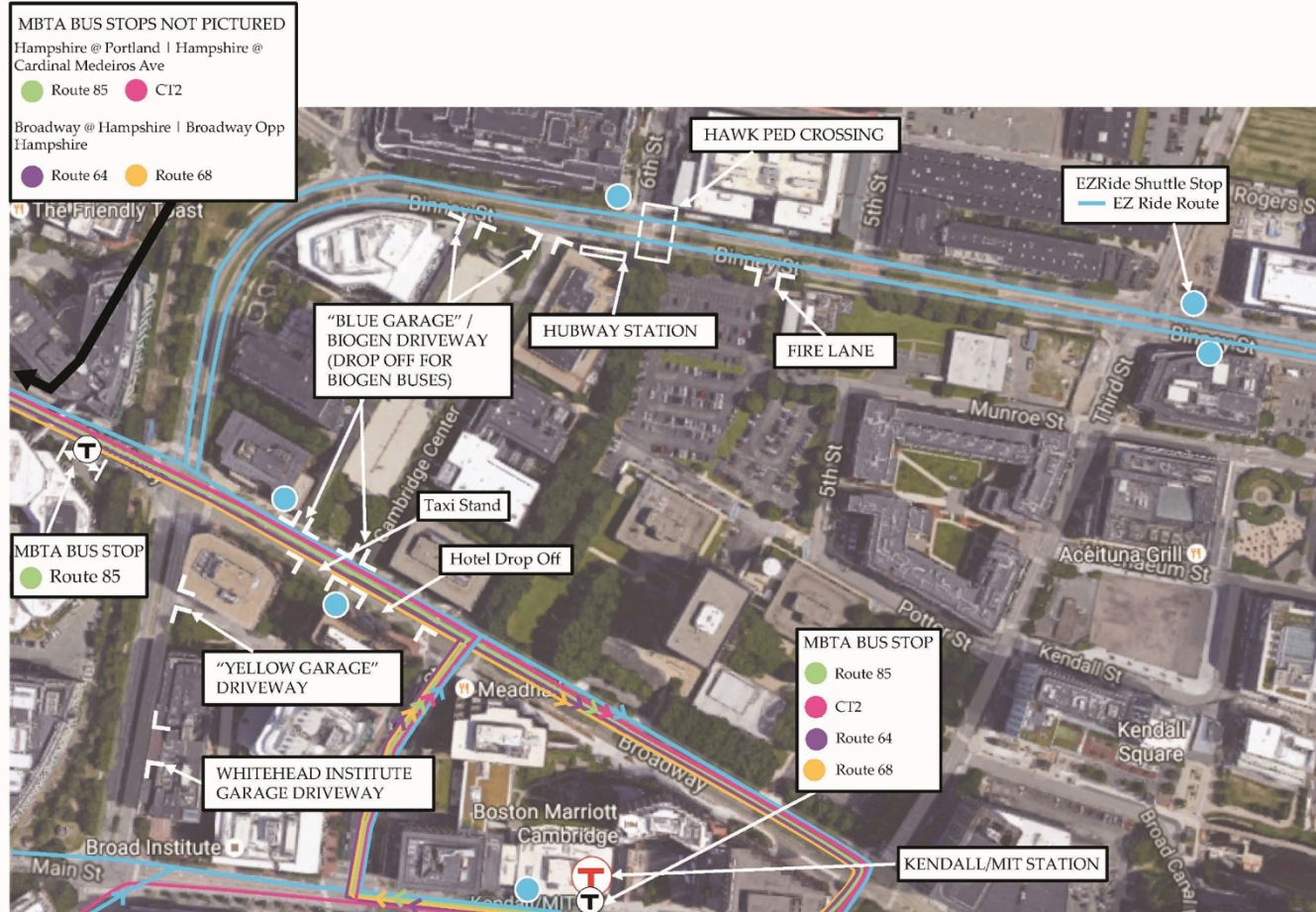
## PARKING FACILITIES



- Still below the maximum parking supply authorized in 1977 EIR of 4,300 and revised EIR/NPC of 3,545
- Kendall Center has the highest monthly and daily parking rates in Kendall Square: \$400/month and \$40/day
- CRA's long-term traffic and parking report started in 1994 is to continue with a revamped scope of work being developed in 2017
- PTDM Plan being approved by TPT soon



# INFILL DEVELOPMENT UPDATE



# KEY TRANSPORTATION PRIORITIES BY STAKEHOLDER GROUP

## Riders

- Reliability
- Frequency/  
Convenience
- Cleanliness
- Safety/Security
- Comfort
- Intuitiveness/East of  
Use

## MBTA

- Operations and  
maintenance dollars
- Capital matching dollars  
for planned work
- Social equity
- Accessibility
- Revenue generation
- Overall customer  
experience



# KEY TRANSPORTATION PRIORITIES BY STAKEHOLDER GROUP

## Developers

- Tangible impact to transit that serves the development investment
- Increase in attractiveness, access and value of development
- Overall customer experience for tenants

## City of Cambridge

- Reducing SOV trips
- Increasing bike, ped, walk and transit
- Foster more efficient land use
- Climate Change/GHG
- Create a more engaging public realm, more livable neighborhood



# CRA'S BEST PRACTICES RESEARCH ON VALUE CAPTURE / TRANSIT INVESTMENT

## Portland, OR

- Transportation System Development Charge

## San Francisco

- Transportation Impact Fee

## Broward County, FL

- Concurrency Fee

## Seattle, WA

- Voluntary Transportation Mitigation Payment

## Miami

- Parking Surcharge Ordinance

## CTPS/Boston MPO

- Core Capacity Constraints Study

*Sources: Innovation in Public Transport Finance: Property Value Capture by Shishir Mathur, May, 2014 (Chapter 8: Transit Impact Fees). TRB / TCRP Report 31 / 1998: Funding Strategies for Public Transportation. San Francisco Planning Department: New Planning Code – Transit Impact Development Fee Update 2013. And many more...*



# KEY TRANSPORTATION PRIORITIES BY STAKEHOLDER GROUP

## Cambridge Transit Strategic Plan Goals

- Serve all trips
- Funding
- Efficiency and Reliability
- Expand
- Usability/Accessibility/Safety
- Outreach and Participation
- Climate Change





# CRA PILOT PROGRAM

## Kendall Square Transit Enhancement Program

- Unique new program element of the updated Kendall Square Urban Renewal Plan
- CRA pilot investment program that will advance the redevelopment objectives of the Urban Renewal District
- “Identification of specific measures to be developed and implemented over the next 15 years that will preserve, enhance and expand transit access and mobility in Kendall Square.”



# MOU IN THE EIR

## Parties

### Primary

- CRA
- City of Cambridge
- MassDOT
- MBTA

### Concurring Party

- Boston Properties

## Contents

- Why this is important
- Establishment of a fund and scheme for initial payment
- Priority project list for consideration
- Leaves flexibility for evolution and expansion





# MOU IN THE EIR

## How funds will be utilized

- Working Group:
  - Parties to MOU, additional KSTEP \$ contributors, other stakeholders
  - Establish funding priorities and allocations
  - Process for selecting “other stakeholders” was not specifically established, but may mirror KSMTF, or be similar
- “Shall give consideration at minimum to projects with:...”:
  - Measurable improvement to transit service levels for any transit that touches Kendall Square including connections to and from
  - Ability to leverage multiple layers of public and private funds and remain long-term economically sustainable from capital and operational perspective
  - High level of utility from a broad mobility perspective (i.e.: no cosmetic updates)



# MOU IN THE EIR

## How funds will be utilized

- **Within Six Months:**
  - Working group shall meet to consider immediate projects that may use *up to* one third of funding (but may use less or none)
  - May include:
    - Capital for expanding existing MBTA bus services or EZ Ride service or certain improvements to Kendall Red Line Station capacity and connectivity
- **Within One Year:**
  - Working group begins to meet at least every 6 months to focus on funding long-term projects
  - May include:
    - Operating and capital support for new ground transportation to and from Kendall Square (especially linking Central, Sullivan, Union, Longwood, North Station)
    - Red Line service modernization and improvements (signal, track, station, technology) specifically for increasing capacity and reliability at peak-of-the-peak such as reduced headways
    - Other strategic investments consistent with State (Focus40) and local (KSMTF) transit planning efforts.
- **Within Two Years:**
  - Parties will develop metrics of success to measure the success of the KSTEP



## How the KSTEP Fund is managed

- \$6m payment upon issuance of building permit for the first commercial building (145 Broadway)
- Fund is established and maintained by CRA
- Working Group recommends projects for approval
- CRA Board consults with City Manager
- CRA Board authorizes disbursement of funds
- For the first five years the CRA reserves the right to place limits on usage of funds
- Must obtain approval from entity to which funding is being allocated – must be ready and willing to accept and expend funds

# MOU IN THE EIR

## Potential Expansion of KSTEP Program

- Purposefully left an opening for the KSTEP Fund to be expanded, transitioned or merge with a different governance structure as the geographic scope goes beyond KSURP:
- “The parties agree to use good faith efforts to expand the area and funding sources supporting the KSTEP to advance efforts to implement a program of ongoing annual KSTEP Fund payments, or other financial contributions to transit improvements, by property owners and developers in the Kendall Square area.”
- “This Agreement does not preclude the City or the CRA with the City’s approval, from seeking additional funding sources in the future for the KSTEP Fund or combining this fund with other transit funding programs such as but not limited to the introduction of a special assessment district in Kendall Square.”
- “...take into consideration all other transportation mitigation payments ...so as not to disproportionately or unfairly impact any single owner or property.”



## Potential Expansion Ideas

- *Important to note that Volpe is within the KSURP boundary, but applicability of KSTEP is unclear...*
- Miami - Parking Surcharge
- Seattle – Voluntary Transportation Mitigation Payment
- Portland/SFO – Transportation System Development Charge
- DIF/TIF districts
- See:  
[\*A Guidebook of Massachusetts Public Financing Programs for Infrastructure Investment\*](#) for more ideas and options





[cambridgeredevelopment.org](http://cambridgeredevelopment.org)