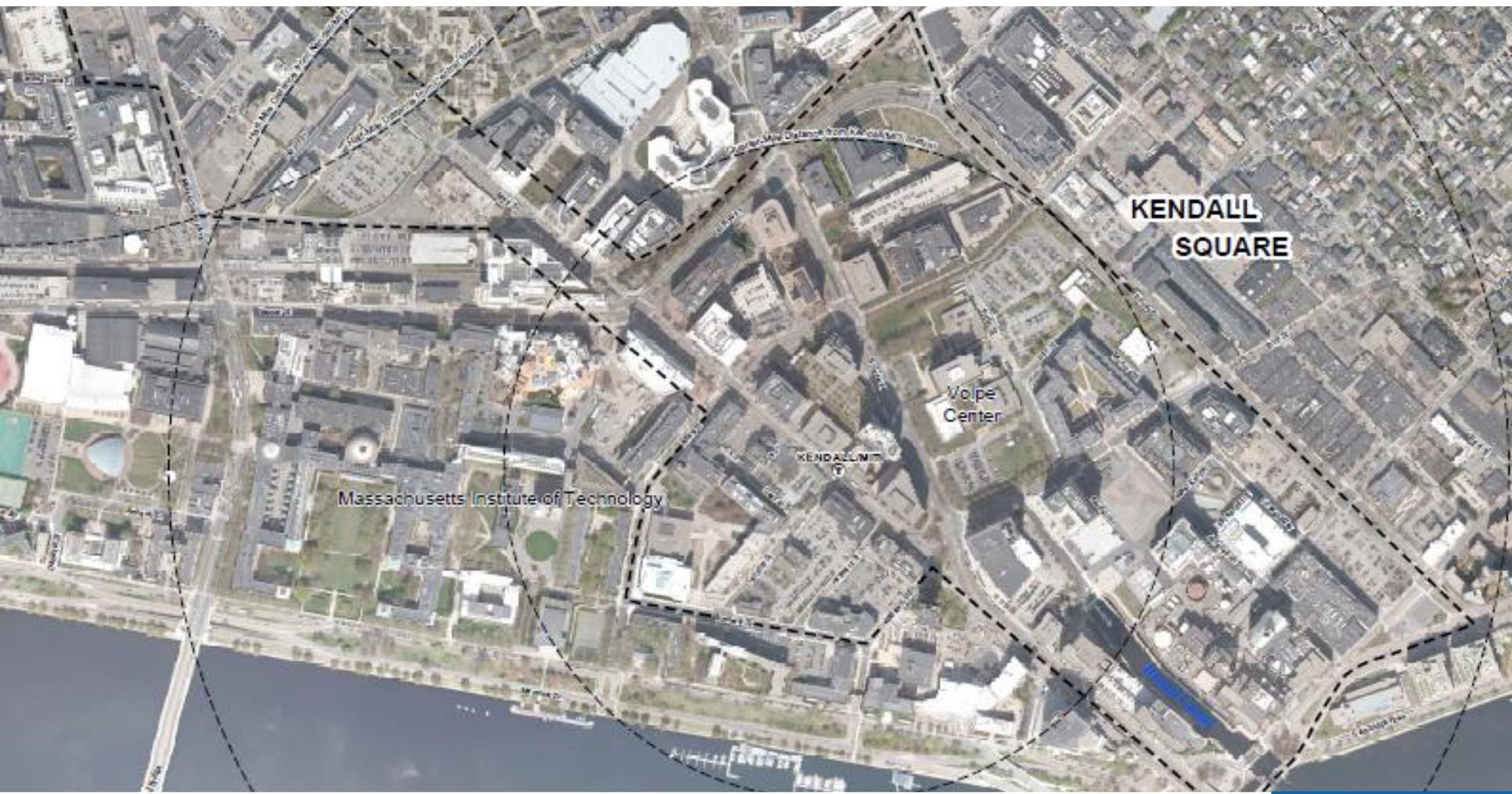




City Council Roundtable

April 6, 2015



Volpe Block/PUD-KS



c. 1966

KENDALL SQ PLAN (K2): Public Process/Community Engagement

- April 2011 – June 2012
- 20-person **Advisory Committee** -- residents, businesses, property owners/developers, MIT, Kendall Square Association, Cambridge Redevelopment Authority
- Multidisciplinary consultant team led by **Goody Clancy**
- 18 **committee meetings**
- 2 **public meetings** + 2 hands-on **working sessions**
- Study area **walking tour**
- **City Council** roundtable + **Planning Board** discussions

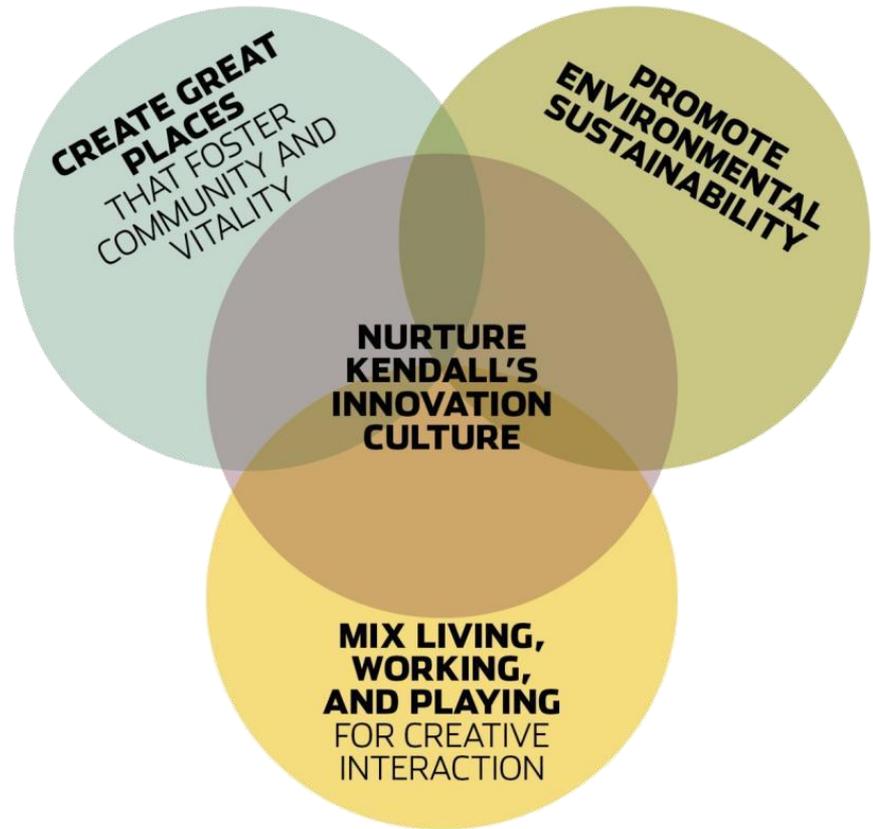
Companion process: **neighborhood sponsored ECPT/CBT plan**



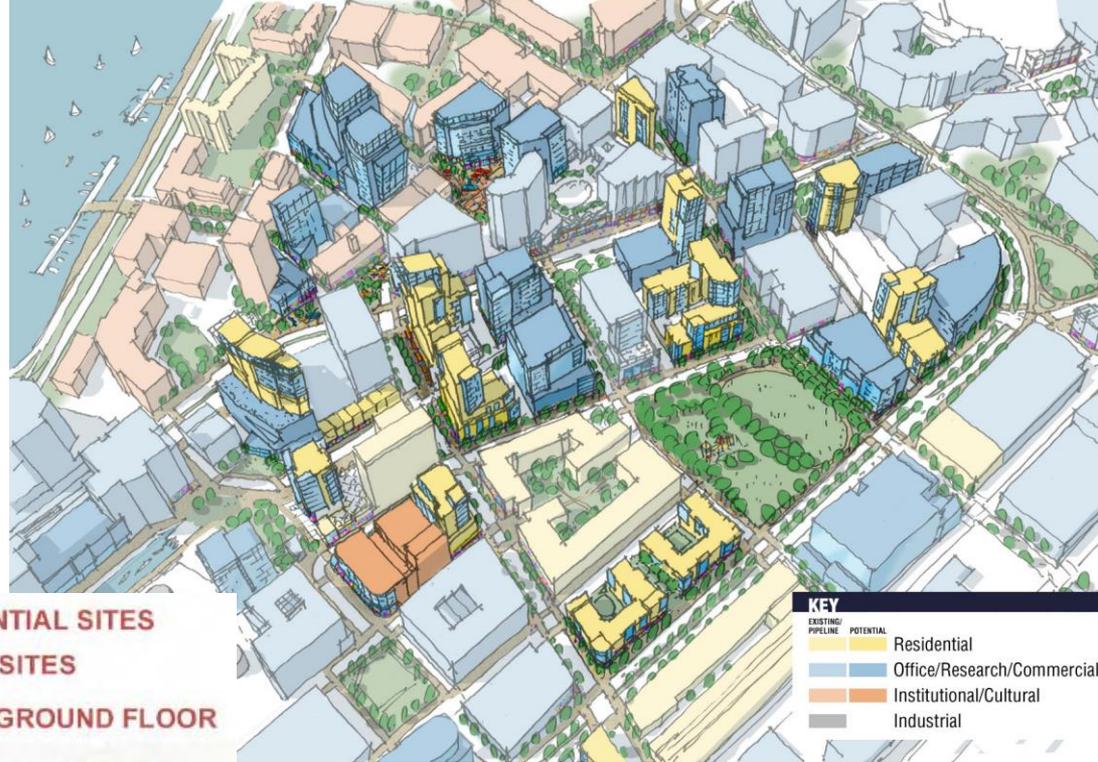
Vision & Goals

A dynamic public realm connecting diverse choices for living, working, learning, and playing to inspire continued success of Cambridge's sustainable, globally-significant innovation community.

- Nurture Kendall's innovation culture
- Create great places
- Promote environmental sustainability
- Mix living, working and playing



Two Plans: Consistent Themes



KEY	
EXISTING PIPELINE	POTENTIAL
Yellow	Residential
Blue	Office/Research/Commercial
Orange	Institutional/Cultural
Grey	Industrial

Source: K2 Plan

Source: East Cambridge
Planning Team/CBT Plan

Planning Framework: Zoning

- Active ground floors
- Housing
- Innovation space
- Community Investments/Kendall Sq Fund
 - **public open space** (primarily management and programming; land, design, and construction in some cases)
 - **Enhanced transit connections** to benefit Kendall Square needs e.g. improved connection and frequency to LMA and North Station and Orange Line (EZ Ride or other)
 - **workforce readiness training** for Cambridge residents (for all ages to supplement existing programs run by the City, school system, and local businesses)
- Sustainability
- Shared Parking
- Design guidelines

- Predictability
- Flexibility

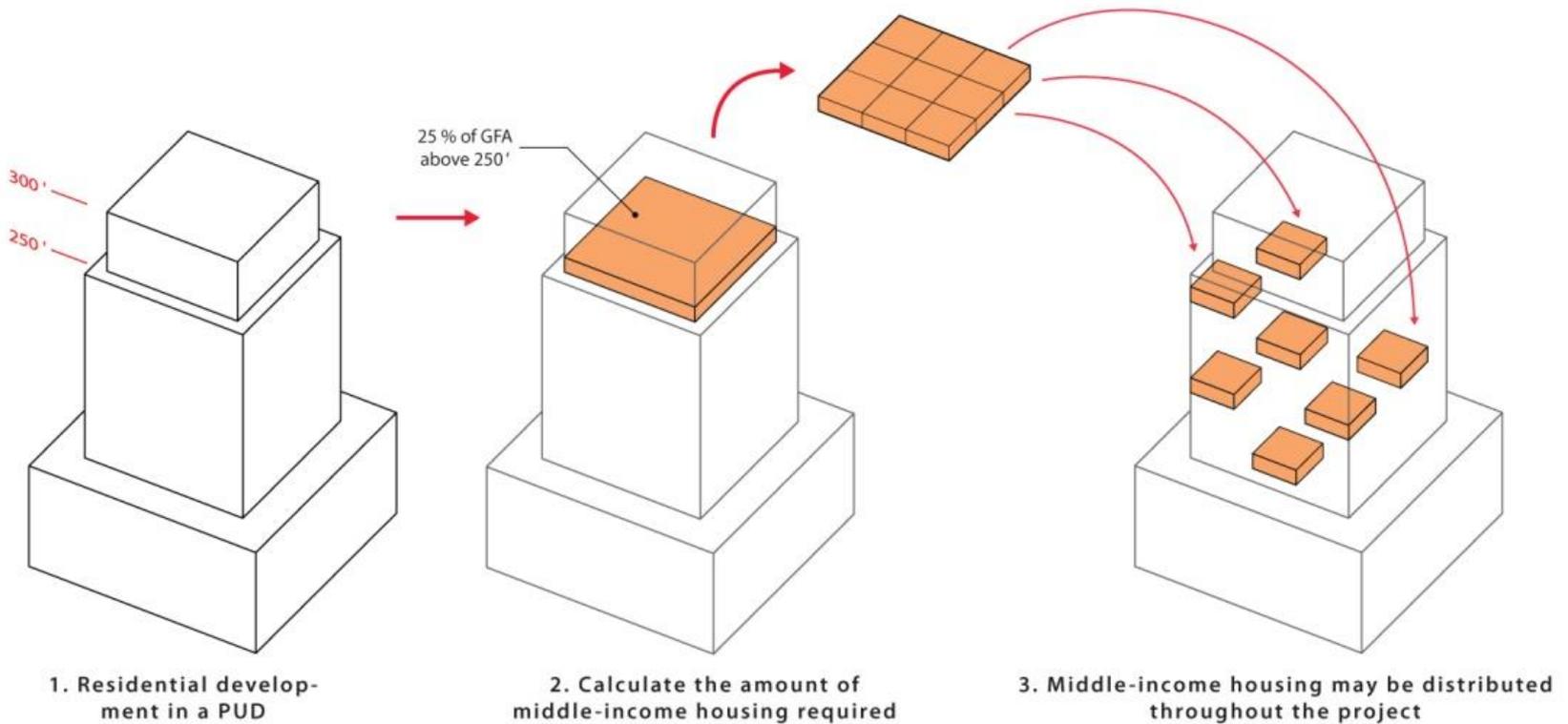


Affordable Housing: PUD-KS Proposal

	Current Citywide Zoning + PUD-KS Proposal	Recommended Citywide Changes
Total housing required by base zoning	992,000 SF (ca. 900-1,000 units)	992,000 SF (ca. 900-1,000 units)
Affordable housing (low-moderate)	149,000 SF (ca. 140-150 units)	<i>TBD – Study to be completed 2015</i>
Middle-income housing (per height incentive)	0 – 60,000 SF (ca. 0-60 units)	<i>TBD – Study to be completed 2015</i>
Total housing with inclusionary bonus	1,290,000 SF (ca. 1,200-1,300 units)	<i>TBD – Study to be completed 2015</i>
Commercial development subject to incentive zoning	1,488,000 SF	1,488,000 SF
Total required incentive zoning contributions	\$6.8 million	\$14.9 – 17.9 million

Assuming maximum buildout on Volpe parcel. ALL FIGURES APPROXIMATE.

Middle-Income Housing



- **Middle Income** is 80 – 120% of AMI
- **Buildings over 250'** must include middle income units
- Units may be of **diverse sizes**, including 2-BR and 3-BR
- Units to be **distributed throughout the building**. Ground floor units with access to open space are preferred for **family size units**
- **Inclusionary housing** and **incentive zoning** requirements continue to apply

Public Space



Source: East Cambridge
Planning Team/CBT Plan

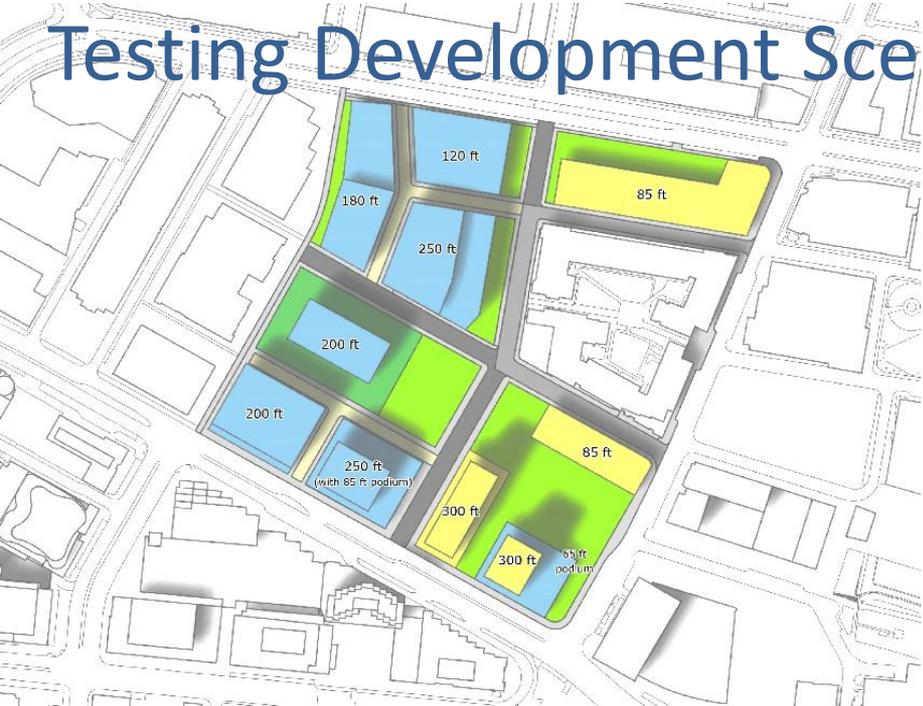
US DOT Volpe Block



- Increase **FAR** from 3.00 to 4.00
- Minimum 40% **housing** required
- 40% **open space**, incl. public park (flexibility re. location and configuration)



Testing Development Scenarios



About Volpe

Background

- ❑ Volpe established in 1970
- ❑ Part of U.S. Department of Transportation (DOT) Office of Research and Technology
- ❑ Named after former DOT Secretary and MA Governor John A. Volpe

Volpe supports DOT goals

- ❑ Safety
- ❑ State of good repair
- ❑ Economic competitiveness
- ❑ Livable communities
- ❑ Environmental sustainability



Who we are

Our Purpose: Advancing transportation innovation for the public good

Our Mission: Improve the nation's transportation system by serving as a center of excellence for informed decision making, anticipating emerging transportation issues, and advancing technical, operational, and institutional innovations

Our Values:

- Public service
- Innovative solutions
- Professional excellence
- Collaboration and partnering



Our most important asset: dedicated transportation professionals

- ❑ Over 570 federal employees representing a full spectrum of disciplines from engineering to physical and social sciences
- ❑ More than 260 advanced degrees
- ❑ Over 400 on-site contractors
- ❑ Internship and student co-op programs: more than 40 years cultivating the next generation of transportation professionals



What makes us unique

Multimodal, world-class resource

- ❑ Decades of experience and expertise in every mode of transportation
- ❑ Institutional knowledge of the global transportation system and its stakeholder perspectives
- ❑ Experience in responding to large-scale global and national transportation challenges

Cross-disciplinary expertise

- ❑ Knowledge in the full spectrum of technologies and disciplines relevant to transportation system improvements
- ❑ Experience in assembling interdisciplinary teams to address technology and public policy innovations



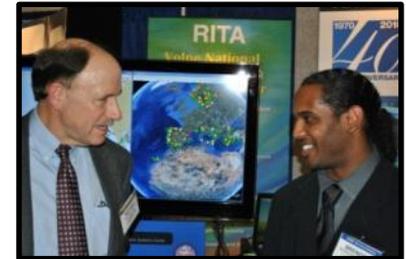
What makes us unique

Entrepreneurial, objective, efficient

- ❑ Fee-for-service; no direct appropriations
- ❑ Flexibility and responsiveness of a consultant
- ❑ A trusted, objective advisor focused on safety and the public good

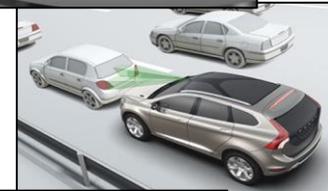
Federal advantage

- ❑ Guided by a deep understanding of federal responsibilities, objectives, and practices
- ❑ Accessibility of a federal in-house resource that can partner on strategy, tactics, policy, and acquisitions
- ❑ Driven by public interest—not profit



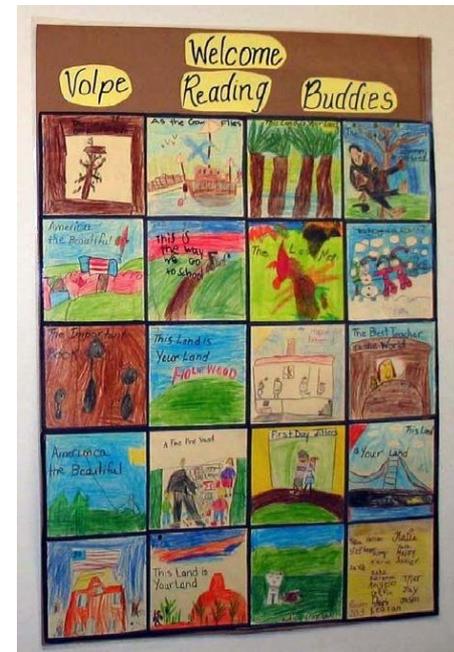
Transportation innovation for the public good

- ❑ Wake turbulence separation standards for aircraft
- ❑ Highway rail grade crossing safety
- ❑ Corporate average fuel economy (CAFE)
- ❑ Motor vehicle crash avoidance
- ❑ Global maritime situation awareness



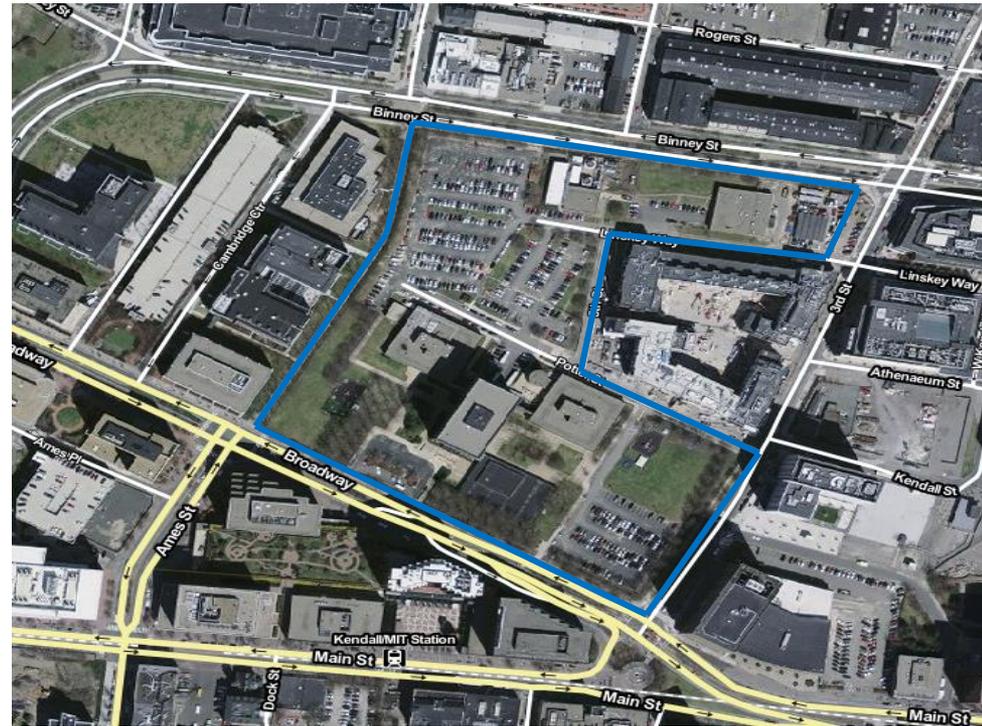
Volpe is a good citizen

- ❑ One of Cambridge's largest employers
- ❑ 20 years as volunteer organizer of the Kendall Square Learning Project, which offers free ESL classes to residents
- ❑ Nearly 100 staff volunteer as reading buddies at Kennedy-Longfellow Elementary School
- ❑ Over \$1.4 million donated to the charities of the Combined Federal Campaign since 2000
- ❑ Continuing investments in "greening" initiatives for Volpe facilities
- ❑ STEM Activities include "STEAM Into the Port" demos at Maynard Fletcher Academy, NetPals partnership with Putnam Avenue Upper School, and Cambridge Science Festival events hosted at Volpe
- ❑ Member of Cambridge Chamber of Commerce, Greater Boston Federal Executive Board, and Kendall Square Association
- ❑ Host "Movie Night" every August on the Volpe lawn in cooperation with Cambridge Arts Council and Kendall Square Association
- ❑ Numerous sustainability awards including local recognition (2013 Green Streets Challenge winner for large organizations; 2012 Cambridge GoGreen Award recipient)
- ❑ Volpe team participation in the annual "Clean-up Kendall" event.



Volpe Center Redevelopment

- ❑ Property currently consists of:
 - 14 acres of land
 - Six buildings, approx. 375,000 GSF
 - Multiple surface parking lots with 570 parking spaces
 - Large areas of open, landscaped land
- ❑ Aging buildings (constructed in 1960s) have been well maintained but are in need of major repairs and alterations
- ❑ Existing buildings do not optimally support the transportation innovation mission
- ❑ Goal is to acquire a new state-of-the-art facility for the Volpe Center in Kendall Square



Redevelopment Goals

- ❑ Key strategic objectives:
 - Acquire a state-of-the-art facility for the Volpe Center on a portion of the property or in close proximity within Kendall Square;
 - Leverage real estate industry expertise to unlock the balance of the property for new market-driven use(s);
 - Maximize financial return to the government and taxpayers; and
 - Minimize impact on Volpe and avoid need for swing space or temporary relocation of operations.
- ❑ A new facility of up to 400,000 GSF for up to 1,300 personnel and parking spaces as appropriate.
- ❑ New facility will accommodate:
 - Offices, conference rooms, and space for collaborative, joint-use activities, and special use space;
 - Flexible, ground-level laboratory space to accommodate simulators and large vehicles and storage space; and
 - Public access, if possible, to showcase the work of the Volpe Center and host non-government groups to foster collaboration.

U.S. General Services Administration

- ❑ Established in 1949 to help manage and support government-wide functions and activities
- ❑ Responsible for improving federal government workplace and serving as realty services advisor and provider
- ❑ Plays critical role in obtaining space that meets agency needs and disposing of unneeded federal real property
- ❑ GSA working with DOT in exploring an exchange process to better meet DOT's space needs by optimizing the use of the land currently occupied by the Volpe Center

Exchange Structure

- ❑ Use exchange structure to acquire new state-of-the-art facility for the Volpe Center with no appropriation of federal funding
- ❑ Exchange portions of the site no longer needed by federal government for construction services
- ❑ New state-of-the-art facility will stay in federal ownership and will be designed and constructed in accordance with well-established federal government standards
- ❑ Portions of site conveyed out of federal ownership and become subject to guidance and control of City of Cambridge

Exchange Process

- ❑ Request for Information
 - Issued on August 26, 2014 to gain industry feedback
 - “Industry Day” on Saturday, September 20, 2014
 - Received nearly 20 responses on October 10, 2014

- ❑ Request for Qualifications
 - Issued to select most qualified entities to be given opportunity to respond to Request for Proposals

- ❑ Request for Proposals
 - Goal to establish contract with selected exchange partner that will result in:
 - Construction of new Volpe Center facility; and
 - Conveyance of portions of site no longer needed by federal government to exchange partner

Volpe Center



Volpe Center



GSA and The Public Realm



Springfield Courthouse



Moakley Courthouse, Boston, MA



M.C. Smith FB and CH, Bangor, Maine



Seattle Courthouse





Ronald Reagan Building, Washington, DC





Chicago

