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## MEMORANDUM

**To:** Cambridge Planning Board  
**From:** Joseph E. Barr, Director   
**Date:** September 26, 2018  
**Re:** Kendall Square Urban Renewal Plan (KSURP), MXD Infill Development Concept Plan Amendment (PB#315)

The Traffic, Parking, and Transportation Department (TP&T) has been working with Boston Properties Limited Partnership and their consultants, on the Kendall Square Urban Renewal Plan (KSURP), Mixed Use Development (MXD) Infill Development Concept Plan over the course of a number of years. The Project received a Special Permit (PB#315) in March 2017 and the 145 Broadway Building (Building A) is currently under construction.

Boston Properties is seeking an amendment to their Infill Development Concept Development Plan that requires approval from the Cambridge Planning Board. The following are some key changes or aspects of the Amendment:

### **MXD Infill Development Concept Plan Program Changes:**

- The overall total 1,066,500 Gross Square Feet (GFA) approved in the Planning Board Special Permit will not change.
- There will be an Increase of 9,366 square feet(sf) of office space and a decrease in 9,366 sf of retail/active use space.
- Building B, originally located at 250 Binney Street, will be relocated to 325 Main Street.
- A 650-space parking garage at 250 Binney Street will not be constructed, however 278 parking spaces will be added as managed (i.e. tandem and valet parking) spaces at Boston Properties other garages within Kendall Square.
- The total number of residential units will remain at up to 425 units. It should be noted, however that the updated traffic analysis had assumed a change from 425 to 494 units (+69 units); the Applicant should clarify why there are differences.

### **Trip Generation:**

- Because the Amendment has no change in the overall total GFA and a relatively small change in the land-use mix, the changes in the Project's Traffic Impacts Study (TIS) trip generation estimates are minimal.
- A full transportation analysis memo was completed by VHB, dated September 14, 2018 and found the following:

- Daily vehicle trips change from 3,284 to 3,224 (-60 daily vehicle trips).
- Morning peak hour vehicle trips change from 357 to 367 (+10 AM peak hour vehicle trips).
- Evening peak hour vehicle trips change from 389 to 387 (-2 PM peak hour vehicle trips).
- The updated trip generation analysis assumed the same mode shares as the original, Certified TIS.

**Vehicle and Bicycle Parking:**

- Because the 650-space parking garage at the original Building B location at 250 Binney Street will not be built, the Amendment proposes to add 278 new parking spaces to other existing parking garages, resulting in the overall number of parking spaces for the MXD Infill Development Concept Plan changing from 3,493 to 3,121 parking spaces (-372 spaces).
- The original approved MXD Infill Development Concept Plan Planning Board Special Permit had 785 net new parking spaces. This Amendment modifies this to 413 net new parking spaces. In other words, even though the Amended Plan reduces the number of parking spaces from the original approved Special Permit by 372 spaces, the total number of parking spaces in the Kendall Square area will still increase, but not by as many new spaces.

TP&T has been working with Boston Properties and their consultant team and offers the Planning Board the following initial comments on the proposed MXD Infill Development Concept Plan Amendment:

**Traffic Impact Comments:**

- TP&T worked with Boston Properties' traffic consultant, VHB, on an analysis to update the Project's Transportation Impact Study's trip generation and parking analysis.
- The increase in office space and decrease in retail space slightly increased the morning peak hour vehicle trips, because office use creates greater morning trips than retail use (+10 morning peak hour vehicle trips).
- For the evening peak hour, there was little to no change in vehicle trips (-2 evening peak hour vehicle trips).
- Similarly, the number of transit, bicycling and walking trips also had a minimal change, which is largely because the updated trip generation analysis assumed the same mode shares as the Certified TIS, to allow an apples-to-apples comparison that provides the best understanding of the Amendment's changes in trip generation. However, it is possible that there could be a higher transit mode share since Building B will now be located adjacent to the MBTA Red Line Kendall Square station. (The TIS assumed 34% of office workers would drive to work and 37% would take transit).
- There are inconsistencies between VHB's Transportation analysis update memo dated September 14, 2018 and the Special Permit Amendment for the number of short-term and long-term bicycle parking spaces, and number of residential housing units that should be corrected or clarified. However, TP&T believes that the Amendment will not substantially change the overall findings in the original TIS even after these minor discrepancies are amended.

**Parking Comments:**

- TP&T worked with VHB on analyzing the parking changes in the Amendment.
- Parking for the MXD Infill Development Concept Plan will be served by four garages: Blue, Yellow, Green and the new 145 Broadway building/garage, which is currently under construction.
- Instead of constructing the 650-parking space garage, the Amendment proposes to add approximately 278 managed parking spaces in the Yellow, Green and 145 Broadway garages (i.e., valet parking), without building any new facilities.

- TP&T's primary concern with managed parking is that if it doesn't function efficiently, more people may choose to park their cars on the city streets. However, as a general principal, TP&T supports less parking to discourage automobile use and encourage more sustainable travel, such as transit, walking and bicycling. The proposed Amendment to add managed parking spaces could also be an insightful test case of increasing the use of managed parking as an alternative to building new facilities.
- Boston Properties' three currently open parking garages combined (2,708 spaces) had an 82% peak parking occupancy rate at 12 pm in October of 2017. That existing reserve parking capacity was considered in the parking analysis.
- VHB's parking analysis found that the reduction in parking for the overall MXD Infill Development Concept Plan (from 3,493 to 3,121 spaces) would result in a parking shortage of about 86 spaces, which is a small percentage (2.8%) of the total future parking supply of 3,121 spaces, and likely to occur only on a peak weekday during peak occupancy months only and during less than 2 hours per day at these times.
- When all the parking garages are full, Boston Properties proposes to temporarily close the parking garages to transient/hourly parkers, while keeping the entrances open to monthly pass holders. This is a common practice in parking garage management, however TP&T notes that best practices are changing, and monthly parkers are beginning to be charged daily (and billed at the end of a month for the days they parked), instead of paying a full month ahead of time. This encourages commuters to not drive every day of the month because they already pre-paid for parking. MIT has successfully implemented this approach for their campus parking, resulting in significant reductions in parking demand. Based on initial discussions, the Applicant seems open to some version of this system, as a means of better managing parking demand.
- In general, TP&T supports the updated parking plan for the MXD Infill Development Concept, which involves forgoing building new structured parking, and instead, maximizes existing parking using better management techniques. However, this will create a need for enhanced monitoring of parking use, to better inform future decisions about how next to manage the parking within the MXD area. Information on the parking management and utilization should be shared with TP&T, the Community Development Department (CDD) and Cambridge Redevelopment Authority (CRA). The management of the parking should also allow flexibility for changes to the parking management program if needed.
- Because of the complexity of the changes to the parking supply and the analysis that supports those changes, we recommend that the Applicant present this analysis during their Planning Board hearing, so that both the Board and the general public are able to fully understand the details of the analysis.
- The parking changes in the Amendment must continue to meet the zoning parking ratio requirements, notwithstanding the more detailed analysis of parking supply and demand provided by the Applicant.

**Site Plan, Access, Pedestrian and Bicycle conditions, and Loading and Service Delivery:**

- There are various details that still need further review by TP&T, such as loading, service and delivery operations, pedestrian and bicycle circulation, and short-term and long-term bicycle parking.
- Access to the long-term bike parking in the basement of the building should be as convenient as possible, including the distance from the elevator, size of elevator, access routes from doorways to the public right of way, etc.
- There are some inconsistencies with the VHB memo and Amendment plans and descriptions for the number of short- and long-term bicycle spaces which should be clarified. TP&T will work with Boston Properties and CDD on the final numbers and locations for the bicycle parking as the Amendment moves forward.

- There may be some needed tweaks to the arrangement and placement of street furniture along the Main Street frontage in conjunction with the sidewalk reconstruction that will be necessitated by the project construction work. The use of the curb space in this block has changed since Main Street was reconstructed and this may provide an opportunity to better align the use of the curb with the street furnishings.

**Transportation Mitigation and Construction Management:**

- With the change to the number of vehicle parking spaces, and the relocation of Building B to Main Street, there may be reasons for additional support for non-automobile modes of travel, such as improvements to the Kendall Square MBTA headhouse and station conditions, prominence, and resiliency, as well as bicycle facilities such as Bluebikes stations. Since demands will increase significantly because of new square footage at this location, we expect that an additional Bluebikes station at this location will be needed. We will continue to work with the Applicant on these issues as they refine their streetscape design, including the interaction with the Red Line headhouse.
- The MBTA station and bus stops (including the EZRide and Cambridgeside shuttle) on Main Street are important and should be carefully considered as part of the streetscape layout. In addition, the entrance to the MBTA station and bus stops need to be prominent.
- The existing Special Permit transportation mitigation conditions for the MXD Infill Development Concept Plan should continue and not change. The Planning Board may also want to consider additional mitigation given the new Building B's impacts on Main Street in the heart of Kendall Square.
- Some items to consider may include: the sidewalk widths, coordination and agreements with the MBTA for the Kendall Square northern (outbound) headhouse and station improvements, and new or enhanced bus services to provide more frequent and reliable service to serve the economic development and growth of Kendall Square.
- The MXD Infill Development Concept Plan Amendment discussed the Kendall Square Transit Enhancement Program (KSTEP), but mostly restated what was written in the original TIS and Special Permit application. It should be updated to better include the status of the KSTEP program. The Phasing Plan should also include specific timelines or dates for the required transportation mitigation conditions in the Special Permit.
- For construction management, bus stops/loading zones on Main Street are important and access to the Kendall Square MBTA station must be provided in a safe and accessible manner throughout construction.

Finally, TP&T wants to thank Boston Properties and the Cambridge Redevelopment Authority for working with us on this exciting project and we look forward to continuing to work with them as the project moves forward.