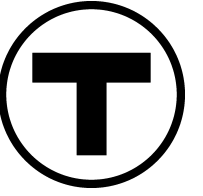


**Massachusetts Bay
Transportation Authority**

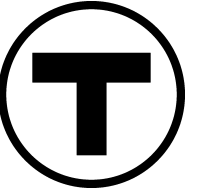
MassDOT/MBTA Experience with Joint Development

August 18, 2019

Scott Hamwey – Director of Transit Planning

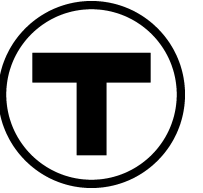


1. Brief overview of MassDOT/MBTA (roles, governance)
2. MBTA/MassDOT experience with Joint Development (opportunities and barriers)
3. Example projects – Joint Development
 - Massachusetts Turnpike Air Rights Development
 - South Station
 - North Station
 - Back Bay Station
 - Possibilities – bus facilities



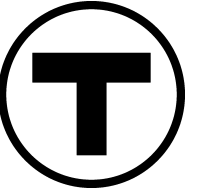
MassDOT/MBTA Organization

- Massachusetts Department of Transportation (MassDOT) - integrated, multi-modal transportation agency composed of four divisions:
 - Highway,
 - Rail & Transit,
 - Registry of Motor Vehicles (RMV),
 - Aeronautics
- MassDOT also oversees the Massachusetts Bay Transportation Authority (MBTA). Beginning in July 2015, the leadership of the [Massachusetts Bay Transit Authority](#) (MBTA) has also reported to Secretary Pollack.
- The MassDOT Board serves as the governing authority for the Massachusetts Department of Transportation and the MBTA. In 2015, a Fiscal and Management Control Board was created to
- The MBTA is the country's 4th largest transit agency, the largest transit system in Massachusetts, and is responsible for multi-modal transit operations within Greater Boston, including the provision of commuter rail service that extends beyond the core of the MBTA service area.

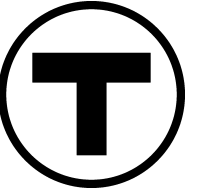


MassDOT/MBTA Experience with Joint Development

- Projects that have worked are the transit projects
- Less interest to be located on top of a highway
- Big highway projects that have worked happened in different era under different circumstances
- Recent successes have had strong transit links
- Balancing act between maximizing revenue and look like we're not giving the store away, and the fact that the state benefits down the road from new jobs and residents.
- Also balancing larger policy goals (housing creation, urban form and design) with the need to generate revenue



MassDOT/MBTA Example Projects

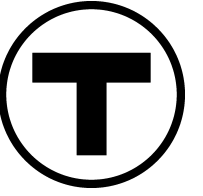


Mass Turnpike Air Rights Development

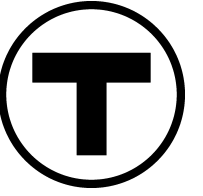
- Early success with air rights under different context.
 - Prudential Center
 - Copley Place
- City of Boston and Massachusetts Turnpike Authority conducted air rights master plans in the 1990s.
- Development rights put out to bid; winning bid pays for rights – funding which is then used to make investments in the corridor:
 - Tunnel ventilation
 - MBTA station improvements
- Lane closures – timing; developers given windows, if they can't they have to wait



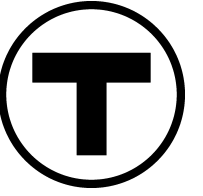
Mass Turnpike Air Rights Development



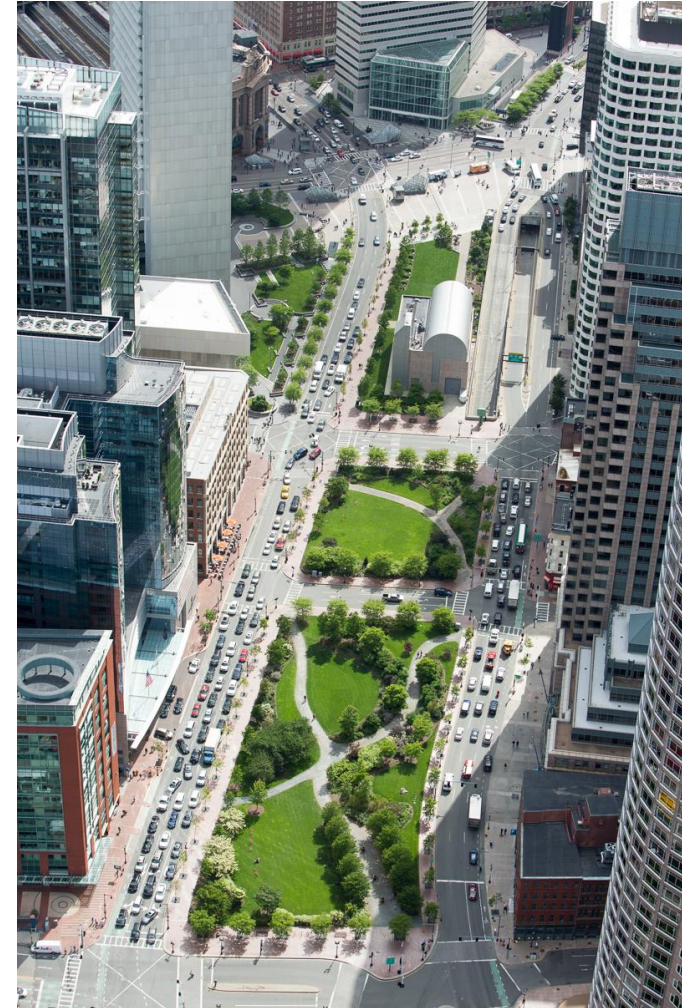
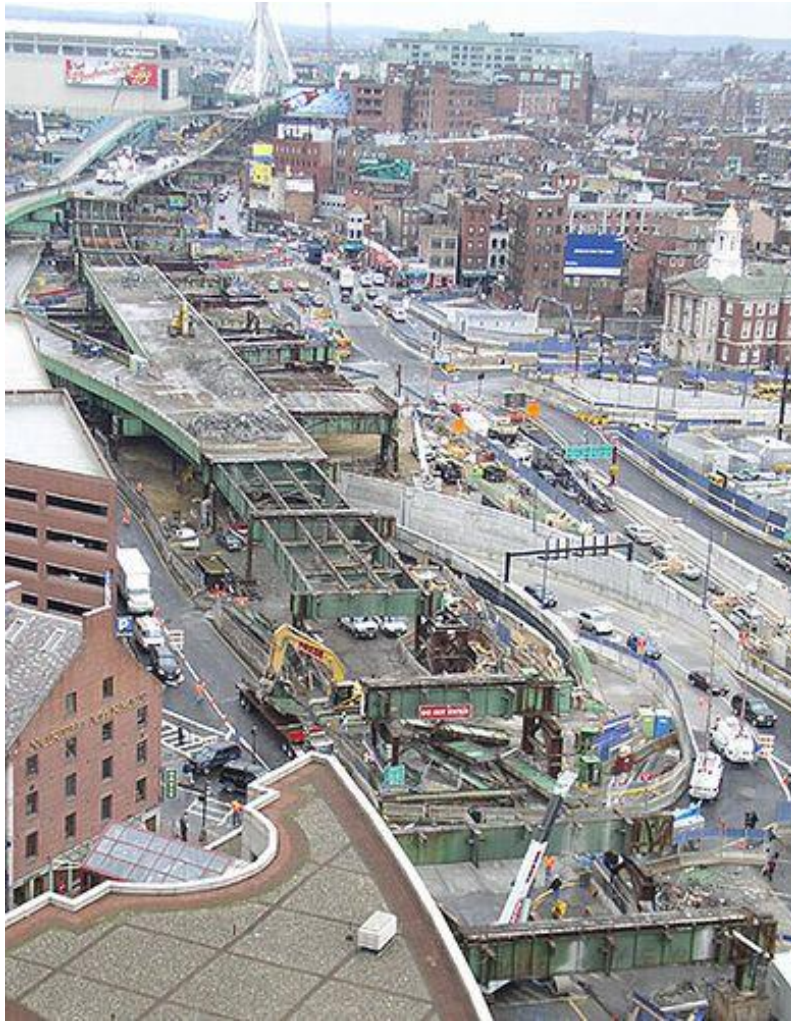
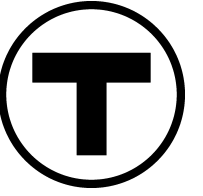
Mass Turnpike Air Rights Development



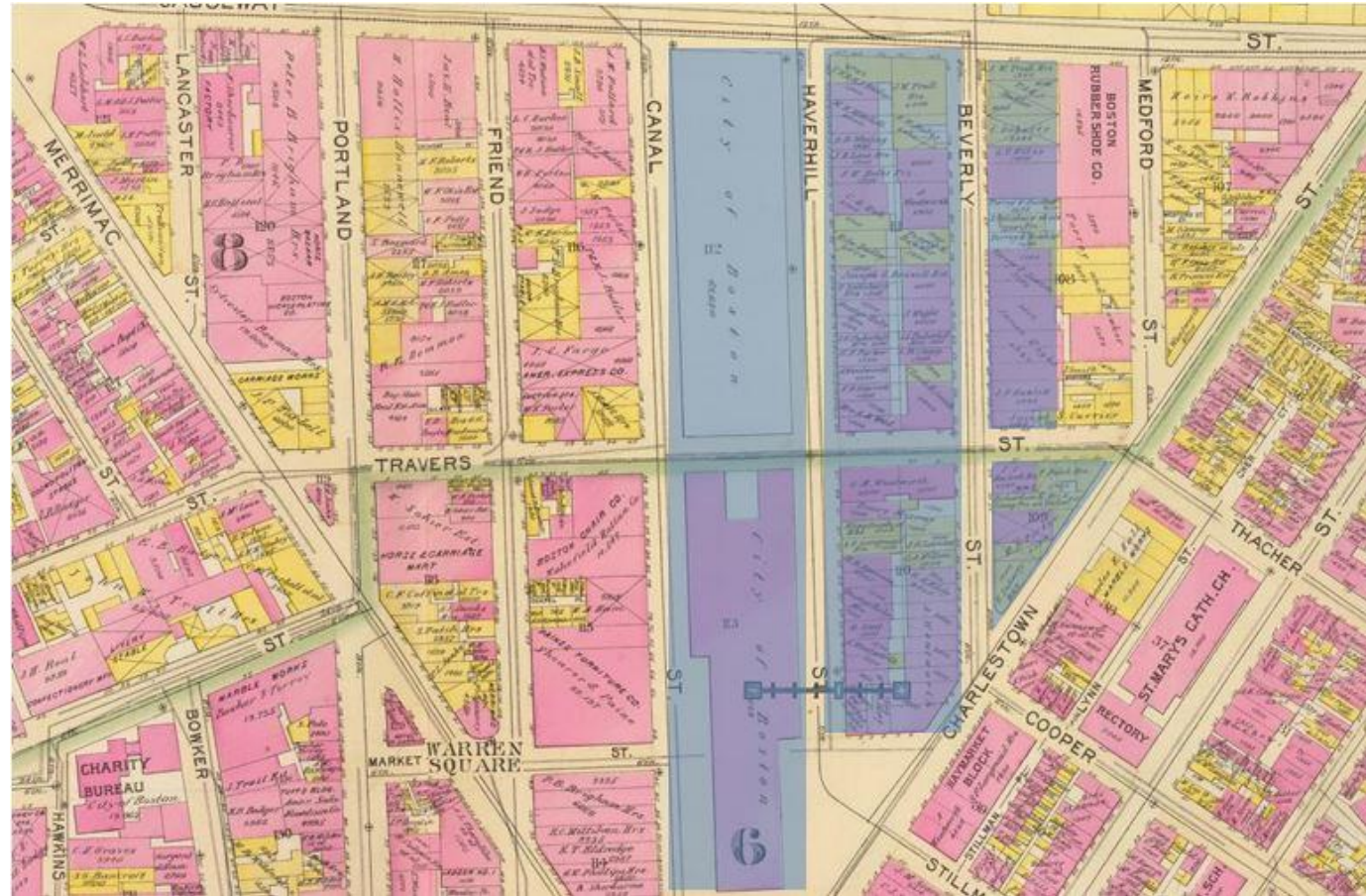
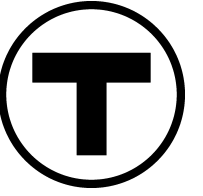
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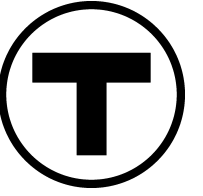


Big Dig Air Rights – Rose Kennedy Greenway



Big Dig Air Rights – Bulfinch Triangle

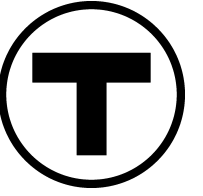




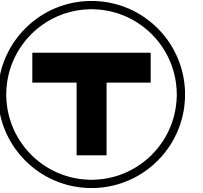
Big Dig Air Rights – Bulfinch Triangle



Big Dig Air Rights – Bulfinch Triangle

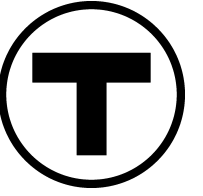


South Station

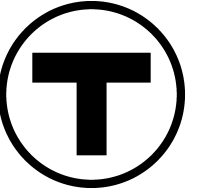


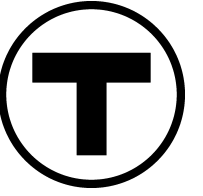
- State gets doubling of bus station (approx. \$100m in total improvements)
 - 12 extra bays
 - Modernize existing
 - Connecting to headhouse
- City of Boston gets \$26m/year
 - State had signed away air rights to city
- Approx \$100m for bus station improvements.

North Station



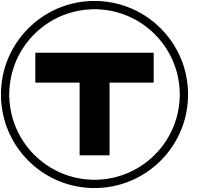
Back Bay Station





Potential – Bus Facilities





Potential – Bus Facilities

