

Request for Expressions of Interest

**POTENTIAL DEVELOPMENT OPPORTUNITY
AT THE**

**ANDERSON REGIONAL
TRANSPORTATION CENTER**

Woburn, Massachusetts

February 27, 2025



1. GOALS AND OBJECTIVES OF THE REQUEST FOR EXPRESSIONS OF INTEREST (“RFI”)

The Anderson Regional Transportation Center (“Anderson RTC” or “RTC”) is a multi-modal transportation facility located in Woburn, Massachusetts, owned by a joint venture comprised of the Massachusetts Port Authority (“Massport”), the Massachusetts Department of Transportation (“MassDOT”), and the Massachusetts Bay Transportation Authority (“MBTA”) (collectively, the “JV”). For more than two decades, the RTC has supported an array of high-occupancy vehicle (“HOV”) transportation services, and the JV expects it will continue to be a strategically important asset for the region’s transportation system in the future.

As the JV contemplates how to best accommodate the growth of transportation services at the Anderson RTC, there may be potential for commercial and residential development to co-exist with, and even enhance, operations at the facility. The JV is seeking Expressions of Interest from developers to better understand the site’s development potential, particularly given the site’s unique environmental characteristics; gauge market demand; and evaluate the feasibility of balancing current and future transportation needs with new development. Responses to this RFI will inform planning efforts for the Anderson RTC, including determining whether a formal procurement process for development, such as a Request for Proposals (“RFP”), would be in the best interests of the JV.

2. BACKGROUND

The 26.2-acre Anderson RTC is located at 100 Atlantic Avenue in Woburn, Massachusetts (see *Appendix A Figure 1: Location Map*). The RTC features a train/bus station, substantial surface parking, and benefits from nearby access to I-93 and I-95 and rail connection to North Station in Boston. Scheduled daily rail service to the site is provided by the MBTA’s Lowell Line and Amtrak’s Downeaster to Brunswick, Maine. Woburn Logan Express provides direct bus service to Logan International Airport.

History of the Anderson RTC

The Industri-Plex Superfund site in Woburn, Massachusetts includes approximately 260 acres of land with groundwater and soil contamination due to tanning, chemical manufacturing, and other historic industrial activities. The JV was created in 1996 to purchase land within the Superfund site and construct the Anderson RTC as a regional, multi-modal transportation facility leveraging the site’s access to rail and two interstate highways. In 1998, the JV acquired 26.2 acres of land (the “Property”) located within the Industri-Plex Superfund site and undertook activities to develop the Property as the Anderson RTC to accommodate both the then-current and long-term needs of the three agencies. The development included specific features to contain underground contamination which were installed by the entity charged with remediating the Superfund site in coordination with the construction of the RTC. These features included installation of a subsurface geotextile barrier to contamination (the “Alternative Cover”) and building and maintaining approximately 25 acres of pavement (asphalt and concrete), which serves as part of a system of surface and subsurface remedies to contain underground contamination.

Opened in 2001, the RTC includes a two-story 7,900 square foot terminal building (the “Terminal”) and 2,359 parking spaces. The Terminal is connected to the MBTA-owned Anderson Station train platform and related infrastructure serving the MBTA Commuter Rail and Amtrak Downeaster services. Adjacent to the Terminal is a busway serving Woburn Logan Express, with a connecting sidewalk system and bus

stop shelters. The location of the various uses at the RTC are shown in *Appendix A Figure 2: Site Use Areas*, and the site’s dimensions are shown in *Appendix A Figure 3: Site Dimensions*.

3. SITE MANAGEMENT AND USES

Massport manages the Anderson RTC on behalf of the JV, which is governed by a three-member Management Committee chaired by Massport with representation from each member agency. Revenue generated from parking, leases, licenses, concessions, and other business arrangements fund the day-to-day operations of the RTC. Capital improvements are funded, to the extent possible, by RTC operational proceeds and are otherwise supplemented by the three agencies as needed.

The RTC supports a number of transportation services:

- MBTA Commuter Rail – Serves passengers traveling to and from North Station in Boston along the Lowell Line of the MBTA Commuter Rail.
- Amtrak – Serves passengers traveling between Brunswick, Maine and North Station in Boston.
- Woburn Logan Express – Provides coach bus services to and from Logan Airport at 30-minute headways throughout most of the day, carrying over 500,000 passengers in 2024. Customers include Logan air passengers and employee commuters.
- Intercity bus – Serves as a stop for authorized private scheduled bus operators, including MegaBus.

Parking is offered at daily and long-term overnight rates. Monthly commuter parking products are also available. *Table 1* provides a breakdown of the parking capacity available at the RTC.

Table 1: Anderson RTC Parking Space Supply

Parking Use	Current Parking Space Supply
Overnight Lot (Logan Express)	877
Daily Lot (MBTA/MassDOT)	1,396
Pickup/Drop-off/Live Parking	24
Short Term (30 minutes) Lot	37
RTC Employee Parking	15
Bus Holding Area	10
Total	2,359

The existing parking lot capacity at the site is generally sufficient for current levels of activity. However, Logan Express demand often exceeds the capacity of the Overnight Lot, and Massport expects ridership to double across the Logan Express system over the next 10-15 years, including 70% estimated growth for the Woburn Logan Express service, specifically. Commuter Rail activity continues to rebound from COVID ridership impacts. Peak Commuter Rail parking exceeded 1,000 spaces per day prior to COVID, and capacity must be preserved to accommodate rebounding demand as well as future growth.

The following facilities exist at the RTC:

- 1.4 acres for Terminal operations:

- A two-story Terminal, which includes ticketing/cashier areas, passenger waiting areas, staff offices, restrooms, retail space, storage, meeting rooms, and mechanical, telephone/data, and building operations spaces.
- Driveways and sidewalks.
- Covered bus stop.
- 76 parking spaces for active pickup/drop-off, short-term, and RTC employee parking.
- A busway area (0.8 acres), including a dedicated bus entrance, circulation, bus layover (10 bus parking spaces), and a covered passenger pickup/drop-off area.

The MBTA operates a commercial driver’s license (“CDL”) training course at the RTC to support its bus transit programs on a 3-acre portion of the parking lot.

Environmental Regulations and Use Restrictions

The RTC was remediated in accordance with a Consent Decree and under the oversight of the US Environmental Protection Agency (“EPA”). In 2021, in coordination with the EPA and the Massachusetts Department of Environmental Protection (“MassDEP”), a Notice of Activity and Use Limitations (“NAUL”) was filed for the RTC formalizing requirements for permanent institutional controls, establishing protocols for maintaining the paved surfaces and the Alternative Cover and other interventions that serve as ongoing remedies for the site’s underground contamination, and restricting the methods and types of future use and development (see *Appendix B: Notice of Activity and Use Limitations*). Unless otherwise authorized by EPA and MassDEP, prohibited uses at the RTC currently include but are not limited to:

- Residential activity or use.
- Daycare or school activity or use.
- Agricultural activity or use.

If a development were to proceed at the RTC, the developer would be responsible for working with the EPA and MassDEP, in coordination with the JV, to evaluate the NAUL and the potential to advance a project that may include uses that are currently prohibited on the site.

Separately and distinct from the environmental and use restrictions imposed in accordance with EPA and MassDEP regulations, MBTA rules and regulations regarding development within 30 feet of the property line of MBTA’s rail right-of-way, referred to as the MBTA’s Zone of Influence, also apply to the RTC.

4. BROADER PLANNING CONTEXT

The City of Woburn has developed a vision for transit-oriented development (“TOD”) that provides for dense, mixed-use development along the rail line, as well as improvements for vehicular, bicycle, and pedestrian accessibility throughout the area. Recent zoning and private development actions near the RTC include:

- Rezoning 53 acres east of the Commuter Rail line, which allows for multi-family residential development in compliance with the MBTA Communities Act.

- Permits issued for a 250-unit multi-family project at 0 New Boston Street immediately north of the RTC, and a mixed-use 300,000 square foot project permitted for biotech, office, and manufacturing uses at 216 New Boston Street/225 Merrimac Street just west of the RTC.
- Construction commencement for a 425-unit multi-family housing project at 316 New Boston Street northwest of the RTC.

The New Boston Street Bridge is an important element of the City's TOD planning. Currently under construction, the bridge is designed to accommodate vehicles, pedestrians, and bicycle traffic and will connect the eastern and western sides of the commuter rail line, vastly improving the area's roadway network capacity. The City of Woburn has also begun planning for a commuter parking lot and pedestrian bridge on the western side of the commuter rail line which will provide additional access to the RTC's HOV services. The location of these and other nearby projects are shown in *Appendix A Figure 4: Development Context*.

The City of Woburn is also advancing a "New Boston Street Opportunity Analysis" study, a comprehensive planning effort aimed at revitalizing Woburn's New Boston Street area into a more vibrant, mixed-use economic hub. This initiative will offer suggestions to strategically manage growth while enhancing connectivity and sustainability, with topics including modernizing zoning regulations, assessing infrastructure needs, and providing additional opportunities for employment and economic development investment. Any future development at the RTC would proceed within the context of these broader planning efforts.

All development at or near the RTC must also prioritize environmental stewardship. It is important for responders to the RFI to understand the area's history as an environmentally sensitive area as it will inform any future procurement process and development plan.

5. DEVELOPMENT POTENTIAL AT THE ANDERSON RTC

With this solicitation, the JV seeks information and interest to support its ongoing assessment of the potential for the Anderson RTC to host new development alongside its existing transportation-focused operations, particularly given the City of Woburn's economic development and infrastructure investment work in the surrounding area.

Any development within the RTC must be compatible with and supportive of long-term strategic transportation interests. The fundamental role of the Anderson RTC is to serve as a regional transportation hub. The Anderson RTC's central location makes it a rare transportation asset which would be nearly impossible to replace if its capacity and utility were to be compromised. The three JV agencies – Massport, MassDOT, and the MBTA – are in the process of refining demand projections and facility requirements to determine what capacity may exist for development at the site, and further, what capital investments would be required to preserve HOV capacity and unlock said development potential. For example, development may be possible on portions of the RTC by consolidating parking and other uses into a multi-level garage structure on a smaller footprint that still supports the anticipated growth of the RTC's transportation services. Future development must also comply with the NAUL and other environmental regulations.

6. CONSIDERATIONS FOR FUTURE DEVELOPMENT

Responses to this RFI should consider the following factors in summarizing their development interest at the RTC. In no event shall development at the RTC inhibit or restrict the facility's transportation services. It is the JV's expectation that any improvements to the transportation infrastructure would be provided at no cost to the JV.

Parking Consolidation

The greatest opportunity to unlock developable land may be by consolidating the 16.6 acres currently used for surface parking into a structured parking facility with a smaller footprint. Based on anticipated future parking demand, the RTC must be able to accommodate approximately 3,300 to 3,700 parking spaces in its future condition, which could be achieved by a mix of surface and structured parking.

Terminal, Bus, and Rail Operations

Terminal and intermodal logistics functions must also be preserved or enhanced. Driveways, short-term parking, and pickup/drop-off zones are critical for RTC operations and must be preserved in a future development scenario.

Addressing existing and potential expanded Terminal functions will also be an important component of a future development program. Massport's plans for Woburn Logan Express include not only growing Woburn service ridership by 70%, but also expanding customer amenities and services to meet projected passenger demand. Massport anticipates increasing bus frequencies in the future to support projected ridership growth, as well as infrastructure to support future zero-emission buses. To accommodate these plans, the existing Terminal would need to be expanded or replaced to accommodate a minimum of 20,000 square feet of interior operational space.

The MBTA must also maintain a direct connection to the Anderson Station rail platform, which includes stairways and pedestrian bridges attached to the Terminal as well as a second set of stairways and pedestrian bridges in the Daily Lot. Any new development must maintain adequate pedestrian connections and may have the opportunity to improve them with new infrastructure.

The MBTA CDL training course (approximately 3 acres of paved land) would also need to be maintained at the RTC site or relocated to a suitable location nearby, at no cost to the MBTA.

Congress Street

The JV owns Congress Street, a roadway that connects the RTC with Atlantic Avenue and Commerce Way. As a key vehicular connection for the RTC, Congress Street must continue to accommodate the various transportation services at the facility, including Logan Express, without delays due to congestion or roadway design. Responders contemplating modifications to Congress Street should also consider the broader planning context of the City of Woburn.

Environmental Regulations

Any development on the RTC must comply with EPA and MassDEP restrictions and ensure that the site continues to comply with all applicable environmental requirements and regulations.

Ground Leases

If the JV decides to offer development rights at the RTC through a future RFP or similar procurement process, the JV anticipates making a parcel(s) available through one or more long-term ground leases. Generally speaking, the ground leases will require the ground lease tenant to be responsible for all permitting, financing, construction, environmental remediation and ongoing environmental compliance, maintenance of improvements, and payment of rent to the JV.

7. SUBMISSION REQUIREMENTS

Responses to the RFI should address the following elements using no more than 20 pages.

The JV is not seeking detailed development proposals. Responses should be high level, providing the JV with insight from the Respondent's perspective into the development potential at the site and market interest in the RTC. Should the RTC proceed with an RFP, responders will have the opportunity at that time to present in-depth proposals, including design and financial information.

1. Respondent

- Entity name and key team members, including the lead contact and contact information.
- Description of Respondent's relevant development experience, including projects conducted via ground leases, with government entities, adjacent to transit and transportation infrastructure, and/or within EPA Superfund sites or similar sites.

2. Project Conceptual Overview Narrative

- The amount of land required to make a new development feasible at the RTC and the site's general capacity to support development without harming its critical transportation services.
- The use mix that could be reasonably developed at the RTC alongside the infrastructure needed to support the RTC's anticipated transportation services.
- A sample development schedule describing how a development could conceivably play out over time, including any transportation infrastructure.
- A rough estimate for the total cost of the development and an overview of what financing strategy the respondent would expect to use to carry out the development concept.
- Any additional community or economic development benefits that would accrue to the JV, the City of Woburn, and the surrounding area that the JV should consider as part of any potential development at the RTC.

3. Balancing New Development with Transportation Needs

- Description of how the JV's transportation needs described in this RFI could be preserved or improved, including a description of what new or enhanced infrastructure could be provided (for example, structured parking), where it could be located, and how that could satisfy the current and future needs of the JV.
- Precedents that could inform a transit-oriented development similar in scale to the RTC.

8. PROCESS AND SCHEDULE

Action	Date
RFI Issuance	February 27, 2025
Questions submitted	March 20, 2025
Responses to questions	April 3, 2025
RFI response deadline	April 30, 2025

Responses to the RFI must be submitted to Massport via the online Bid Express system available on Massport’s website and accessible via this link:

<https://www.bidexpress.com/businesses/28639/home?agency=true>

Questions about the RFI must be submitted by 5:00pm on March 20, 2025. All questions, along with the JV’s responses, will be shared, without attribution, with all who have registered to view the RFI on Bid Express by April 3, 2025.

Responses to the RFI must be submitted by 5:00pm on April 30, 2025 via the Bid Express system, available online at the following link:

<https://www.bidexpress.com/businesses/28639/home?agency=true>

An Evaluation Committee designated by the JV will review all responses to the RFI and may choose to contact responders with follow-up questions and clarifications. Based on the Evaluation Committee’s assessment, the JV will determine whether to issue a subsequent Request for Proposals. The issuance of this RFI does not in any way require the JV to proceed with an RFP or procurement process for development at the Anderson RTC.

9. APPENDIX ITEMS

- Appendix A: Figures
 - Figure 1: Location Map
 - Figure 2: Site Uses
 - Figure 3: Site Dimensions
 - Figure 4: Development Context
- Appendix B: Notice of Activity and Use Limitation

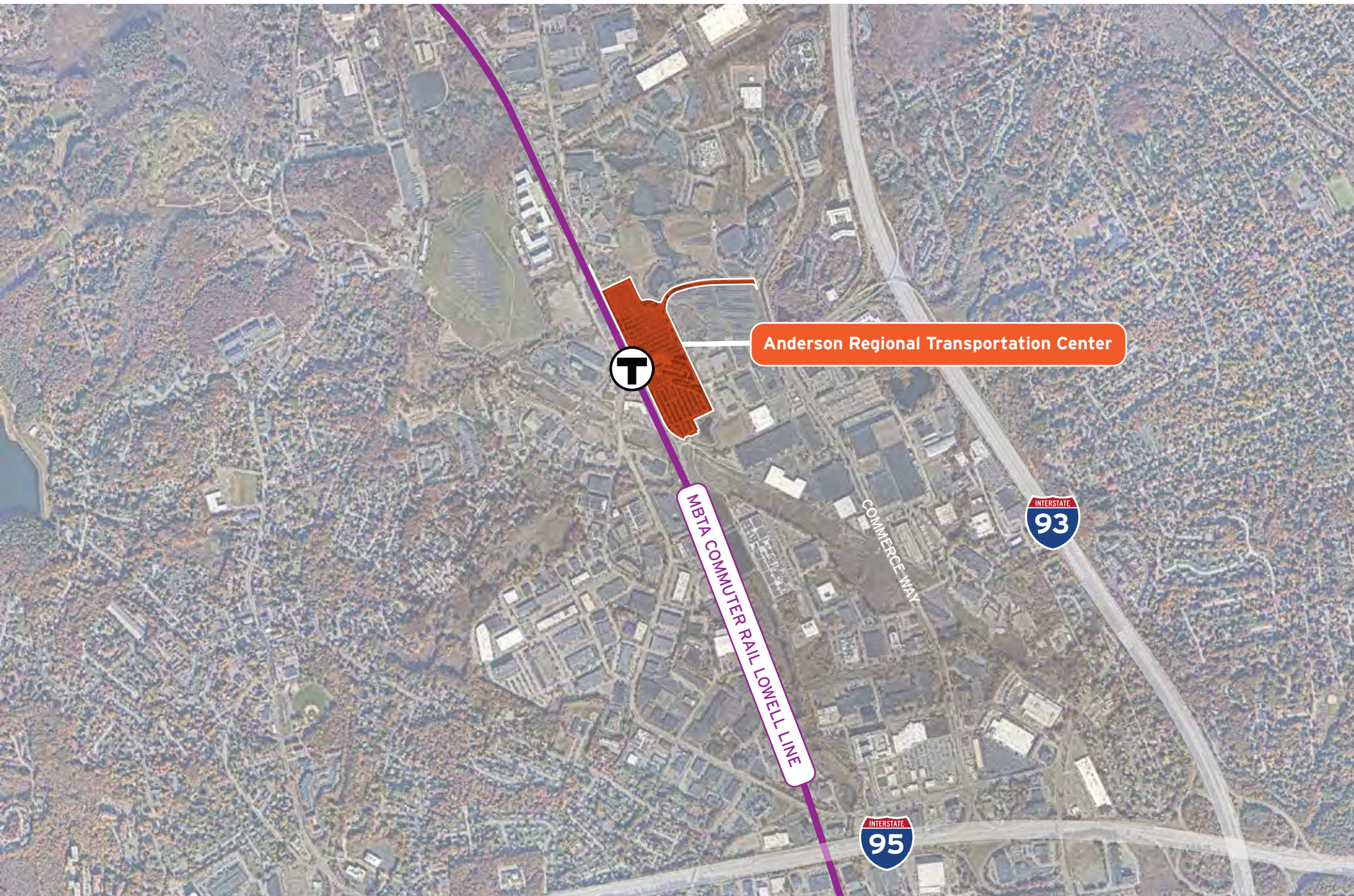


Figure 1: Location Map

Anderson RTC RFI

Woburn, MA



Figure 2: Site Use Areas
Anderson RTC RFI
Woburn, MA



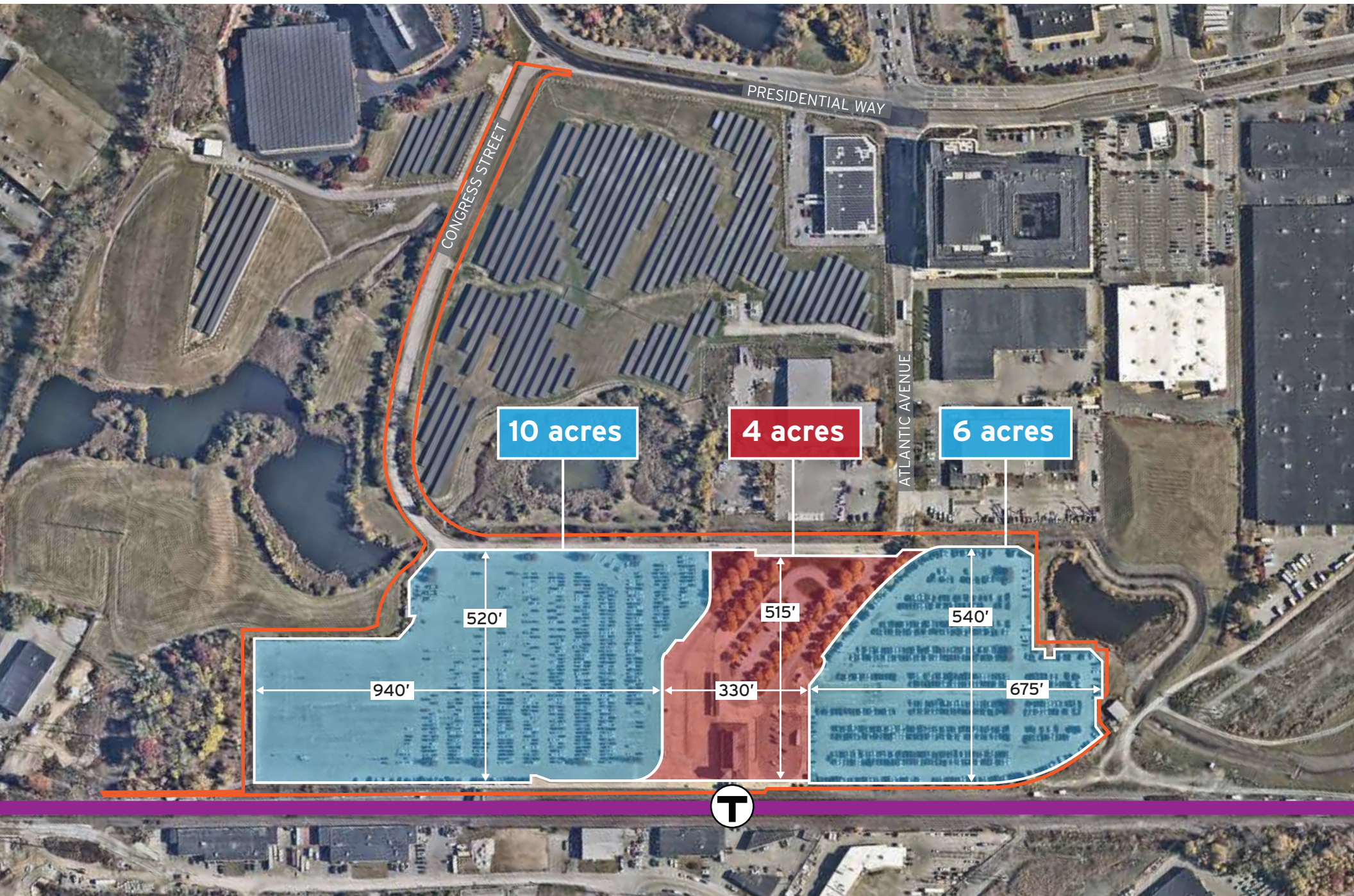


Figure 3: Site Dimensions

Anderson RTC RFI
Woburn, MA

All measurements are approximate

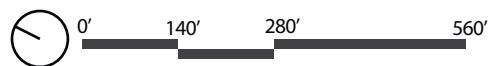




Figure 4: Development Context

Anderson RTC RFI
Woburn, MA

