



Transportation &
Infrastructure
Working Group
Transition Team Report
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“What can Boston city government do—whether in partnership with others or by itself—to increase mobility in the city while preserving and improving the environment, economy, green space, and livability?”

INTRODUCTION

The Transportation and Infrastructure Working Group was charged with evaluating the city’s transportation and infrastructure challenges and needs. Mayor-elect Martin J. Walsh asked the Transportation & Infrastructure Working Group “What can Boston city government do – whether in partnership with others or by itself – to increase mobility in the city while preserving and improving the environment, economy, green space, and livability?”

We have answered this question by exploring which policies, programs, or projects the Walsh administration should: 1) keep or expand; 2) could implement in the first 100 days of the administration with less than \$1 million in new funding; 3) dream to achieve.

Vision Statement: Transportation and

infrastructure affect every aspect of city living. They shape the physical form of the city, the nature and distribution of land uses, and economic activity. In addition, their policies, regulations, design, construction, and operations have deep implications for our quality of life, economic competitiveness, environment, social capital, and safety.

The Walsh administration's immediate objective should be to foster and implement policies that deliver the best possible transportation and infrastructure for every neighborhood. But that is not enough. Transportation can and should be transformative.

The Walsh administration should seize the opportunity to marshal the city's resources across disciplines, departments, and agencies to plan and implement a transportation system and related infrastructure that is safe, efficient, sustainable, balanced, accessible, equitable, and beautiful.

Working cooperatively with the legislature, state agencies, and surrounding cities and towns in a transparent and inclusive process, the mayor should accept the challenge to craft a visionary and transformative 21st century transportation and infrastructure plan that serves current and future generations, and will be a model of good practice for the nation.

THE PROCESS

Throughout the transition team process, Boston residents from every neighborhood provided us with a wealth of information, research, and testimony. We are grateful for their willingness to engage in this open process and their dedication

to the improvement of their communities.

THE RECOMMENDATIONS

The Transportation and Infrastructure Committee recommends that the mayor set the following goals to move the city towards this vision.

1. **Increasing Public Safety with an Aim of Zero: Traffic Deaths:** Public safety must be the number one transportation and infrastructure goal. Boston will take proactive steps to improve public safety across the transportation system, bringing the number of traffic deaths among pedestrians, motorists, and bicyclists down to zero within ten years.
2. **Growing the Economy:** The City of Boston is an essential economic engine in Massachusetts. Nearly 700,000 jobs are within the city's limits, and that number is projected to increase in coming years. Boston has rebounded from the recession and is experiencing a period of rapid growth. The city's transportation and infrastructure policies and initiatives should capitalize on and accelerate these trends through targeted investments that promise significant return and effective collaboration with state and federal partners that can deliver critical resources to the city.
3. **Equity:** Boston should provide multiple, safe, reliable, and affordable transportation options to neighborhoods and residents who are physically isolated from the opportunities and services they need to thrive, including jobs, health care, and affordable housing. The city should prioritize investments, planning, and revenue options that significantly



reduce what low-income Boston residents pay for transportation. Transportation and infrastructure projects should provide opportunities for disadvantaged groups to gain access to good paying jobs, workforce training, and contracting opportunities without displacing current workers or businesses.

4. Increased Transit, Pedestrian, and Bicycle Mode Split: Boston will partner with and support the Massachusetts Department of Transportation in its efforts to triple the share of statewide trips made by public transit, bicycle, and walking by 2030.

5. Enhanced Capacity and Congestion Relief: Transit capacity is constrained in Boston and the region. Boston will be a strong leader, advocate, and coalition builder to ensure that the necessary resources and assets are in place to address the need for capacity enhancements and expansion. Technology applications and transportation systems management measures should be implemented to maximize the efficiency and effectiveness of our transportation system.

6. “Infratechture”, Livability, and Social Capital: Boston will act to improve the public realm. Design of our transportation and infrastructure network will take into consideration urban design, landscape, public art, architectural, and behavioral design implications. Design practices will focus on improving public spaces, ensuring that our boulevards, sidewalks, and streets are attractive, usable, and welcoming to people of all ages and abilities while taking human scale into consideration and prioritizing place making.

7. Climate Change Mitigation and Resiliency: Over the long term, a significant threat to our city’s transportation and infrastructure network will be the impacts of extreme weather events caused by climate change. Recent projections indicate that Boston may experience between two and six feet of additional sea level rise between 2050 and 2100. Boston must continue to act to reduce its carbon footprint and prepare for the future impacts of sea level rise and other extreme weather events. Transportation policy should support the city’s goal of reducing its greenhouse gas emissions 25% by 2020 and 80% by 2050.

Transportation and infrastructure were key issues in the Boston's 2013 mayoral election, and for Mayor Walsh these issues will continue to play a critical role in the success of the administration. During the campaign, Mayor Walsh outlined his goals of accessibility, accountability, transparency, and collaboration.

- **Accessibility:** The Walsh administration has committed to an accessible transportation system for all residents of Boston, those who do business here, and visitors to our great city. The mayor will ensure Bostonians are an active, integral part of transportation policy planning.
- **Accountability:** The Walsh administration will make accountability a cornerstone of transportation planning. While the funds needed for transportation will often require state and federal support, Mayor Walsh believes that the ideas and innovations that will transform our transportation system will ultimately come from the residents of Boston. He believes that residents should be encouraged to contribute their ideas, and that the administration should be accountable for turning these ideas into action.
- **Transparency:** While developing transportation plan and policies, the Walsh administration will craft a transparent process that is readily understood by all residents, advocacy groups, business leaders, and all users and providers of transportation.
- **Collaboration:** Mayor Walsh will leverage his relationships within the state legislature to work with state and federal transportation agencies to secure the funding necessary to maintain and expand the transportation services in the

city. While collaborating with these entities, he will work with residents during transportation planning and project development to guarantee that their needs are addressed throughout the process.

FOCUS 1: ACCESS AND MOBILITY

Access and mobility are the basic building blocks of the city's transportation network. Boston residents, commuters, and visitors should be able to reach jobs, schools, service providers, cultural and civic institutions, and should be able to choose between options without difficulty.

Transit and Multi-Modalism: Providing Boston residents with a safe and accessible transportation network will be crucial to achieving the mode share goal outlined above and reducing Boston's carbon footprint. Adding capacity to the system will not come from adding more roadways. Rather, increased capacity will rely on the expansion of alternatives to the automobile. To push Boston towards the day where using public transit, biking, and walking is as convenient and easy as using a car, we offer the following recommendations:

KEEP

- 1) Continue the successful Hubway bike-share program in Boston.



- 2) Affirm the city’s goal that 10% of Bostonians will bike to work by 2020.
- 3) Continue active participation in the Massachusetts Ferry Compact to realize the full potential of water transportation.
- 4) Keep the Boston Transportation Department’s “Green Links” initiative moving forward in order to connect existing and proposed pedestrian and bicycle paths to each other and to neighborhood residents.
- 5) Continue to develop plans to provide ferry connections to East Boston, Charlestown, South Boston, and Lovejoy Wharf/TD Garden.
- 6) Advocate for continued MBTA late night service following the one-year pilot.

IMPLEMENT

- 1) Boston should be welcoming to visitors and

easy to navigate. Wayfinding tools should be improved throughout the city and the BTD should pilot signs that show “time to destination” alternatives on bike or foot.

- 2) Re-time traffic signals for pedestrian safety and convenience, ensuring equity and consistency across the city.
- 3) Implement lighter, quicker, cheaper fixes for street design to test and pilot improvements for walkers, cyclists, transit users, and drivers.
- 4) Ensure snow removal is prompt and efficient across all of Boston’s neighborhoods.
- 5) Launch “Safe Streets” initiatives that provide enhanced safety education for seniors and youth around parks, schools, and public transit.
- 6) Launch a “See and Be Seen” campaign to improve bike and pedestrian safety.

- 7) Identify the city's ten most dangerous intersections and aim to improve their safety by including infrastructure improvements and creating metrics to measure success.
- 8) Release a request for proposals (RFP) for an on-street and garage based point-to-point car share service.
- 9) Release a request for proposals (RFP) for installing real-time digital signage indicating the number of available parking spaces at large parking lots and garages.
- 10) Complete and fill in missing or inaccessible portions of the Boston HarborWalk.
- 11) Complete the South Bay Harbor Trail.
- 12) In conjunction with Department of Conservation and Recreation and the Boston Harbor Island Alliance, work to reduce the cost of Harbor Island ferry service for families.

DREAM

- 1) Aspire to make Boston a city where residents of every neighborhood can access goods and services, and access downtown, medical, and university areas without owning a car.
- 2) Identify mobility management strategies to better coordinate the usage of Boston-owned vans and cars used to transport seniors, children, and people with disabilities.
- 3) Work with the MBTA to identify a location

within the city for at least one additional bus maintenance facility and opportunities for expansion of existing facilities. Current limitations on bus storage prevent proactive maintenance and increased service capacity.

- 4) Work with the MBTA, BRA, and developers to improve ADA accessibility at all stations.
- 5) Through ongoing public engagement and technical analysis, continue exploring the feasibility of cycletracks at the Public Garden, Malcolm X Boulevard, and Seaver Street.
- 6) Coordinate additional private shuttle bus services with the MBTA and explore mechanisms to open them to the general public.

FOCUS 2: TRANSPORTATION DESIGN, CONSTRUCTION, AND MITIGATION

Reducing traffic deaths and positioning Boston as a city ready to receive visitors requires thoughtful design practices. Moreover, over one billion dollars of construction activity will occur in the region over the next several years. Boston's full engagement on these projects, many of which are state led, will be absolutely critical. To increase public safety and ensure large infrastructure projects proceed as smoothly

as possible, we encourage the administration to consider the following:

KEEP

- 1) Maintain use of the Complete Streets methodology in planning street design.
- 2) Continue city participation in joint operations center meetings during critical state led projects.

IMPLEMENT

- 1) Sign the Executive Order implementing Complete Streets on city projects, and appoint an Oversight Council to ensure implementation.
- 2) Learn from the Casey Overpass engagement process and use those lessons to inform future large infrastructure processes such as the reconstruction of the Bowker Overpass through Charlesgate in the Back Bay, and the Massachusetts Turnpike interchange in Allston.

DREAM

- 1) Rank each street, A-E, in terms of priority for plowing and maintenance. This will foster increased transparency and allow residents to have an understanding of when their street will be paved, plowed, or repaired.
- 2) Form a Regional Incident Management Organization modeled on the TRANSCOM coalition of sixteen transportation and public safety agencies in New York, New Jersey, and Connecticut.

- 3) Fund the city's existing bike network plan, including cycletracks or protected bike lanes, with an estimated annual cost of \$5 million.

FOCUS 3: CONGESTION RELIEF

While our transit system requires significant expansion over the mid- to long-term, a significant number of Boston residents and visitors will continue to enter and travel throughout the city using cars. Traffic congestion is an inconvenience that increases travel time, consumes resources, increases pollution, and impacts both the economy and public safety. The Walsh administration should explore the following tools to relieve congestion and improve the flow of traffic throughout the city.

KEEP

- 1) Keep and expand upon current efforts to retime traffic signals and target double parking in the major arteries throughout the city, known as the Critical Corridors Traffic Flow project.
- 2) Expand new "Time to Destination" signs recently launched in the Innovation District to the Longwood Medical Area and other high-density destinations.



IMPLEMENT

- 1) Meet with city transportation leaders and transportation advocates locally and nationally to discuss the latest trends in mitigating congestion.
- 2) Commission a traffic congestion study of eight to ten main thoroughfares which run from the neighborhoods to downtown. The study would analyze whether improvements in signal timing and synchronization can improve traffic and shorten bus and car travel times while improving safety for bikes and pedestrians. This study should be coordinated with the Metropolitan Planning Organization (MPO), and MPO funding should be sought through the Unified Planning Work Program.

DREAM

- 1) Traffic Enforcement Safety Team: Create joint Boston Police Department and Boston Transportation Department team for targeted enforcement action, modeled on the Traffic Enforcement Safety Team (TEST) in Madison, Wisconsin.
- 2) Identify and remove geometric impediments that disrupt the flow of traffic unnecessarily.

FOCUS 4: VISIONING AND PLANNING

While access and mobility



provide the foundation for getting Boston residents and visitors to their destinations, visioning and planning will help us set our priorities and outline a vision for the future of Boston's transportation network. Boston has not done a citywide transportation plan since 2000, and there are a series of other initiatives that should be undertaken as well. Comprehensive planning ensures that Boston will plan for its future and have clear priorities to guide future advocacy efforts. It will determine the next set of

comprehensive transportation investments for the city.

KEEP

- 1) Keep using the Complete Streets guidelines in city construction projects.
- 2) Continue participation in the recently launched transportation master planning process for the South Boston Waterfront.

IMPLEMENT

- 1) Launch a new, citywide Transportation Master Plan and an Urban Mobility Visioning Initiative to refresh the Citywide Transportation Master Plan created in 2000.
- 2) Assess the city's needs and assets.
- 3) Examine regional implications.

- 4) Study the city’s social life and neighborhood connectivity.
- 5) Explore the needs for our growing senior population and people with disabilities.
- 6) Develop a list of priority transportation projects for the city and the greater Boston region to guide advocacy efforts at the state and federal level.
- 7) Create a “Vision Zero” campaign with a goal of zero road fatalities across all modes of transportation.
- 8) Consistently enforce existing demand management ordinances and policies.
- 9) Through Municipal Harbor Plans and Article 80 project reviews, seek to reduce project reliance on private vehicles and encourage alternative modes and more open spaces, view corridors, and green infrastructure.

DREAM

- 1) Initiate a Mobility Management Plan to identify current Boston/MBTA/EEOHS/Council on Aging transportation services and future needs of Boston residents that are elderly, have disabilities, or are otherwise unable to drive or walk, and the steps needed to establish coordinated transportation services.
- 2) Launch a Transportation Harbor Plan to coincide with new ferry service.

FOCUS 5: ZONING, PERMITTING, AND REGULATIONS

Zoning and permitting are essential regulatory tools for promoting transit oriented development and integrating transportation into the everyday lives of Boston residents. Additionally, these regulatory tools are crucial vehicles for promoting public safety, accessibility, and ensuring that Boston is a vibrant, attractive, and welcoming city.

KEEP

- 1) Continue and expand upon revisions to zoning that promote Transit Oriented Development (TOD).
- 2) Keep transportation access plan agreements, strengthen their language, and increase enforcement.

IMPLEMENT

- 1) Review existing practices and rules for private way repairs and identify opportunities for improvement.

DREAM

- 1) Examine parking policies and rules, including

variable parking rates during peak hours.

- 2) Increase transparency in the approval of designated disabled parking spaces and create alternative parking options in densely populated blocks and neighborhoods with a high number of disabled parking spaces.
- 3) Pilot initiatives to reclaim parking lots and city streets as “open space” wherever possible. These can include open streets initiative events which reconfigure space with temporary planters, paint, chairs, and other items characteristic of open space.
- 4) Advocate for state legislation to provide municipalities the flexibility to make speed limit revisions. Research indicates that speed limits of 25 miles per hour on local roads can significantly reduce traffic related deaths and injuries.
- 5) Establish neighborhood slow zones that install traffic calming measures on selected streets to reduce accidents.
- 6) Streamline transportation access plan agreement development review process within Article 80, Air Pollution Control Commission permits, and green building zoning.
- 7) Create a commercial loading zone task force. Work with delivery companies and contractors to review and revise commercial loading rules, and include collaboration with the Massachusetts Motor Transportation Association on their concerns.

FOCUS 6: GOVERNANCE, GOVERNING, TRANSPARENCY,

ACCESSIBILITY, ACCOUNTABILITY, AND EQUITY

To achieve its transportation policy goals and objectives, the Walsh administration will need to dedicate considerable effort into the management of the Boston Transportation Department and to prioritizing transparency, accessibility, accountability, and equity in the department’s operations and practices.

As subject matter experts and key stakeholders, we believe that these recommendations provide the appropriate approach to overseeing transportation policies, programs, and projects to obtain improved transportation outcomes in line with our common principles.

Administration and Service Delivery: The BTD Department is the primary city agency responsible for carrying out the mayor’s transportation agenda on a daily basis. Therefore, its management team and organizational makeup should be at the top of the administration’s priority list. As the administration begins making staffing decisions and contemplates the reorganization of city government, we urge consideration of the following:

KEEP

- 1) Expand the use and integration of technology within the department.
- 2) Keep Boston’s Office of Neighborhood Services

neighborhood liaisons and explore their potential collaboration with the Boston Transportation Department.

- 3) Retain the “Bike Czar” staff position.

IMPLEMENT

- 1) Begin a national search for a new Transportation Commissioner.
- 2) Reestablish the Boston Transportation Department as the city’s consolidated and autonomous transportation agency.
- 3) The BTM should be reorganized, with the BTM Commissioner appointed as a cabinet chief, supervising public works and other relevant departments.
- 4) Reestablish position of Deputy Commissioner of Policy and Planning.
- 5) Appoint a Director of Safety within BTM.
- 6) Appoint a Director of ADA Accessibility.
- 7) Consider having one staff point person for each mode of transit: walking, biking, cars, public transportation, and freight.
- 8) Consider 3 potential department divisions: Long Range Planning, Short Range Planning, and Operations and Maintenance.
- 9) Identify funding to increase staffing levels at BTM.
- 10) Create and appoint a transportation advisory committee with membership representative of a wide variety of stakeholders. The advisory committee should immediately begin holding

a series of public forums to gather input from Boston residents.

- 11) Appoint a taskforce charged with recommending improvements in the taxicab industry. They should review the recently completed Nelson Nygaard report, and should include all stakeholders of the city’s cab industry, including Massport, both taxicab drivers’ associations, Lyft, Uber, and other emerging alternatives. The taskforce should examine the feasibility of removing the licensing and medallion administration from the Hackney Division of the Boston Police Department and locating the functions within a civilian commission. The report should examine London’s taxi redesign. In addition, we recommend establishing a goal to ensure that 50-75% of the city’s cab fleet is ADA-accessible and operates on alternative fuels.
- 12) Improve culturally-sensitive and linguistically appropriate mechanisms for accountability and public engagement in decision making, especially for historically disadvantaged communities.

DREAM

- 1) Advocate for funding to create equity in transit and bus routes in underserved communities.
- 2) Advocate for funding to remedy the drought of non-auto projects serving Title VI neighborhoods and corridors.
- 3) Consolidate existing Neighborhood Commons, Playways, and Parklets programs under one umbrella, “Pavement to Parks,” and expand these successful programs.

FOCUS 7: CITY BUILDING: TRANSPORTATION AND INFRASTRUCTURE

Public health, delivery of basic city services, and the ability to withstand extreme weather events all depend on a first rate transportation network. Transportation options influence where people choose to live, shop, and work—shaping economic growth and opportunities across the city. We believe that these recommendations and options will help inform the ways in which transportation and infrastructure can be leveraged to further service delivery, improve sustainability, guide economic development, and firmly position Boston as a world class city.

Infrastructure for utilities, wastewater, and water quality: The essential partnership between the city and utility service providers keep Boston running each day and ensures that our roads are well lit and that our drinking water is clean and safe. This partnership has worked incredibly well in recent years. However, there is still room to deploy technology to modernize processes. Continued collaboration can also ensure that our roads, pipes, and other assets are repaired

as efficiently as possible, without unnecessary duplication of effort and expense.

KEEP

- 1) Keep the structure of the Boston Water and Sewer Commission intact.
- 2) Keep the City of Boston Utility Coordination Software system and ensure coordination with existing city plans, such as the five-year bike plan.
- 3) Keep the utility emergency notification system.
- 4) Expand coordinated catch basin program.
- 5) Keep existing inflow and infiltration removal requirements.
- 6) Institute neighborhood permits to allow for utility operation in a larger area of the city.

IMPLEMENT

- 1) Increase the transparency of the Public Improvement Commission, which regulates the city's infrastructure rights of ways.
- 2) Establish a Utility Advisory Committee to increase transparency and access.
- 3) Improve the coordination and installation of "green infrastructure" storm water management techniques with other infrastructure work.
- 4) Ensure that planned infrastructure improvements are made when utility and other repair work is being conducted.
- 5) Initiate a five-year assessment of the combined

sewer and overflow program.

DREAM

- 1) Reform, upgrade, and enhance the street occupancy permitting process to allow for submission of online permit applications, as well as other efficiencies and improvements.
- 2) Explore financial incentives for utility companies to better coordinate their work and penalties for when coordination does not occur.
- 3) Explore innovative strategies to manage utility companies that neglect to execute planned infrastructure improvements during the course of their work.
- 4) Create a citywide fiber optic network and partner with all communications providers to deploy new broadband technology of all types to as many locations as possible.
- 5) Expand dog parks along city waterfront neighborhoods and enforce dog waste ordinances at beaches.
- 6) Work with Boston Water and Sewer Commission and MWRA to create a new tunnel connection to Chestnut Hill Reservoir.

FOCUS 8: ECONOMIC DEVELOPMENT

Transportation and infrastructure are the key to economic growth and opportunity in every corner of the city.

Targeted investments have the ability to completely reshape neighborhoods and provide residents with access to jobs and newfound

mobility in their everyday lives. We ask that the administration consider the following recommendations to promote economic development in areas of Boston with significant growth potential, and connect our residents to new job and business opportunities.

KEEP

- 1) Maintain focus on the Fairmount Line Corridor and opportunities for Transit Oriented Development, in both business and housing. Extensive work by community groups, the city, and the MBTA has led to major improvements in service quality and capacity. Continuing this success story will require joint efforts to maximize the benefit of these investments.

IMPLEMENT

- 1) Initiate the creation of a Land Use and Transportation Plan to catalyze emerging land development areas, including Sullivan Square, Longwood Medical Area, Lower Roxbury, Newmarket Square, the Arborway Bus Yard, East Boston, and the Allston CSX Lot. This plan should identify transportation issues associated with each area, including MBTA overcrowding, accessibility, affordability, and equity issues in support of long range right of way, storage yard, and maintenance facility needs required for transit service.
- 2) Work with MassDOT, the Greenway Conservancy, philanthropists, and abutting properties to secure a long term financing strategy for the Rose Kennedy Greenway.

DREAM

- 1) A jobs program should be developed that uses the Southwest Corridor Project and Denver's

WIN Initiative as models. This program would match Boston residents with the job, workforce development, and business opportunities associated with the current wave of construction activity. Both MassDOT and appropriate private sector employers should be involved in the design and operation of this effort.

- 2) When developers successfully receive zoning variances from the BRA to remove parking spots in Transit Oriented Development districts or for other reasons, recover some of the money saved for transportation improvements in the neighborhood.
- 3) Develop strategies to maintain affordability and mixed income housing and reduce and mitigate the negative impacts of gentrification following transportation improvements.

FOCUS 9: INVESTMENT AND INNOVATION

The mayor should seize this window of opportunity to advocate for additional transportation funding and show the leadership needed to make investments today that will allow Boston to thrive tomorrow. Innovative approaches that make use of the latest available technology will also be critical to moving Boston's transportation network into the future.

The robust investments needed to fully propel

Boston into the 21st century will, of course, require significant resources from the city, but also the state and federal governments. In order to provide our transportation system with the needed resources over the long term, we recommend several investments that the city should make or maintain, as well as approaches to consider when seeking state and federal resources.

KEEP

- 1) Keep the city's "Connect Historic Boston" initiative and keep the corresponding TIGER grants on schedule, while exploring the possibility of expanding the initiative to other neighborhoods, e.g. "Connect Historic Roxbury."

IMPLEMENT

- 1) Leverage South Boston Waterfront Economic Development Industry Council and Massport development to advance the design of the Silver Line under D Street and freight rail to the Conley cargo terminal.
- 2) Support the MBTA in its development of full ADA Accessibility plan for all Boston stations, beginning with the Boston University-led redesign of Commonwealth Avenue.
- 3) Advocate for a voluntary MBTA "U-Pass" program for all Boston-area college students, funded by the universities.
- 4) Enforce parking restrictions in MBTA bus stops to improve service quality and reliability.
- 5) Review the current transportation bond bill under consideration in the state legislature and MassDOT's five year capital plan. This

opportunity to include projects in the rolling five year capital investment plan occurs annually and new transportation bond bills are typically enacted every two years. Mayor Walsh should advocate for funding for high priority projects via Boston’s two seats on the MPO, and through outreach to the legislature and MassDOT. In particular, the Walsh administration should advocate for the following priorities to be funded in this year’s transportation bond bill and MassDOT’s five year capital plan:

- 6) Additional funding for the expansion of South Station.
- 7) Planning funding for the advancement of Bus Rapid Transit (BRT)/Diesel Multiple Unit (DMU) service options.
- 8) Funds to ensure that the MBTA fleet is maintained in a state of good repair.
- 9) Additional funds for MBTA power and signal upgrades.
- 10) Funding to advance the design and engineering of Silver Line Phase III, Silver Line under D Street and the Red/Blue Connector.
- 11) Funding to procure new Green, Red and Silver Line vehicles, and for a mid-life overhaul of existing Red and Silver Line vehicles.
- 12) Funding for the planning of bus maintenance facility expansion.
- 13) Funding for bus fleet expansion.

DREAM

- 1) Review and evaluate the downtown parking

scheme, investigating parking ratios, parking pricing, and variable meter pricing. Explore the opportunity to use any additional parking revenue to fund public transit.

- 2) Create fully integrated smart traffic calmed streets (see Complete Streets Guidelines) across all neighborhoods of the city.
- 3) Explore the feasibility of both city and privately financed and operated bus service to supplement the MBTA along key corridors.
- 4) Create a citywide infrastructure bank or advocate for a statewide infrastructure bank.
- 5) Advocate for long-term investment in specific projects including: The Urban Ring, Red/Blue Connector, South Station Expansion, Silver Line Phase III, expansion of the Silver Line under D Street, truck route improvements, intersection and corridor Improvements, BRT advancement, DMU service or “Fast Track” Rail, and expanded water transportation.
- 6) Explore some of the following finance strategies and their potential utility for transportation improvements in Boston: Tax Increment Financing, District Infrastructure Financing, Infrastructure Cubed, the Transportation Infrastructure Finance and Innovation Act, the institution of designated assessment areas, and exploring parking revenue opportunities.
- 7) Advocate for legislation that would allow toll revenue to be used to fund public transit.

FOCUS 10: TECHNOLOGY

Deploying the latest technology

will help Boston address capacity challenges. BTM has already deployed innovative approaches to relieving congestion in the South Boston Waterfront, and those initiatives should be expanded to other parts of the city. Technology, coupled with a significant data collection effort, can help the city develop performance measures that improve accountability and communication with the public.

KEEP

- 1) Keep and expand smart parking sensors already utilized in the South Boston Waterfront to other high-density locations.
- 2) Build off of existing public engagement platforms, such as Citizens Connect, to increase reporting of service needs.

IMPLEMENT

- 1) Begin a robust data collection initiative. This initiative would include timely crash reports submitted to MassDOT to access potential federal highway improvement funds. This should incorporate data from BPD as well as EMS and hospital emergency departments throughout the city, and should be a collaborative effort between the Boston Public Health Commission and the BTM. This initiative should include additional self-reporting opportunities, including Boston Bikes data from their self-reporting app on bike accidents. This data should also be used to address dangerous

intersections and other design issues that impact public safety.

- 2) Using this enhanced data collection, improve performance management through the Boston About Results system, working with city performance management staff and BTM staff to develop performance metrics for the goals and objectives mentioned throughout this report.

DREAM

- 1) Develop a “Boston On The Go” mobility smartphone application that can be used seamlessly between MBTA, Hubway, parking, and car share services.
- 2) Create a Data and Technology division within the BTM.

FOCUS 11: BOSTON AS A REGIONAL PARTNER AND LEADER

As the Massachusetts state capital, Boston plays a central role in transportation throughout the region. Our transportation systems, however, are not wholly under our jurisdiction, and partnerships with the federal government, state government, neighboring municipalities, regional planning associations, and other stakeholders are essential to advancing the

city's needs and priorities. The transportation and infrastructure team has taken note of the relevance of these partnerships at each of our public hearings and internal meetings.

KEEP

1) Maintain and increase involvement with state agencies, Boston Metropolitan Planning Organization (MPO), Metropolitan Area Planning Council (MAPC), Metropolitan Mayors Coalition, and the Massachusetts Municipal Association.

IMPLEMENT

- 1) Foster strong relationships with bordering cities to enable coordinated planning and advocacy for transportation and transit project planning and funding.
- 2) Coordinate with the MBTA on:
 - a) Signal prioritization for light rail and bus routes.
 - b) Funding and planning for new vehicle maintenance yards and the potential to expand existing facilities.
 - c) Bus stop consolidation.
 - d) Piloting of off-board fare collection for buses.
 - e) Initiate an independent analysis of the transportation impacts of proposed casino sites. Work with all relevant parties to

seek mitigation and direct responses to the impacts of neighboring casinos on the transportation system and services of specific neighborhoods as well as the Greater Boston region. This mitigation should also include specific measures to address issues pertaining to trash and street cleanliness.

- f) Insist on efficient use of federal funds and collaborate to seek additional resources.
- g) Convene Mayors along the Northeast Corridor (NEC) to advocate for improvements.

DREAM

- 1) The MBTA is expected to raise fares by an average of 5% in July 2014. The mayor should advocate for improved service for Boston as part of this process.
- 2) Enlist universities, the business community, and others to create a Center for Transportation Excellence and Sustainability.
- 3) Convene a strategic planning group with surrounding communities to address funding and coordination of metro-area projects under a Bridges to Boston Regional Compact.
- 4) Advocate for funding and planning work to create a bus rapid transit network with signal priority throughout the MBTA's footprint.
- 5) Work with MBTA, MassDOT, and Boston Bus Rapid Transit Study Group to fund advanced BRT service in Boston.
- 6) Obtain MPO support for the city's priority projects.

- 7) Sign an agreement or potential memorandum of understanding (MOU) with MassDOT to implement bus priority signaling on city streets.
- 8) Establish a transportation curriculum to train future Boston Public Works/Boston Transportation Department/MassDOT/MBTA employees at Boston's vocational and technical high schools modeled after Cardozo High School in Washington DC. Partner with MassDOT/MBTA to build a transportation school modeled after schools in NY and DC.
- 9) Support the MBTA in its efforts to identify funding needed to make all MBTA stations within Boston ADA accessible.

FOCUS 12: PRIVATE SECTOR PARTNERS

KEEP

- 1) Keep and expand efforts to display public art, such as Ashmont Station's Sleeping Moon Sculpture, in open spaces and around transit stations and bus stops.

IMPLEMENT

- 1) Formalize partnerships with existing Transportation Management Associations (TMAs) to implement demand management strategies in key economic areas, such as A Better City (ABC), the Medical, Academic, and Scientific Communities Organization (MASCO), and Seaport TMA; and support future development of TMAs in economic growth areas like Allston/Brighton and South Bay.

- 2) Work with and support disability advocacy organizations and other transportation advocacy organizations that provide the city with technical design guidelines and expertise for transportation and development projects.

DREAM

- 1) Explore the potential use of developer mitigation requirements, including fees, for transportation investments. Suffolk Downs' casino mitigation agreement or New Balance's investment are relevant recent examples of these requirements.

Transportation and Infrastructure Working Group

Co-chairs

- Rick Dimino, President and CEO, A Better City
- Vivien Li, President, The Boston Harbor Association; Boston Resident

Team Members

- Celia J. Blue, Public Official
- Ileana Cintron, Research Manager, Jobin-Leeds Partnership for Democracy and Education; East Boston resident
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