NOT ON A SHELF

REPORTING ON THE CITY OF BOSTON'S PROGRESS ON GO BOSTON 2030
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Cover photo source: City of Boston
INTRODUCTION

In March of 2017, the City of Boston released Go Boston 2030 Vision and Action Plan, their long-term mobility plan. Informed by an extensive two-year community engagement process, the plan envisions a city where all residents have better and more equitable travel choices, and aims to create economic opportunity and prepare for climate change.

Go Boston 2030 established aspirational targets, including decreasing commute to work times and eliminating traffic fatalities, based on the desired outcomes that Bostonians wanted the plan’s projects and policies to achieve.

At the launch of Go Boston 2030, Mayor Walsh made it clear that this plan was not made to sit on a shelf collecting dust like so many plans that have come before it. Rather, Go Boston 2030 is meant to be a living, breathing action plan built to transform Boston’s streets and transportation system in a little over a decade.

This is no small task and the City of Boston can’t do it alone. This is why LivableStreets has committed to independently assessing the City’s progress toward achieving its Go Boston 2030 goals every two years until 2030. The following report evaluates the City of Boston's progress on implementing projects and policies and achieving the goals and targets it set in Go Boston 2030.
SUMMARY OF KEY FINDINGS

Since Go Boston 2030 was released three years ago, the City of Boston has made important structural changes to their mobility-related departments, budgets, and priorities, including adding millions of dollars and 20 new staff to the transportation department. These changes provide a strong foundation for the progress they are making on implementing several Go Boston 2030 projects and policies. However, implementation of these projects and policies has not yet demonstrated significant progress toward most of Go Boston 2030's goals and targets. It will be important for the City to increase the scale and pace of its projects to stay on track and begin to see more meaningful progress toward its goals and targets.

Based on a process involving stakeholder engagement, evaluation of the City of Boston's actions, and analysis of the City's transportation goals and targets, we arrived at the following key findings:

- The City has laid the foundation for achieving the vision of Go Boston 2030 by significantly increasing staff and budgets, making fundamental changes to the structure of their operations, and ensuring Go Boston 2030 principles and goals are prioritized throughout project delivery.

- The City has made significant progress on several aspirational targets related to safety and access, which can be attributed in part to the extensive Bluebikes expansion and Vision Zero projects and programs. However, reliability and mode shift percentages for Bostonian commuters have not progressed. Other aspirational targets, while intended to be measurable, cannot be assessed at this time due to a lack of data.

- The City has found success implementing smaller pilot projects, but has been slow to scale up system-wide. Similarly, many network and multi-part projects need improved coordination around design and construction to ensure they are well-executed.
• The City’s transit-related projects and policies as included in Go Boston 2030 are not well-integrated with state agency plans. While some progress has been made on many of the state-led projects, without more partnership and coordination they are at risk of going off track.

• When specific projects are supported by adequate funding and staffing, they are progressing at a faster pace, receive more community support, and the final projects are of higher quality.

• When controversial projects face pushback, strong leadership is needed from City Hall to ensure that the project stays on track and continues to align with goals of Go Boston 2030.

• The public is largely unaware of many of the projects and policies included in Go Boston 2030. Bostonians also don’t have a clear sense that progress has been made, but when they are made aware they are excited by the potential of the plan.

Ultimately progress has been uneven since the launch of Go Boston 2030 three years ago. However, we believe based on the findings of this report that Boston has the tools, resources, and capacity to build on its early successes and make more meaningful progress on its aspirational targets in the coming years. It will be important for the City to quickly transition from planning and piloting projects, to systemwide implementation of critical infrastructure in order to stay on track to meet their aspirational targets by 2030.

Looking Under the Hood

After Go Boston 2030 was completed, the City worked to improve many of their internal mobility-related processes and operations in order to develop the foundation necessary to implement projects and achieve the goals of the plan.

Improved project delivery: changes to operations within and across departments including a new team-based model, bi-weekly meetings for division managers, the introduction of internal project schedules, and a new prioritization framework for capital funding. These internal structural changes are intended to create shared accountability among staff and speed up project implementation.

Staffed up: after an increase in funding in the FY19 budget, over 20 new staff members were hired in the Transportation and Public Works Departments, including new engineers, planners, and operations staff who are focused on implementing and maintaining Go Boston 2030 projects.
Go Boston 2030 is the City of Boston's long-term mobility plan, informed by an unprecedented two-year community engagement process. The City used innovative and creative techniques to invite new people to participate in the process, both in-person and online. The engagement process included an extensive Question Campaign, soliciting questions from Bostonians in order to understand their priorities, needs, and ideas. At a later stage, there was a two-day Visioning Lab that convened people from across the City to give input on the themes and questions that had emerged in the process. The feedback gathered from these two phases was used to form the Go Boston 2030 “Vision Framework.”

In order to build the “Action Plan,” Go Boston 2030 again resourced community members, using storytelling, roundtables, stakeholder workshops, an open house, and a “Select a Future” survey to gather ideas, prioritize, and then select final projects and policies.
Vision Framework

Go Boston 2030 has three guiding principles:

- Equity - Boston will proactively address transportation infrastructure gaps in chronically under-served neighborhoods.
- Economic Opportunity - Boston will connect its dynamic workforce with a growing number of well-paying and lasting jobs, particularly those in new-economy sectors.
- Climate Responsiveness - Boston will provide opportunities for more trips to be taken by public transit to reduce greenhouse gas emissions and will prepare the transportation system for severe weather.

Extensive input submitted by Bostonians served as the foundation for the plan’s broader goals and specific and measurable aspirational targets, which fall under several themes including expanding access, improving safety, and ensuring reliability. These goals and targets support the vision of "a city in a region where all residents have better and more equitable travel choices, where efficient transportation networks foster economic opportunity, and where the City has taken steps to prepare for climate change."¹

Action Plan

The vision, goals, and targets serve as the framework for the Action Plan portion of Go Boston 2030, which includes 58 projects and policies to be implemented over 15 years. Implementation of these projects and policies is intended to achieve both the aspirational and measurable targets, as well as the broader goals of the plan.

To learn more about the Vision Framework and Action Plan and how they were created, please visit boston.gov/departments/transportation/go-boston-2030
Although the public planning process to create Go Boston 2030 was comprehensive and community-based, taking the priorities and needs of thousands of Bostonians into account, the plan for implementation and monitoring progress was less robust.

Go Boston 2030 underscores the role of accountability: “The City is committed to fulfilling the Vision of Go Boston 2030 and implementing the Action Plan, and a new entity that ensures this can happen — with full transparency, with clear accountability, and always in partnership with our diverse community — is exactly what will keep the spirit of the people’s voice alive for 15 years and beyond.” The City is in the early stages of creating a platform for greater transparency around Go Boston 2030. This report complements that effort, providing an independent accountability mechanism.

This report is intended to hold the City of Boston accountable to its goals, to share information with the public on the City’s progress, and to provide recommendations to the City for continued implementation of the plan.

While on the surface, Go Boston 2030 is a mobility plan, it also serves as a roadmap for addressing equity, economic opportunity, and climate change over the next decade. Therefore, this report is intended to assess not only the quality and extent of work the City has done, but its overall impact on these critical challenges.
BUILDING THE PROGRESS REPORT

In order to develop this report, LivableStreets engaged stakeholders at multiple levels and across the city. To develop the evaluation framework, key findings, and recommendations, LivableStreets convened an Advisory Committee. Advisory Committee members hailed from stakeholder organizations, representing communities and missions impacted by Go Boston 2030, and many were members of the Mayoral Advisory Committee that was originally convened by the City to inform Go Boston 2030. A list of Advisory Committee members can be found on page 52.

In addition, LivableStreets led a community engagement process, attending events and public meetings in every Boston neighborhood to share information about Go Boston 2030 and to collect input from residents about the projects and their transportation concerns and ideas. To supplement this in-person outreach, LivableStreets conducted a transportation survey to collect data that could be benchmarked every two years going forward.

Takeaways from the survey, which will provide a baseline to compare to in future iterations of this survey, include:

- About half of the people surveyed were relatively familiar with Go Boston 2030, which perhaps can be attributed to the robust community engagement process that supported the creation of the plan.
When asked whether commuting by a certain mode of transportation had gotten better or worse compared to a year ago, most respondents asserted that biking had gotten "slightly better," and taking the subway/trolley had gotten "slightly worse." Most respondents said that driving had gotten "slightly worse" or "much worse" in the past year.

When asked to choose which of the primary nine aspirational targets were most important to them, the two most popular targets were "building protected bike lanes/shared use paths" and the "reliability of public transportation."

While most people surveyed had not tried a new mode of transportation in the last year, biking was the most popular form of new mode tried.

In addition to stakeholder input, this report relies on publicly available data included in Go Boston 2030, Boston City Council hearings, and the City of Boston’s website, which was reorganized in November of 2019 and includes updates on some projects, policies, and aspirational targets. The City plans to update this website regularly in order to communicate transparently with the public:

[boston.gov/departments/transportation/go-boston-2030](http://boston.gov/departments/transportation/go-boston-2030)

LivableStreets had several meetings and open lines of communication with staff at the City of Boston, including with the Interim Commissioner of the Transportation Department and the Chief of Streets.

Additional information was gathered from meetings with staff at the Massachusetts Department of Transportation (MassDOT) and the Massachusetts Bay Transportation Authority (MBTA), Boston City Councilors, and community organizations.

Compared to a year ago, is commuting around Boston better or worse when using the following modes of transportation?

<table>
<thead>
<tr>
<th>Mode of Transportation</th>
<th>Better</th>
<th>Worse</th>
</tr>
</thead>
<tbody>
<tr>
<td>Biking</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Subway/Trolley</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Driving</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: LivableStreets Transportation Survey, 2019

The City plans to update its Go Boston 2030 website regularly in order to communicate transparently with the public:

[boston.gov/departments/transportation/go-boston-2030](http://boston.gov/departments/transportation/go-boston-2030)
GO BOSTON 2030 GOALS AND ASPIRATIONAL TARGETS

Based on the vision elevated by the community for how Boston could look and feel, Go Boston 2030 includes targets that are both aspirational and measurable.

It’s important to measure the City’s progress on these targets to ensure the work they are doing on specific projects and policies is on pace and connected to the plan’s larger goals.

In this report, we provide an update (where possible) and accompanying narrative on primary targets and the mode shift goals for commuting. Because it has only been three years since Go Boston 2030 was released, we acknowledge that it is early to be observing meaningful progress on some of these targets, and there is still a decade left for the City to continue to make progress on these measures. Additionally, it’s challenging to update some targets because there is not enough new data available yet. These targets will be measured in future progress reports.

SUMMARY

How Bostonians Get to Work

The percentage of Bostonians:

<table>
<thead>
<tr>
<th>Mode of transportation</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Taking Public Transit will increase by a third</td>
<td>Behind Schedule</td>
</tr>
<tr>
<td>Driving Alone will decrease by half</td>
<td>Behind Schedule</td>
</tr>
<tr>
<td>Walking will increase by almost a half</td>
<td>Progressing</td>
</tr>
<tr>
<td>Biking will increase fourfold</td>
<td>Behind Schedule</td>
</tr>
<tr>
<td>Carpooling will decline marginally</td>
<td>On Track</td>
</tr>
<tr>
<td>Working from Home will increase slightly</td>
<td>On Track</td>
</tr>
</tbody>
</table>
## Expanding Access

Every home in Boston will be within a 10 minute walk of a rail station or key bus route stop, Bluebikes station, and carshare.  

**On Track**

## Improving Safety

Eliminate traffic fatalities and severe injuries in Boston.  

**On Track**

All households will be within a 5 minute walk of a protected bicycle facility or shared use path.  

**Off Track**

## Ensuring Reliability

Bostonians' average commute to work time will decrease by 10%.  

**Behind Schedule**

Wait and travel times for MBTA customers will be as fast as scheduled times (or faster) 90% of the time.  

**Behind Schedule**

## Building for Resiliency

Reduce greenhouse gas emissions from transportation by 50% of 2005 levels by 2030.  

**An update for this target is not available.**

All transportation systems will be able to continue operating or have sufficient alternatives during a flood or snow event.  

**An update for this target is not available.**

## Securing Affordability

Reduce the transportation cost burden for very low income individuals to the citywide average for a median household.  

**An update for this target is not available.**

## Advancing Transparent Governance

A larger share of capital improvement dollars will be assigned to underserved communities to achieve equitable distribution of investment in transportation infrastructure.  

**An update for this target is not available.**
HOW BOSTONIANS GET TO WORK

The percentage of Bostonians:

- Taking Public Transit will increase by a third
  - Behind Schedule
- Driving Alone will decrease by half
  - Behind Schedule
- Walking will increase by almost a half
  - Progressing
- Biking will increase fourfold
  - Behind Schedule
- Carpooling will decline marginally
  - On Track
- Working from Home will increase slightly
  - On Track

Between 2014 and 2018, as measured by the US Census, the percentage of Bostonians commuting by public transit, biking, and walking has not significantly increased, and the percentage of Bostonians commuting by driving alone has not decreased. Therefore, based on the most current data, commuting mode shift is not on track to reach 2030 goals.

<table>
<thead>
<tr>
<th>Mode for Bostonian Commutes</th>
<th>2014</th>
<th>2018</th>
<th>2030 Aspirational Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Drive alone</td>
<td>39%</td>
<td>39%</td>
<td>19%</td>
</tr>
<tr>
<td>Public transit</td>
<td>34%</td>
<td>32%</td>
<td>45%</td>
</tr>
<tr>
<td>Walk</td>
<td>14%</td>
<td>15%</td>
<td>20%</td>
</tr>
<tr>
<td>Carpool</td>
<td>6%</td>
<td>6%</td>
<td>~5%</td>
</tr>
<tr>
<td>Bike</td>
<td>2%</td>
<td>2%</td>
<td>8%</td>
</tr>
<tr>
<td>Other/Work from home</td>
<td>5%</td>
<td>5%</td>
<td>~6%</td>
</tr>
</tbody>
</table>

Source: American Community Survey 1-year Estimates
While census data provides a consistent way to track mode shift, it is limited in that it only measures commuting trips. To more accurately measure mode shift and provide a representative sample of people traveling, the City could perform pedestrian counts at key locations over time, conduct surveys, and pursue other strategies. Collecting data to measure the impact of specific projects will provide a more accurate and short-term measure of success.

The Boston Transportation Department (BTD)’s Active Transportation Team has shown leadership in this area, using automated technology to count bicycles in over 60 locations over a 48-hour period. Data from 2016 and 2017 is currently available, and in 2020, the Active Transportation Team plans to release 2018 and 2019 data and conduct quarterly counts going forward. These bike counts demonstrate that an increase in bicycling is occurring. For example, in 2016, 9.7% of vehicles traveling on Columbus Ave west of Mass Ave were bicycles, and in 2017 this increased to 12.2% in the same location.²

In addition, it’s clear that the Forest Hills to Roslindale Square Rapid Bus project, an Early Action Go Boston 2030 project, is another example of specific, successful projects bucking the overall declining transit ridership trend. The MBTA found that there is a clear reduction in run time during the morning rush hour period when the bus lane is in operation. In addition, when the MBTA looked at ridership, it found a 4% increase in ridership after implementation of the dedicated lane.³

It’s clear that the Forest Hills to Roslindale Square Rapid Bus project is resulting in the intended outcome: the MBTA found a 4% increase in ridership after implementation.

Source: City of Boston
EXPANDING ACCESS
Make Boston’s neighborhoods interconnected for all modes of travel

Every home in Boston will be within a 10 minute walk of a rail station or key bus route stop, Bluebikes station, and carshare. On track

The number of homes within a 10 minute walk of transportation options has greatly expanded since Go Boston 2030 was released, from 42% of homes to 69% of homes, due in large part to the expansion of Bluebikes and Zipcar. However, we expect the pace of change to slow substantially over the next decade, because Bluebikes stations and Zipcar locations are less expensive and more flexible to install than adding rail stations or bus stops. In addition, the City of Boston has less oversight in the expansion of transit.

While this target does measure increased travel choices, it does not expand access in other ways. For example, this target has no impact on ensuring the design of streets and transit are accessible for everyone, regardless of age or ability. Without ensuring these transportation options are safe, comfortable, reliable, and convenient, access is still limited.

The percentage of homes that are within a 10 minute walk of key transportation infrastructure has increased from 42% in 2017 to 69% today.


Percentage of homes within a 10 minute walk of key transportation infrastructure

42% 69% 100%

2017 2020 2030

Aspirational Target

GO BOSTON 2030 GOALS AND ASPIRATIONAL TARGETS
Walkshed from Key Transportation Infrastructure

69% of all homes in Boston were within a 10 minute walk of rail station or key bus route stop, Bluebikes station, and Zipcar location in 2019.

Legend
- Bluebikes stations service area
- Zipcar service area
- Transit service area
- Total 10 minute walk service area
- Rail stations + key bus route stops
- Bluebikes stations
- Carshare locations
- Transit stations (key bus routes, Commuter Rail, subway, and Silver Line)

Data Sources: MassGIS, Bluebikes, Zipcar, Go Boston 2030 plan
**IMPROVING SAFETY**

Substantially reduce collisions on every street through education, enforcement, and designs that reallocate street space to prioritize moving people safely rather than faster.

Eliminate traffic fatalities and severe injuries in Boston **On track**

The number of people killed by traffic crashes on Boston-owned streets has been steadily declining since the City launched their Vision Zero program in 2016, and has been reduced by 50% in just five years.

Traffic Fatalities for People in Motor Vehicles, on Bikes, and on Foot

The number of people killed in traffic crashes on Boston streets has been steadily declining since the City launched their Vision Zero program in 2016, and has reduced by 50% in just five years, from 20 people killed in 2015 to 10 people in 2019.
The number of people who have been severely injured by traffic crashes in Boston has also been decreasing. Using the number of crashes requiring Boston Emergency Medical Services (EMS) transports as a metric, the number of people walking and biking who have been injured in a collision has reduced by almost 20% since 2015. However, the number of people in motor vehicles who have been injured in a collision and transported to medical care by EMS has not decreased.

Pedestrian and Bicycle Crashes Reported by EMS

These numbers do not include people who have been killed or injured on state-owned roads within city limits (for example, on DCR-owned Day Boulevard). They also do not include those who may have been injured in a crash but sought medical care on their own. BTD posts monthly updates to an injury and fatality crash map and provides a crash report dashboard, which can be found at www.boston.gov/transportation/vision-zero

The number of people walking and biking who have been injured in a collision and transported to medical care by EMS has reduced by almost 20% since 2015, putting the City on track to reach the 2030 aspirational target.

Source: City of Boston Vision Zero Crash Map
IMPROVING SAFETY

All households will be within a 5 minute walk of a protected bicycle facility or shared use path.  

The percentage of households that are within a 5 minute walk of a protected bicycle facility or shared use path has only slightly increased since Go Boston 2030 was developed, and the current pace of implementation puts the City off track to reaching this target by 2030.

In addition to bike facilities being prevalent throughout the city and within a short walking distance of people’s homes, it’s important for bike lanes to connect to a larger network — if a person is within a 5 minute walk of a protected bike path that doesn’t link to a larger network, the access and safety benefits are limited.

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2019</th>
<th>2030 Aspirational Target</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>20%</td>
<td>26%</td>
<td>100%</td>
</tr>
</tbody>
</table>

This map and analysis include some projects that the state implemented, such as the Circuit Drive to Forest Hills protected cycle track that MassDOT built as part of the Casey Arborway project.

See a more in-depth evaluation and recommendations for building out Better Bike Corridors provided on pages 42-45.
Walkshed from protected bike infrastructure and shared paths

26% of all homes in Boston were within a 5 minute walk of a protected bicycle facility or shared used path in 2019.

Legend
- Service area for infrastructure existing in 2014
- Service area for infrastructure built after 2014

Data Sources: MassGIS, Boston Cyclists Union, MassDOT, Go Boston 2030 plan
**ENSURING RELIABILITY**

*Prioritize making travel predictable on Boston’s transit and roadway networks*

- **Bostonians’ average commute to work time will decrease by 10%**  
  **Behind Schedule**

Commuting time for Bostonians has not declined significantly since Go Boston 2030 was released, meaning that the City is not on track to reach 2030 goals on this target. However, it’s important to note that the most current data available is from 2018, therefore only providing two years of data to analyze since the plan was released.

- **Wait and travel times for MBTA customers will be as fast as scheduled times (or faster) 90% of the time.**  
  **Behind Schedule**

On-time performance for the MBTA has not improved since 2016, for either subway, commuter rail, or bus. While on-time performance for the subway and commuter rail remains very close to the 90% target, the reliability numbers for the bus are far off the 2030 target and have not yet shown any sign of improvement. The City has the ability to impact the reliability of the bus more than other transit modes, through the installation of dedicated lanes, transit signal priority, and other bus priority measures.

**MBTA On-Time Performance by Mode**

- **Subway**  
  **On track**

- **Bus**  
  **Behind Schedule**

- **Commuter Rail**  
  **On track**

**Average Commute Time (minutes)**

![Average Commute Time Graph](https://mbtabackontrack.com/performance/)

**Source:** American Community Survey 1-Year Estimates

**Source:** [https://mbtabackontrack.com/performance/](https://mbtabackontrack.com/performance/)
BUILDING FOR RESILIENCY

*Prepare for sea level rise along Boston’s coastline and reduce greenhouse gas emissions*

| Reduce greenhouse gas emissions from transportation by 50% of 2005 levels by 2030. | An update for this target is not available. |

The City of Boston has reported that Boston’s 2017 greenhouse gas emissions represent a 21% decrease from 2005. However, these reductions are primarily due to non-transportation related changes, including a cleaner electric grid and reductions in natural gas and heating oil use. Because emissions data is only available through 2017, a progress update is not possible at this time.

In 2019, the City of Boston released a Climate Action Plan update, which stated that while the City is currently on track to reach their overall 2020 carbon target, they are not on track to meet their 2050 carbon neutrality goal. Transportation emissions in Boston have held steady: better fuel economy for vehicles has made a slight impact, but the total number of vehicle miles driven in Boston has increased.

All transportation systems will be able to continue operating or have sufficient alternatives during a flood or snow event. | An update for this target is not available. |

This target is difficult to measure, and the City of Boston is exploring how best to do so. One measurable aspect of this target is related to the Go Boston 2030 project to ensure that MBTA stations are more resilient during a rain or flood event (which was not included in this report because it is not an ‘early action’ project). The Climate Ready Boston report goes into detail about which stations are vulnerable and what adaptive infrastructure might be possible. In addition to transit stations, it’s important for the City to ensure that routes to transit stations — as well as other facilities for people walking and biking — are usable after snow storms.
Starting with the last budget cycle, the City of Boston began integrating an equity measure into decisions about which mobility projects were prioritized for funding through the capital budget. Using this new prioritization framework and process, the City hopes to be able to publish an annual metric that indicates the amount and percentage of capital improvement dollars assigned to underserved communities. This equity score takes into account the size of the following populations at the census block level: low-income, minority, high-school or less education level, linguistically isolated, children under the age of 5, and adults over the age of 64.

**ADVANCING TRANSPARENT GOVERNANCE**

Include neighborhood residents as key decision makers in transportation design and funding

A larger share of capital improvement dollars will be assigned to underserved communities to achieve equitable distribution of investment in transportation infrastructure. An update for this target is not available.

In 2015, the transportation cost burden for very low income individuals was 33% of income, and the 2030 aspirational target was to reduce this to 13% of income. The City of Boston has defined their progress on this target as: “the recent MBTA fare hike does not impact bus riders, seniors, or middle/high school students.” However, it’s important for the City to report back more specifically on this target, and we encourage the City to develop better methods of both integrating this target into broader goals and reporting back. Using data from the Location Affordability Index from the US Department of Housing and Urban Development, we will report back on this target in our next report.

**SECURING AFFORDABILITY**

Restructure transportation costs to address income disparities

Reduce the transportation cost burden for very low income individuals to the citywide average for a median household. An update for this target is not available.

The City has developed a new project prioritization system that aims to ensure Go Boston 2030 goals are reflected in projects selected for capital funding, and takes both quantitative and qualitative measures into account. The quantitative scoring equally weights equity, safety, and mobility criteria. In 2020, the City plans to publish a report outlining this new framework and methodology. They hope to share information along with the capital budget that explains each project’s score.

Sneak Peek

The City has developed a new project prioritization system that aims to ensure Go Boston 2030 goals are reflected in projects selected for capital funding, and takes both quantitative and qualitative measures into account. The quantitative scoring equally weights equity, safety, and mobility criteria. In 2020, the City plans to publish a report outlining this new framework and methodology. They hope to share information along with the capital budget that explains each project’s score.
Focuses on Early Action projects and policies.

There are 58 projects and policies included in Go Boston 2030. This report focuses on the 33 Early Action projects and policies, which the City has committed to make progress on in the near-term. Many Early Action projects and policies were placed on a five-year timeline, meaning the 2022 deadline is fast approaching. These projects were prioritized as Early Action because they already had momentum within City Hall or were raised repeatedly by the public during the development of Go Boston 2030. LivableStreets will assess progress on the remainder of the 58 projects in future progress reports (see Appendix for list).

Assesses quality through measures of pace, thoroughness, and outcomes.

In this report, assessment of projects and policies is determined by more than "completeness"; it also measures the quality of implementation. Projects were evaluated based on thoroughness, pace, and outcomes. In order to evaluate each project as consistently as possible, we screened each by three questions:

1. Thoroughness - Did the City meet the project goals laid out in Go Boston 2030?
2. Pace - Is the pace of progress going to lead to successful implementation by 2030?
3. Outcomes - Is the project addressing Go Boston 2030’s guiding principles of equity, economic opportunity, and climate responsiveness?

Depending on the answers to these questions, projects were granted a particular evaluation, explained more in the scorecard key on page 26.
Provides recommendations that incorporate best practices beyond the original plan.

Suggestions for next steps related to Early Action projects and policies may recommend actions that were not originally included in Go Boston 2030 as project goals, but that we have determined would bring about the intended outcomes of the project. These recommendations may also acknowledge the changing context of a project over time.

Holds the City accountable for their role in state-led projects.

This report is meant to focus on the City of Boston's progress; therefore, any projects or policies that are state-led (MassDOT, MBTA, and/or DCR) are included in a separate section with separate measures of success. For state-led projects, we assess the City on actions they can take to move this work forward, rather than on the progress that the state has made. In this section, the City was evaluated as "showing leadership," "making progress," or "needs improvement" on each project, which is explained more in the key on page 26.

Future reports will include projects not included in Go Boston 2030.

This first report uses Go Boston 2030 as the framework to evaluate the City based only on projects and targets included in the plan. Future progress reports, to be issued every two years until 2030, may have a different evaluation framework and may include projects and policies not included in the original plan, in order to ensure that Go Boston 2030 is responsive to current conditions.
The following scorecard includes Go Boston 2030 Early Action projects and policies that are managed and led by various City of Boston agencies, departments, and teams, outlined below. Projects and policies that are managed by state agencies are featured in a separate section of this report.

### KEY

#### On track
- All project actions are being pursued; or a sensible explanation is available for why actions have deviated from the plan
- The project is developing quickly or at a pace that meets indicated time frame and deadlines
- Implementation of the project will have intended outcomes related to guiding principles and plan goals

#### Progressing
- Work has begun on some aspects of the project but not others
- The project is developing at a slow pace or it’s unclear whether it will meet indicated deadlines
- Implementation of the project is having a limited impact on, or is disconnected from, the intended outcomes.

#### Off track
- Work has not begun or has deviated from original action items for no clear reason
- The project is developing so slowly that it will not meet the indicated deadline; or the City has not started work on this project
- Implementation of the project is not having the intended outcomes related to guiding principles and plan goals
Glossary of City of Boston Departments

**Boston Transportation Department (BTD):** Advances public and transportation safety and manages the street network to best and fairly serve all users.

- **Active Transportation Team:** Manages pedestrian and bicycle designs and programs that improve safety along priority corridors, calm traffic in neighborhoods, expand the network of protected bicycle lanes, and install safer crossings.

- **Transit Team:** Develops overall policy, partners with advocacy and neighborhood groups, and works with City and state agencies to advance Boston’s public transportation agenda.

- **New Mobility Team:** Works with private service providers to manage on-demand and shared transportation and the mobility hubs program; manages development review and Transportation Demand Management policy; and encourages the use of electric vehicles.

- **Neighborhood Transportation Team:** Develops policies and designs for selected corridors and districts and reviews development projects. Manages local community process and responds to constituent issues.

**Department of Public Works (DPW):** Ensures that streets, sidewalks, and bridges are safe, clean, and attractive and provides core services essential to neighborhood quality of life.

**Mayor’s Office of New Urban Mechanics (MONUM):** The Mayor’s civic research and design team, working across departments and communities to explore, experiment, and evaluate new approaches to government and civic life.

**Boston Planning and Development Agency (BPDA):** The City’s urban planning and economic development agency, guiding physical, social, and economic change in Boston’s neighborhoods and its downtown.
<table>
<thead>
<tr>
<th>Project/Policy</th>
<th>Goal Date</th>
<th>Status</th>
<th>Progress Notes</th>
<th>Recommendations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Autonomous Vehicle Policy</td>
<td>Testing and initial policies: Spring 2017</td>
<td>ON TRACK</td>
<td>MONUM developed comprehensive parameters for companies testing autonomous vehicles on Boston streets.</td>
<td>MONUM should publish policy recommendations with respect to autonomous vehicle technology, business models, and street regulation and design.</td>
</tr>
<tr>
<td>Climate Adaptation Requirements</td>
<td>2022</td>
<td>PROGRESSING</td>
<td>In 2018, DPW published guidelines that provide a design process for evaluating flood barriers to protect public rights-of-way. These guidelines do not meet the original goals of the policy, which were to ensure that future street designs are resilient to the effects of climate change (including flooding and excessive heat) and to analyze how the street design could influence the effects of climate change.</td>
<td>DPW should expand these guidelines to cover other effects of climate change, such as excessive heat, with a plan to implement these guidelines during development projects.</td>
</tr>
<tr>
<td>Public Realm Plan</td>
<td>Ongoing</td>
<td>ON TRACK</td>
<td>In 2018, the City’s interdepartmental Public Realm Working Group released the Tactical Public Realm Guidelines, and BTD has since implemented a number of pop-up and permanent projects, launched a community suggestion form, and appointed a dedicated staff member to direct this program.</td>
<td>BTD should work toward developing an objective evaluation process and clear methodology for project selection for community applications, looking to the City’s Neighborhood Slow Streets program as a good example, in order to ensure equitable access for neighborhoods.</td>
</tr>
<tr>
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<tr>
<td><strong>Performance-based Meter Pricing</strong></td>
<td>Ongoing</td>
<td>PROGRESSING</td>
<td>BTD and MONUM conducted pilots in the Back Bay and the Seaport in 2017, determining that a fixed-priced, zone-based approach was the most effective way to encourage turnover, free up spaces, and reduce double-parking. As a result of the pilots, in 2019 the City permanently implemented higher rates in several high demand areas and increased parking meter rates citywide. In addition, BTD and MONUM have started to explore aspects of parking reform beyond meters, including commercial loading zones and Uber/Lyft pick-up and drop-off areas.</td>
<td>BTD should expand the original parameters of this project and establish a citywide policy to guide where new parking meters should be installed, manage parking meter prices by geographic zones determined by occupancy rates, and explore methods to reinvest parking meter revenue into Main Streets districts.</td>
</tr>
<tr>
<td><strong>Walk- and Bike-Friendly Main Streets</strong></td>
<td>Ongoing, with an estimated two to three districts per year</td>
<td>PROGRESSING</td>
<td>BTD has made improvements to Central Square in East Boston, Hyde Square in JP, and Roslindale Square, and five more districts are in design.</td>
<td>BTD should continue building up the project pipeline to meet annual implementation goals. BTD should develop more comprehensive designs and evaluate projects before and after installation to measure and understand desired outcomes.</td>
</tr>
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</table>

See a more in-depth evaluation and recommendations provided on pg 46-48.
<table>
<thead>
<tr>
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<tr>
<td>Neighborhood Mobility microHUBs</td>
<td>Ongoing over 10 years in coordination with bikeshare and DriveBoston expansion</td>
<td>ON TRACK</td>
<td>BTD’s New Mobility Team has hired a consultant to manage the microHUBs and plans to pilot several in East Boston in 2020. In conjunction, BTD’s Car Share Boston program (formerly DriveBoston) has expanded the number of public parking spaces leased to carshare operators.</td>
<td>BTD should develop a process to evaluate the success of the implementation of microHUBs, including measuring mode-shift from single-occupancy vehicles. BTD should ensure kiosks share information about bus and train arrival times, as we heard from community members during outreach that this was the most important aspect of this project.</td>
</tr>
<tr>
<td>Vision Zero: Priority Corridors and Safe Crossings</td>
<td>Ongoing with corridors and intersections selected based on crash data, and observations from public input on Vision Zero’s Safety Concerns map</td>
<td>PROGRESSING</td>
<td>BTD improved crosswalks and installed protected bike lanes on Mass Ave between Beacon Street and Harrison Ave, and has begun community outreach for South Mass Ave up to Harrison Ave. BTD has also implemented safety changes on portions of Beacon St, Kneeland St, Marginal Rd, Walter St, Longwood Ave, Brookline Ave, Harrison Ave, and will start construction on Tremont St and restriping Stuart St soon.</td>
<td>BTD should publicly communicate which corridors and intersections have been prioritized, based on the High Crash Network and Intersections maps. In the longer term, with input from the Vision Zero Task Force, BTD should develop and release an updated Action Plan that includes indicators of success and specific action items that each have a clear timeline, benchmarks for tracking progress, and a lead department or team.</td>
</tr>
</tbody>
</table>
### Bikeshare Network Expansion

*Increase the number of bikes and stations to reach more Bostonians*

- **Project Status:** ON TRACK
- **Progress Notes:** BTD’s Active Transportation Team led extensive community outreach to determine the best locations for station placements, installing over 75 stations in two phases since Go Boston 2030 was released and expanding into new neighborhoods. BTD is keeping pace with their goal to have 268 BlueBikes stations installed by the end of 2022.
- **Recommendations:** BTD should expand BlueBikes into Hyde Park, to ensure all neighborhoods in Boston have access.

- In order to provide access to biking as a mode of transportation, bikeshare must be paired with the installation of safe infrastructure, through the implementation of Better Bike Corridors (above).

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### Better Bike Corridors

*Rebuild streets with protected and low-stress bicycling facilities*

- **Project Status:** OFF TRACK
- **Progress Notes:** BTD has installed only 9 miles of protected bike lanes since 2014, and in 2018 released an incremental goal of building 15 miles by 2022, which will not put them on track to build out the 60 miles of Better Bike Corridors planned in Go Boston 2030.
- **Recommendations:** BTD should accelerate installation of protected bike lanes and intersections.

*See a more in-depth evaluation and recommendations provided on pg 42-45.*

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### Vision Zero: Neighborhood Slow Streets

*Traffic calming on residential streets*

- **Project Status:** PROGRESSING
- **Progress Notes:** Since launching the program in 2016, BTD’s Active Transportation Team has completed safety improvements in the Stonybrook and Talbot-Norfolk Triangle pilot areas, and has launched community engagement and street design improvements in 10 additional zones, selected through a community application process.
- **Recommendations:** BTD should speed up implementation of Neighborhood Slow Streets projects, and develop criteria for evaluating the success of already implemented Slow Streets projects.

Additionally, the City should dedicate more resources to arterial corridors where data shows more serious crashes occur.
**PROGRESSING**

Complete Street projects are on track.

**BTD plans to release the JP/Rox Transportation Action Plan in 2020.** Community engagement and design for Columbus Ave bus lanes are underway, and BTD plans to move quick-build projects forward in Egleston Square before capital funding is implemented.

With input from the community, BTD should ensure plans for a bus lane on Columbus Ave also accommodate safe conditions for people walking and biking. In addition, BTD should move at a faster pace to implement the bike facilities outlined in the JP/Rox plan to connect to the Southwest Corridor, including on Atherton St.

### SCORECARD FOR PROJECTS AND POLICIES: CITY-LED PROJECTS

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<tr>
<td><strong>Forest Hills to Roslindale Square</strong> Rapid Bus</td>
<td>Within five years based on partnership with local community process</td>
<td><strong>ON TRACK</strong></td>
<td>BTD, DPW, and the MBTA installed an inbound bus-bike lane on Washington Street from Roslindale Square to Ukraine Way in 2018, improving trip times for bus riders. In early 2020, BTD announced plans to install queue jumps and an outbound lane during evening rush hour.</td>
<td>BTD should improve the signals on this corridor to optimize bus service and develop a better enforcement system in conjunction with the MBTA. BTD should lead a strong community engagement process for the outbound lane.</td>
</tr>
<tr>
<td><strong>Dorchester Ave Complete Street</strong> (South Boston)</td>
<td>Ongoing design within five years and construction within 15 years</td>
<td><strong>PROGRESSING</strong></td>
<td>The BPDA released the final PLAN Dot Ave report in 2016, incorporating Go Boston 2030 goals. A transportation study is underway, set to be released by 2021.</td>
<td>BTD should implement short-term, quick-build improvements on Dorchester Ave and Old Colony Ave to increase safety for people currently walking and biking on these corridors.</td>
</tr>
<tr>
<td><strong>Washington St/Columbus Ave Complete Street</strong> (JP/Roxbury)</td>
<td>Ongoing design within five years and construction within 15 years</td>
<td><strong>PROGRESSING</strong></td>
<td>BTD plans to release the JP/Rox Transportation Action Plan in 2020. Community engagement and design for Columbus Ave bus lanes are underway, and BTD plans to move quick-build projects forward in Egleston Square before capital funding is implemented.</td>
<td>With input from the community, BTD should ensure plans for a bus lane on Columbus Ave also accommodate safe conditions for people walking and biking. In addition, BTD should move at a faster pace to implement the bike facilities outlined in the JP/Rox plan to connect to the Southwest Corridor, including on Atherton St.</td>
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<tr>
<td>Neighborhood Complete Street Corridors</td>
<td>Ongoing and over 15 years</td>
<td>ON TRACK</td>
<td>In 2019, BTD’s Active Transportation Team conducted a robust and ongoing public process for Tremont Street with a focus on pedestrian safety, DPW initiated the planning process for Cummins Highway, and designs for Washington Street are underway through the PLAN JP/Rox process.</td>
<td>BTD should begin planning for Bennington Street, and apply best practices and lessons learned from the Tremont Street Design Project to other Complete Street corridors.</td>
</tr>
<tr>
<td>Fairmount Greenway Neighborways</td>
<td>Five years for design and 15 years for construction in coordination with local public process</td>
<td>OFF TRACK</td>
<td>Wayfinding signs for Fairmount Line stations were installed. However, the City has not made progress beyond this.</td>
<td>BTD should consider adding a staff position and/or more dedicated capacity to its greenway program. These projects are often complex, multi-jurisdictional, and like the Fairmount Greenway will remain on the back burner until there is more dedicated staffing capacity.</td>
</tr>
<tr>
<td>Green Links Network</td>
<td>Ongoing</td>
<td>PROGRESSING</td>
<td>BTD is in the design stage for the Roxbury to Fenway Connector, the Fenway-Yawkey Multi-use Path, and the Roslindale Gateway path. In early 2020, work began on the Arboretum Road link, which will connect to the Roslindale Gateway path. Connect Historic Boston and the Neponset Greenway are complete.</td>
<td>This project receives consistent funding and has a dedicated staff lead, however, BTD’s progress on several links that involve state-owned land has been slowed by the MBTA. The Green Links Network features other Go Boston 2030 projects which the City can lead on, including Columbia Road, the Fairmount Greenway, and many links in the Better Bike Corridors project.</td>
</tr>
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<tr>
<td>Columbia Road Greenway</td>
<td>Within five to 15 years in conjunction with local community process</td>
<td>OFF TRACK</td>
<td>Despite funding being available in the budget, BTD has made no movement on this project for several years.</td>
<td>BTD should implement short-term projects that have been raised by community members along this corridor to build trust in an area that is planning-fatigued and has long been shut out of decisions. This project provides the opportunity to pilot an equity-centered model of compensating community members in a workgroup for sharing their input and expertise.</td>
</tr>
<tr>
<td>Commonwealth Avenue beyond Packards Corner</td>
<td>Ongoing design with construction within 5 to 15 years in conjunction with local community process</td>
<td>ON TRACK</td>
<td>DPW and BTD have been coordinating with the MBTA on this project, and have divided it into several phases in order to best align with the MBTA’s Green Line Transformation project. Under the new plan, BTD anticipates installing a tactical pedestrian plaza at the intersection of Harvard Ave and Comm Ave in 2020.</td>
<td>DPW and BTD should communicate publicly about the updated phasing for this project.</td>
</tr>
<tr>
<td>SW Corridor Extension to Back Bay and MGH</td>
<td>Within five years in conjunction with local community process</td>
<td>ON TRACK</td>
<td>BTD’s Active Transportation Team started a robust community process in 2019, and is studying a network of streets that would extend the Southwest Corridor and connect downtown for people walking and biking. BTD has prepared designs to install protected bike facilities to Stuart Street (Charles to Washington) and Washington Street (Kneeland to Ave de Lafayette) in 2020.</td>
<td>The Active Transportation Team should balance community engagement with a faster pace of implementation and bold leadership on controversial issues including the removal of parking.</td>
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**SCORECARD FOR PROJECTS AND POLICIES: CITY-LED PROJECTS**
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</thead>
<tbody>
<tr>
<td>Summer Street Protected Bike Lane</td>
<td>Within five years</td>
<td>ON TRACK</td>
<td>In 2019, DPW installed protected bike lanes from Fort Point Channel to West Service Road. DPW plans to install the second phase in 2020, extending bike infrastructure to the Wharf District and the Boston Convention and Exhibition Center.</td>
<td>During the public process for the second phase, BTD should clearly express the commitment to physically protected bike facilities, to ensure implementation moves forward with protection for cyclists as planned.</td>
</tr>
<tr>
<td>Smart Signal Corridors</td>
<td>Ongoing</td>
<td>OFF TRACK</td>
<td>BTD has not made progress on this project since Go Boston 2030 was released.</td>
<td>Although this project was elevated as an “early action” project, the Pedestrian-First Traffic Signals policy in Go Boston 2030 (pg 140) is more important to implement in the short-term. BTD released a signals policy in 2018 that contradicts the Pedestrian-First Traffic Signals policy included in Go Boston 2030, and should update it to prioritize pedestrian flow and safety and implement it citywide within the next five years.</td>
</tr>
<tr>
<td>Smart Signal Districts</td>
<td>Ongoing</td>
<td>PROGRESSING</td>
<td>BTD is working with MassDOT to install smart signals in the Seaport in 2020.</td>
<td>BTD should ensure that the pilot in the Seaport, and all smart signals implementation, prioritizes people on foot, bike, and transit over the throughput of private vehicles, in order to support Go Boston 2030 goals and targets.</td>
</tr>
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</table>
STATE-LED PROJECTS

The following Go Boston 2030 Early Action projects and policies are managed at least in part by the state agencies and departments outlined below. However, the assessment and recommendations in this section are meant for the City of Boston.

What this means practically is that there are many roadways and transit projects within the City of Boston, that the State owns and/or manages. This, however, doesn't mean the City is helpless — its role is simply different than the one it plays in the projects it has control over.

This section specifically assesses if the City is appropriately engaging in these state-led projects and does not include an overall appraisal of the State’s role in the project.

KEY

<table>
<thead>
<tr>
<th>Showing Leadership</th>
<th>Making Progress</th>
<th>Needs Improvement</th>
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</thead>
<tbody>
<tr>
<td>The City of Boston is taking action to implement project elements at a pace that matches the projected time frame or is advocating for state action that will move the project forward.</td>
<td>The City of Boston is showing leadership on some aspects of this project, but is neglecting to address or support other important project elements.</td>
<td>The City of Boston has not started work on this project or has impeded state entities’ progress on this project.</td>
</tr>
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</table>

GLOSSARY OF STATE AGENCIES

Massachusetts Department of Transportation (MassDOT): Oversees roads, public transit, aeronautics, and transportation licensing and registration in Massachusetts.

Massachusetts Bay Transportation Authority (MBTA): A division of MassDOT, the MBTA is the agency responsible for operating most public transit services in Greater Boston, including light rail, subways, commuter rail, and buses.

Department of Conservation and Recreation (DCR): A state agency overseeing natural, cultural and recreational resources, including parks and parkways.
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</table>
| **Silver Line Termini at Downtown Crossing and South Station**  
*Improve the convenience and quality at key Silver Line transfer points* | Within five years | **MAKING PROGRESS** | In Spring 2020, vehicle traffic will be restricted on Temple Place, which will improve the flow of the Silver Line to its Downtown Crossing terminus. Regarding the South Station terminus, the developer for the South Station Tower project has put together a design for the new Silver Line stop on Atlantic Ave to be implemented in tandem with the project. | In partnership with the MBTA, BTD should reexamine the intended goals of relocating the Downtown Crossing stop to Washington Street. For other enhancements, including a dedicated lane on Atlantic Ave, BTD should determine a specific timeline, budget, project lead, and more generally build it into the project pipeline. BTD should communicate any delays and/or progress to the public. |
| **Improved Silver Line: Nubian to Downtown**  
*Better rapid bus service and terminals on the Silver Line from downtown to Nubian Square* | Design and initial improvements within five years | **MAKING PROGRESS** | The City has dedicated funds in the capital budget to repaint existing bus lanes on Washington Street, and DPW and BTD are working with the MBTA to install automated signal priority and accessible, level boarding. BTD and DPW plan to extend the dedicated lane past the Mass Pike to the north in 2020. | BTD and DPW should extend the dedicated bus lane past Melnea Cass to the south to better connect Roxbury to downtown. BTD should work with the MBTA to determine if installing physical buffers to ensure the lane is not used for double parking, as called for in the plan, is appropriate. |
| **Bus Service Reliability Improvements**  
*Ensure that each of the 30 bus routes with the highest ridership operates more effectively* | Ongoing | **MAKING PROGRESS** | BTD formed a Transit Team in 2018, which has led stakeholder engagement around installation of several bus lanes and has improved lines of communication between city staff and the MBTA. | BTD should support the MBTA to better inform community members about changes including bus stop relocation and route changes. BTD’s Transit Team should lead a public process to develop a bus network plan, which will help improve coordination with the MBTA, other city departments, and community members. |
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<tr>
<td>Green Line Improvements</td>
<td>Initiate within five years</td>
<td>NEEDS IMPROVEMENT</td>
<td>In 2017, BTD and the MBTA implemented Transit Signal Priority on the B and E Lines, extending green-light time or shortening red-light time in order to give MBTA vehicles priority to proceed at traffic signals.</td>
<td>BTD should expand Transit Signal Priority throughout the Green Line and other important transit routes, including those that serve buses. BTD should work with the MBTA to reconstruct E Line stops to be safer and accessible for all.</td>
</tr>
<tr>
<td>Fairmount Indigo Line Service Improvements</td>
<td>Within 5 to 15 years</td>
<td>SHOWING LEADERSHIP</td>
<td>Mayor Walsh and BTD’s Transit Team proposed a one-year pilot project to add additional service to the Fairmount Line and add CharlieCard readers to its platforms in collaboration with local stakeholders, such as the Fairmount Indigo Transit Coalition. In January 2020, the MBTA Fiscal and Management Control Board approved the pilot, to start in May 2020.</td>
<td>The Transit Team should continue to advocate for additional service on the Fairmount Line to achieve reliable train service every 15 minutes. In addition, the Transit Team and Mayor Walsh should advocate for subway-like fares to Readville Station, which is currently Zone 2.</td>
</tr>
<tr>
<td>Orange Line and Red Line Service Improvements</td>
<td>To be completed by 2022</td>
<td>MAKING PROGRESS</td>
<td>The City of Boston has little ability to impact this particular project. Still, Mayor Walsh has advocated in favor of increased investment in the MBTA and the need for the City of Boston to have a seat on the Fiscal and Management Control Board.</td>
<td>BTD should partner with the MBTA around the increasing number of subway service shutdowns for accelerated work, exploring options to minimize impact on riders by changing traffic configurations or implementing temporary dedicated lanes for shuttles.</td>
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### Scorecard for Projects and Policies: State-Led Projects

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<tr>
<td><strong>Fair MBTA Fare Policy and Extended Service Hours</strong></td>
<td>Ongoing</td>
<td><strong>MAKING PROGRESS</strong></td>
<td>In 2016, the City partnered with the MBTA to permanently implement reduced cost Youth Passes and in 2019, offered free M7 passes for Boston students in grades 7-12. In 2018, BTD supported the MBTA's early morning bus pilot.</td>
<td>BTD should show more leadership in advocating for more equitable fares and subsidy programs, as part of the development of the MBTA's Fare Transformation Program.</td>
</tr>
<tr>
<td><strong>Key to the City</strong></td>
<td>Within zero to five years</td>
<td><strong>NEEDS IMPROVEMENT</strong></td>
<td>BTD has opted to hold off on this project until the MBTA's Fare Transformation Program has been further developed, which is currently in design and scheduled to be in place by 2024.</td>
<td>If some elements of this project aren't included in the Fare Transformation Program, there is unlikely to be another opportunity to achieve Key to the City before 2030. Through this process, BTD should work to ensure that people with limited incomes can access transportation and that the system allows transfers between modes. BTD should explore potential ways to better integrate payment for various systems into a single payment method, such as BlueBikes and the MBTA.</td>
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<tr>
<td>Sullivan Square Enhanced Transit Hub</td>
<td>Within 5 to 15 years</td>
<td><strong>MAKING PROGRESS</strong></td>
<td>In partnership with the City and the MBTA, the Encore Boston Harbor Casino team installed new bus lanes, crosswalks, bike lanes, and wayfinding, which has improved the walking experience to and from the station. BTD plans to redesign Rutherford Ave to accommodate bus lanes, and has requested that the MBTA consider adding bus service to this corridor.</td>
<td>BTD should build an at-grade street system for Rutherford Ave and Sullivan Square, since reconstruction of the underpasses would reestablish a significant barrier between the neighborhood of Charlestown and Sullivan Square transit hub.</td>
</tr>
<tr>
<td>Morrissey Boulevard Resilient Complete Street</td>
<td>Design ongoing with construction within 5 to 15 years</td>
<td><strong>MAKING PROGRESS</strong></td>
<td>The design proposed by DCR in 2017 did not take into account new information about projected flood levels, and will be updated in conjunction with the City of Boston’s Climate Ready Dorchester plan.</td>
<td>BTD should support a redesign project that will prioritize both safety and resilience from sea level rise over concerns about traffic congestion.</td>
</tr>
<tr>
<td>Smart High-Occupancy-Vehicle Lanes on Interstates</td>
<td>Five years</td>
<td><strong>MAKING PROGRESS</strong></td>
<td>The City of Boston has little ability to impact this particular project, but Mayor Walsh has advocated for increased Uber/Lyft fees during rush hour and other state legislation that aims to incentivize regional transit, car-pooling, and shared-rides.</td>
<td>BTD should expand the scope of the original project, and implement other forms of congestion management, exploring cordon pricing and parking policy reform.</td>
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DEEP DIVE INTO KEY PROJECTS

The following sections provide additional analysis of select projects from Go Boston 2030, which are crucial to implement in order to reach plan goals and exemplify successes and challenges we’ve observed across projects.

BETTER BIKE CORRIDORS

The Better Bike Corridors project calls for rebuilding streets with protected and low-stress bicycling facilities, highlighting how a connected network of safe and comfortable routes makes biking more attractive to people who would otherwise choose to drive or take another mode.

In addition to mode shift, this is an important project for BTD to implement in order to make progress on goals related to safety, reliability, access, affordability, and sustainability/resiliency. In particular, increasing the number of people who bike can ease pressure on packed public transit vehicles and streets choked by congestion, provide a reliable and inexpensive way to reach jobs and educational opportunities, and reduce greenhouse gas emissions from transportation.

Because this project features a network, in practice it is dozens of projects rather than one, each with its own design, budget, timeline, and challenges. The projected time frame indicated in Go Boston 2030 for the Better Bike Corridors project is "ongoing and over 15 years in conjunction with local community process." The plan elevated 26 "priority projects" (listed below), which require installation of over 30 miles of facilities. In addition to these priority projects, the network plan includes a number of longer-term "15-year" projects to be built out by 2030 that would further connect all neighborhoods in the city, and make up an additional 62.5 miles of protected lanes.

Source: StreetsblogMASS
In 2019, the Oakland City Council adopted *Let's Bike Oakland!* an update to the City’s bicycle plan that took thousands of Oaklander’s input into account. Focused on equity, the plan supports and expands existing community-led programs to teach and support new bicyclists, prioritizes an equitable distribution of programs and projects, and includes performance measures for increasing the number of people who bike, decreasing bike crashes, and improving the quality of bike corridors to serve all ages and abilities.

**Spotlight on Oakland**

In 2019, the Oakland City Council adopted *Let's Bike Oakland!* an update to the City's bicycle plan that took thousands of Oaklander’s input into account. Focused on equity, the plan supports and expands existing community-led programs to teach and support new bicyclists, prioritizes an equitable distribution of programs and projects, and includes performance measures for increasing the number of people who bike, decreasing bike crashes, and improving the quality of bike corridors to serve all ages and abilities.

Since Go Boston 2030 was released, Mayor Walsh and BTD have issued a new goal: installing 15 miles of protected bike lanes by 2022. However, moving the goalposts of this project is not an effective way to achieve the intended outcomes of the plan.

Creating clear ownership and coordination of projects shared by different teams and departments will help to improve efficiency. This includes coordination between BTD and DPW to take advantage of repaving plans as an opportunity to install bike facilities. Clear coordination between BTD’s Transit Team and Active Transportation Team is also important, to ensure that the needs of transit users are balanced with those who are walking and biking. In addition, increased funding and implementing more quick-build projects will help with the pace of installation. Creating better bike infrastructure often requires the removal of vehicle travel or parking lanes, and strong leadership is necessary to ensure that projects continue to align with the goals of Go Boston 2030, particularly around safety and increasing the percentage of Bostonians who commute by bike.

The Oakland Bicycle & Pedestrian program publishes a newsletter twice annually, which includes an updated map showing newly completed and pending projects by type of infrastructure.

Learn more here: [www.oaklandca.gov/resources/bicycle-plan](http://www.oaklandca.gov/resources/bicycle-plan)
KEY ISSUES AND RECOMMENDATIONS:

BTD should ensure that Better Bike Corridors and connected intersections are designed and implemented with low-stress standards or physical protections.

In order to protect people biking and provide a high level of comfort for riders of all skills, physical protection is important. Buffered bike lanes, such as on Seaport Boulevard and Harrison Ave, should be reinforced with flexposts or other physical protection before being considered complete.

In addition to corridors, intersections should also be designed to reduce vehicle-bike and bike-pedestrian conflicts. For example, on Beacon Street in the Back Bay, the protected bike lane starts on Berkeley Street, skipping over the Arlington Street intersection. This truncates this link and disconnects it from other important corridors.

It's also important for the terms used to refer to bike facilities be defined and communicated clearly, including the difference between protected, separated, and buffered bike infrastructure. For example, Go Boston 2030 does not clarify the difference between protected and separated infrastructure in the Better Bike Corridor plan.

Note: The Boston Cyclists Union provided mileage calculations for the Better Bike Corridors plan and length of implemented facilities. The Boston Cyclists Union was also integral to analyzing the key issues and developing recommendations for this section of the progress report.

Status of priority projects:

Complete:
- Comm Ave Phase 2/2A*
- Beacon St
- Casey Arborway*
- Seaport Blvd
- Columbus Ave
- Connect Historic Boston

In progress (community outreach, design, or construction):
- Brookline Ave
- North Washington St Bridge
- Boylston St
- Arboretum Paths
- Roxbury-Fenway Connector
- Melnea Cass Blvd
- Shawmut Ave
- Mass Ave
- SWC Extension to MGH
- Harrison Ave Corridor
- Tremont St
- Cambridge St
- Summer St
- South Bay Harbor Trail
- Berkeley St
- Codman Sq - Four Corners Neighborways

Not yet started:
- Nubian to Southwest Corridor
- American Legion
- Columbia Rd
- Grove Hall-Newmarket Neighborways

* state-led
BTD should implement a prioritization plan that ensures chronically under-served neighborhoods receive the safety and accessibility benefits that Better Bike Corridors can provide.

As a citywide project, it’s important for Better Bike Corridors to equitably serve communities in Boston. The concentration of priority projects downtown serves higher numbers of cyclists but leaves huge gaps in safety and accessibility for neighborhoods that are farther from the urban center, such as Mattapan and Hyde Park. Mass Ave serves as an example of how implementation has been inequitable: the portion of the corridor from Beacon Street in the Back Bay to Harrison Ave received safety interventions early on, however, the portion of Mass Ave that stretches into Roxbury has only been proposed for redesign in late 2019. In addition, as Bluebikes has expanded to almost every neighborhood in Boston, it’s important that access to bikes be supported by safe and low-stress infrastructure.

BTD should consider developing a bike network plan that not only takes into account network gaps, high injury locations, repaving plans, and connection to amenities, but also distributes priority projects by geographic zones. Distributing projects by zones can help ensure that communities underserved by transportation access are benefitting from this project equitably.
The Walk- and Bike-Friendly Main Streets project aims to improve neighborhood commercial districts for people traveling on foot and by bike, highlighting how features can support people choosing to walk, bike, and take transit to our Main Streets. Respondents to the Go Boston 2030 "Transportation Future Survey" overwhelmingly selected this project as their number one priority, demonstrating community members’ desire for making our commercial districts pleasant and safe.

In addition to mode shift, this is an important project for the City to implement in order to make progress on plan goals related to safety, reliability, access, affordability, and sustainability/resiliency. In particular, improving conditions in Main Streets districts for people who walk and bike can encourage public spaces that are welcoming, clean, and fun, and promote active and healthy lifestyles, as well as ease congestion and reduce greenhouse gas emissions from transportation.

Similarly to the Better Bike Corridors project outlined above, Walk- and Bike-Friendly Main Streets features over a dozen sub-projects, each with its own design, budget, timeline, and challenges. The projected time frame indicated in Go Boston 2030 for this project is "ongoing, with an estimated two to three districts per year."
BTD is doing well in connecting Main Streets improvements to other Go Boston 2030 projects, including Public Realm Plan treatments, Neighborhood Slow Streets, and other Vision Zero projects. BTD has made some improvements to three Main Streets areas in the first three years since Go Boston 2030 was released, and is in the design and/or community outreach phase for seven other districts (status listed below). If they are able to move from design to implementation on five or more of those districts in 2020, that will put them on track to reach their goal of improving two to three districts per year.

**KEY ISSUES AND RECOMMENDATIONS:**

**BTD should develop a comprehensive improvement plan for each Main Streets district, taking community input into account.**

While BTD considers Roslindale Square, Hyde Square in JP, and Central Square in East Boston to be "complete," it's not clear whether the piecemeal interventions implemented, such as restriping and daylighting several crosswalks, have led to the intended outcomes of this project.

BTD should hold a community process and develop clear plans for redesigns, including improved signalized crossings that prioritize pedestrians, wayfinding, and placemaking elements such as trees, benches, and lighting. BTD should revisit districts regularly to phase in more costly and extensive changes. In addition, BTD should develop a process for collecting safety, accessibility, and usership data before and after project implementation.

### Status of Main Streets districts:

<table>
<thead>
<tr>
<th>Complete:</th>
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<tbody>
<tr>
<td>Central Square</td>
</tr>
<tr>
<td>Hyde Square</td>
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<tr>
<td>Roslindale Square</td>
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</tbody>
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In progress (community engagement, design, or construction):

- Nubian Square
- Centre St
- Chinatown
- Mattapan Square
- Egleston Square
- Bowdoin Geneva

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<thead>
<tr>
<th>Not yet started:</th>
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</thead>
<tbody>
<tr>
<td>Maverick Square</td>
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<tr>
<td>Chinatown</td>
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<tr>
<td>Washington Gateway</td>
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<td>Mission Hill</td>
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<td>Allston Village</td>
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<td>Brighton Village</td>
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<tr>
<td>Greater Grove Hall</td>
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<tr>
<td>Upham's Corner</td>
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<tr>
<td>Fields Corner</td>
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<td>Greater Ashmont</td>
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<td>Four Corners</td>
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<tr>
<td>Jackson Square</td>
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<tr>
<td>JP Centre/South</td>
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<tr>
<td>Hyde Park</td>
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KEY ISSUES AND RECOMMENDATIONS:

Some neighborhood safety design projects have become controversial lightning rods, and must be supported by strong leadership from City Hall.

After BTD proposed a design for a road diet on Centre Street in West Roxbury, the pushback from some community members has been so strong that it’s unclear whether the most effective safety changes will be installed in a timely manner, or at all.

It’s important for BTD and City Hall to demonstrate strong leadership on these projects, balancing community input with Go Boston 2030 goals and proven safety designs.

BTD should consider adding commercial districts that are not overseen by Main Streets Organizations to this project. Some commercial districts have been left out.

There are several important commercial districts in Boston that do not have Main Streets Organizations, including East and West Broadway in South Boston and Boylston Street in Fenway, which should also be considered for walk- and bike-friendly safety interventions that are appropriate for building vibrant commercial areas.
CONCLUSION AND RECOMMENDED NEXT STEPS

To meet the Go Boston 2030 goals and targets, the City of Boston needs to make greater progress on the thoroughness, pace, and quality of implementation for projects and policies. In addition to the project-specific recommendations included in the scorecard section of the report, we have developed the following next steps for the City:

Expand data collection and analysis to evaluate the impact of projects and policies on Go Boston 2030 goals:

- Collect data before and after projects are implemented in order to evaluate their impact.
- Work with stakeholders to develop metrics that better connect to plan goals, for example measuring mode shift beyond only commuting trips.
- As more projects and policies are implemented, measure how their impact connects to goals and aspirational targets.

Ensure Go Boston 2030 is responsive to changes and new needs:

- Develop a process to regularly examine what aspects of Go Boston 2030 need to be adjusted, added to, or removed to ensure projects and policies serve the plan goals.
- Engage stakeholders and the public to understand new concerns and priorities.
- Issue an update to Go Boston 2030 in 2022, on the plan's five-year anniversary.

Communicate with the public on progress so they can stay engaged:

- Build on the 2019 reorganization of the City's website so that each of the 58 projects and policies has a web page with details about project status, timeline, contact information, and documents.
- Issue quarterly web page updates that feature progress on projects/policies and targets.
- Continue to connect projects with the larger plan and goals in the press, online, and in public meetings, which should include written translation and language interpretation to meet community language needs.
Transition from a piloting and piecemeal approach to implementation citywide

- Recalibrate the Better Bike Corridors plan to ensure the original network vision included in Go Boston 2030 can be achieved.
- Lead a public process to develop a Bus Priority Network Plan to support improved coordination with the MBTA and other city departments and build community buy-in.

Show more leadership on transit projects and better coordination with state partners

- Take more leadership in building support for state legislation that would support Go Boston 2030 goals. Mayor Walsh has made important first steps, including advocating for a municipal seat on the MBTA’s Fiscal and Management Control Board and including bills in his 2019 legislative agenda that would increase fees for TNC companies, enable cities to raise transportation funds through regional ballot initiatives, and allow municipalities to opt-in to using photo enforcement for speeding.
- Ensure transit and other state-related projects are integrated with the state’s plans.
- Build a protocol to assess goals for multimodal corridors that balance high-quality transit access with safe accommodations for people walking and biking (i.e. Columbus Ave).

Ensure Go Boston 2030 goals are prioritized across all transportation projects

- Incorporate Go Boston 2030 principles in transportation projects that were not originally included in the plan, such as Suffolk Downs and the Northern Ave Bridge redesign. In order to achieve the plan’s goals, Go Boston 2030 principles must be well-integrated throughout City projects.
- Strong leadership is needed from City Hall when controversial projects face pushback that threatens to derail outcomes from meeting the goals of Go Boston 2030.
- Better educate the public during the community process for project design about why plan goals are important and preferred designs are effective in achieving those goals.
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APPENDIX

This report focused on the 33 Early Action projects and policies in Go Boston 2030. There are 25 additional projects included in the plan that have longer timelines, which were not covered in this report. The City of Boston has begun making progress on some of these projects, and has provided brief updates which can be viewed at their website: boston.gov/departments/transportation/go-boston-2030

Future progress reports will evaluate the City’s progress on these additional projects. The 25 longer-term projects not included in this report are as follows:

- Development-Financed Funds for Multimodal Transportation
- Flexible Lanes Repurposed by Time of Day
- Consolidated Smart Shuttle System
- Restructure All Bus Routes
- Expanded Demand Management Program and TDM Office
- Multiuse Path Extension to the Blue Hills
- Mattapan to LMA Rapid Bus
- North Station to South Boston Waterfront Rapid Bus
- LMA to JFK Rapid Bus via Nubian and Uphams
- Oak Square to Comm Ave Improved Bus Corridor
- Nubian Square Transit Hub
- Massachusetts Avenue Rapid Bus
- West Station Rapid Bus to LMA, Kendall, and Harvard Square
- Inner Harbor Expansion
- Climate Protection for Vulnerable MBTA Stations
- Boston Metro Transit District
- South Station Expansion
- Urban Rail Extension to Roslindale Square
- Fairmount Indigo Line Urban Rail
- Green Line Extension to Hyde Square
- Seaport to Dorchester/Widett Urban Rail
- I-90 Newton Urban Rail
- West Station Transit Hub
- Longwood Transit Hub

8 In 2019, the Public Improvement Commission approved renaming Dudley Square to Nubian Square following a referendum vote. In light of this, any mention of Dudley Square or Station in Go Boston 2030 have been changed to Nubian Square/Station in this report.