

4. feasibility of opening shuttle service to the public;
5. feasibility study to be conducted to study unmet demand; and
6. continuation to work with the MBTA to improve service.

She stated that the city is proposing to look at the unmet demand and to make recommendations for the July, 2000 meeting of the City Council. Consultants are helping with the demand study. Shuttle service is costly to run, she said. It costs \$100,000 per year to run a shuttle. The Somerville and Newton shuttles cost those cities a fee of \$9.00 per trip, per rider, she said. It is important not to duplicate service and not to take riders off the T, she said. Analysis needs to be done on where to provide service, where to apply pressure to increase service and where to integrate public and private services.

Councillor Davis opened the meeting to questions by members of the City Council and then to the public for comment. She asked the public to list opportunities they see for shuttle service and for coordination between public and private providers.

Councillor Decker asked if there will be a report on the obstacles, solutions, liabilities and legality of providing shuttles and of public/private partnership of shuttle service. Ms. Rasmussen stated that timetable distributed outlines the Stage II Study. **(ATTACHMENT B)** A report will be made at the summer meeting of the City Council regarding the unmet demand and who can service the needs. The Charles River TMA and the city have held meetings to do problem solving, she said. Councillor Decker encouraged development of a formalized process for the private sector. Public transportation, she said, is not consistent and providing parallel service with shuttles would be a good service.

Councillor Davis asked the cost of the senior shuttle. Mr. Barr stated that the senior shuttle vehicle was donated. There is one vehicle and one driver employed by the city, he said.

Councillor Davis stated that there is a dire need for shuttle service for school children. There are few provisions for transportation for school athletes travelling from the high school to athletic fields. Ms. Rasmussen stated that the demand must be identified. Outreach, she said, will be done through telephone surveys.

Councillor Braude requested that the existing transportation service be looked at in proximity to the library and the high school. A detailed service analysis needs to be done on the library in view of the fact that the library is on a fast track.

Councillor Davis asked who is willing to cooperate with the city to provide shuttle service. Ms. Rasmussen stated that the city wants to feel confident it can provide service and not undermine T service. The city, MBTA and the business

community all have a role to play to find a balance. Councillor Davis asked if the city has a list of shuttles, their routes and awareness of routes as developed and is the city keeping track of this information. Ms. Rasmussen stated that the city has a list of shuttles. The Charles River TMA and the business community have joined forces to put together maps and routes and to gather information on the schedules.

Councillor Davis asked if the License Commission is involved when a shuttle starts or when a route changes. Mr. Richard Scali, Executive Officer of the License Commission, stated that the License Commission only gets involved if there are paying passengers, such as sightseeing tours or where there are regular shuttle stops. Employee shuttles do not go through the License Commission, he said. The License Commission has limited jurisdiction over shuttle service. The Commission licenses taxi medallions, limousine and livery services. The License Commission holds a hearing on jitney applications, but the City Council issues the jitney license. He informed the committee that the License Commission is writing RFP's to increase taxi medallions in the city because of the lack of taxi service. A report will be issued in the fall after the study is concluded in May and June. There is a freeze on new limousine and livery service based in Cambridge. Medallions have not been increased since 1945. There are 248 medallions and 7 accessible handicapped vans.

Councillor Davis opened the meeting to the public.

The committee heard from Tom Lucey, Forest City Development and President of the Charles River TMA who stated that the Charles River TMA is an association of businesses in East Cambridge. Their mission, he stated, is to get commuters out of their cars. He informed the committee that the good news is the North Station Shuttle is in development. This shuttle is geared to commuter time and will allow residents to use the shuttle.

Joan Perebrune, representing VHB, was asked by the business association to put together information on shuttle service in the city. She stated that there is duplication of routes in the East Cambridge area. She produced maps, which showed graphically the overlap of services.

Mr. Lucey stated that shuttles travelling into Central Square have no place to drop off or pick up passengers. There is no easy answer for this situation because of all the buses in the area.

Councillor Braude asked if the North Station shuttle was contingent on state funding. Ms. Rasmussen stated that this year it is contingent on state funding.

Astrid Dodds, 73 Wendell Street, asked where will the North Station shuttle run. Mr. Barr responded that the North Station shuttle's route is:

Kendall Square to Binney Street to Third Street to First Street to Lechmere to North Station. Ms. Dodds asked if this shuttle would connect with the T station. Mr. Barr responded in affirmative.

Stash Horowitz, Association of Cambridge Neighborhoods, stated that he was involved for three years with the shuttle service that will serve 784 Memorial Drive. There are 16 IPOP petitions, which represent 25,000 vehicle trips daily. Reduction of Single Occupancy Vehicles (SOV), he said, has been minimal. There is a need for shuttle service, he said. If private business does not step up to fund the infrastructure then they are not doing their share. The Charles River TMA, he said, is a good start. The city needs the business community to commit to addressing the traffic impact.

David Fuller, representing Spaulding and Slye, 400 Technology Square, stated that Tech Square will be doubling in size and is committed to the IPOP and reducing SOV. Spaulding and Syle is working with the Charles River TMA and supports the shuttle service proposed and would work with other shuttle services.

Rozann Kraus, 91 Chilton Street, stated that taxicabs are no better means of transportation than private vehicular traffic because the cabs pollute the environment leaving their motors running. She was amazed that graphical data about routes is just starting to be produced. She stated that if the private sector does not charge a fee for a shuttle it appears that the private sector can do whatever it wants. She stated that there are ways to encourage collaboration with all involved. There should be outreach to the business community to provide shuttle service.

Eli Yarden, 143 Pleasant Street, spoke on the issue of demand. Supply, he said, will not rise to the level to meet a potential demand. The use of public transportation is based on frequency. The #47 bus, he said, is not reliable. It would be utilized more if it were reliable. Mr. Yarden made the following suggestions:

- well designed buses that do not require the passenger to step up should be purchased
- buses should run frequently
- smaller capacity buses that carry between 10-15 people should be utilized.

With good design and increased frequency demand will rise, he said.

John Gintell, 9 West Street, stated that reducing traffic and SOV is important. Shuttles are a good idea, however, more collaboration is needed. He stated that taxi trips generally go to other cities. Buses, he said, will be used if cabs are available for backup. He advocated for advertising, use of cable TV,

publication and marketing of all information on transportation issues. ***On April 7, 2000 Mr. Gintell submitted additional comments which he requested to be made part of this report ATTACHMENT C.***

Michael Halle, 2 Westacott Court, stated that the issue is about changing lifestyles and reducing the cost of living by not owning a car. The cost of shuttles is not high, if it keeps the diverse community in the city, he said. Evening transportation service is needed. Bus #47 is unreliable. He suggested that it was too bad that a creative goal cannot be used such as monetary reward for prime service. Electronic schedules could be beneficial to record when a bus is delayed.

Mary Powers, Community Affairs, Harvard University, stated that the Harvard is involved in the study being conducted by VHB. She distributed information on maps, rates and route of Harvard University Transportation Services (**ATTACHMENT D**). Students, she stated, drive some Harvard University shuttles, and the shuttles do not travel during peak hours.¹ Ms. Dodds asked whose study is UHB. Mr. Lucey responded that the study is funded by private businesses and institutions to review the issue of shuttle service.

Mr. Yarden stated that the Zoning Ordinance requires one parking space for every housing unit; this requirement interferes with demand and needs to be addressed. There is no reason, he said, that affordable housing needs to include a parking space. The new units are adding to the problem, he said.

Public comment ended at seven o'clock and thirty-three minutes p. m.

The discussion turned to bus schedules and shelters.

Councillor Davis asked what has happened regarding the posting of bus schedules at bus stops and shelters. Ms. Clippinger, Director of Traffic, Parking and Transportation, responded that a new sign machine would be ready for use in May. New bus stop signs will clearly identify bus stop with the route number and the destination of the bus. Routes will be placed on the signs or on the polls. The department is exploring the use of placing a "sleeve" on the pole, she said.

Councillor Davis asked if stickers could be used when routes change similar to the street cleaning stickers. Ms. Clippinger stated that the new signs would be done with mock ups. Ms. Rasmussen stated that the T knows how to do this and the sleeves are still in place, but the T has regressed. This is a service the city should expect the T to do, she said.

Ms. Clippinger stated that the City of Boston has allowed advertising at bus shelters, which has paid the total cost of the shelters. She is interested in looking at what Boston is doing. There needs to a discussion on the advertising

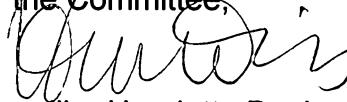
¹ The LMA, also a Harvard shuttle, is not driven by students and runs in peak hours.

piece, she said. Councillor Davis stated that advertisement of alcohol, beer and cigarettes should not be allowed.

Councillor Davis asked about a bus shelter on Brookline Street. Ms. Clippinger stated that a shelter from the T is going on Brookline Street. The homeowner has agreed to let the shelter be placed on property on Brookline and Erie Streets. The city will be pouring the foundation for the shelter, she said.

The meeting adjourned at seven o'clock and forty-three minutes p. m.

For the Committee,



Councillor Henrietta Davis
Chair

00TransportationTrafficandParking.0424,shuttle service



CITY OF CAMBRIDGE
COMMUNITY DEVELOPMENT DEPARTMENT

BETH RUBENSTEIN
Assistant City Manager for
Community Development

MALAINA BOWKER
Deputy Director for
Community Development

To: Robert W. Healy
City Manager

From: Beth Rubenstein
Assistant City Manager for Community Development

Date: July 20, 1999

Re: Committee Report Order #001b, dated 4/26/99
Committee Report Order #001c, dated 4/26/99
Committee Report Order #001d, dated 4/26/99

In response to the above referenced orders, I report the following:

The attached report, *Issues Related to Shuttle Services in Cambridge* responds to these three Committee Report Orders and provides additional information about shuttle service in Cambridge. The report explores ways in which Cambridge's public transit system can be improved, specifically through the use of smaller shuttle services. Three main areas are addressed:

- **Analysis of Unmet Demands:** Description of travel needs not well served by the existing public transit system.
- **Ways to Address Unmet Demand:** Analysis of options available for expanding the scale and scope of shuttle services in Cambridge.
- **Conclusion / Recommendations:** Steps the City can take to promote shuttle services and make these services available to the public.

Based on this analysis, I recommend that the City take the following actions to continue promoting shuttle services and attempt to make these services more widely available to the general public.

1. Encourage the formation of private sector shuttle services on a voluntary basis, such as the service to North Station that has been suggested by the Charles River TMA.
2. Continue to use the PTDM Ordinance to expand employee shuttle services in Cambridge. This approach has already resulted in a number of commitments to new or expanded shuttle service. These services will help to reduce the traffic congestion and air quality impacts of these projects by making it easier and more convenient for employees to use alternative modes of transportation.
3. Work with existing and future shuttle operators to promote better coordination and joint services. This will help to increase the efficiency of existing services so that multiple independent shuttles are not serving the same route.

4. Work with existing shuttle operators to determine the feasibility of agreements that will open these services to the public, taking into account the liability, funding, and service quality issues that need to be discussed and resolved.
5. Undertake a feasibility study to determine the costs and benefits of a City-funded shuttle service. Such a study would need to look at demand along potential routes, the cost of this service, potential funding options, and the direct and indirect benefits that would be generated. Based on the results of this study, the City could make an informed decision as to whether a service is justified or whether these resources would be better spent on other projects.
6. Continue to work with the MBTA to enhance and expand the public transit system, through improvements to the existing bus and train service, additional bus services, and the advancement of the Urban Ring project.

Report to the Cambridge City Council
Issues Related to Shuttle Services in Cambridge
City of Cambridge
Community Development Department

Submitted in response to:

Committee Report Order #1b, dated 4/26/99: *That the City Manager be and hereby is requested to provide the City Council with a report on the opportunity of using the PTDM to expand shuttle services.*

Committee Report Order #1c, dated 4/26/99: *That the City Manager be and hereby is requested to provide the City Council with a report on whether the City could become partners in a TMA service to open up shuttle service to the public.*

Committee Report Order #1d, dated 4/26/99: *That the City Manager be and hereby is requested to provide the City Council with a report on the unmet demand for shuttle service, the service now in the City and the issue of partnership between the City and private entities.*

I. Introduction

Over past decade, Cambridge has made it a policy to encourage the use of alternative modes of transportation, including walking, bicycling, public transportation, and ridesharing, to reduce congestion and improve air quality. Cambridge is already well served by an infrastructure that supports this policy, including a compact, walkable urban form, a growing network of bicycle facilities, and a well developed public transit system. However, there are certain travel needs and routes that are not entirely served by the existing transportation system. Currently, the City is implementing a variety of measures to meet these unmet demands, including working with the MBTA to expand public transit service, improving the infrastructure for bicycles and pedestrians, and providing services for senior citizens.

This report looks at ways in which the City can improve Cambridge's transit systems, specifically through the use of smaller shuttle services. The existing public transportation system serves a number of different roles, including frequent service on the rapid transit and bus routes, feeder bus service to rapid transit stations, and certain intra-city trips. However, this system does result in some gaps in service, which has resulted in the development of a number of privately operated shuttle services. A listing of some of these routes is included as Attachment 1. These services exist in a variety of forms, from scheduled services that operate on a fixed route (such as the Longwood Medical Area Shuttle to Harvard Square) to shorter services that run mainly on demand (such as the shuttle linking University Park to the Central Square MBTA station). Because these services are privately funded, they are generally open only to employees of the company that pays for the service (aside from the CambridgeSide Galleria shuttle). These services address some of the unmet demands that have been identified, and can be very successful in shifting employees away from the single occupant vehicle for commute and lunch time trips. A number of ideas have been put forward about how some of the other unmet demands might be better served using shuttle services. Suggestions have included opening existing services to the general public, using commuter shuttle vehicles to serve shopping trips outside the peak periods, and directly providing new services. In evaluating the feasibility of these suggestions, it is important to consider whether the service is justifiable based not only on the improved mobility and accessibility, but also on reductions in vehicles miles traveled, improvements in air quality, and the overall cost.

This report is divided into three main sections:

- **Analysis of Unmet Demands:** Description of some of the travel needs not well served by the existing public transit system.
- **Ways to Address Unmet Demand:** Analysis of some options available for expanding the scale and scope of shuttle services in Cambridge.
- **Conclusion / Recommendations:** Steps the City can take to promote shuttle services and make these services available to the public.

II. Analysis of Unmet Demands

Before moving forward with any plans to change or expand shuttle service, it is important to understand the travel patterns that are not currently well served. This section describes some of the unmet demands that exist, based on statements made at the City Council hearing, information from businesses, and analysis of existing public transit services.

Types of Unmet Demand

In general, there appear to be four types of unmet demand in Cambridge for which a shuttle service can provide a useful solution.

- **Route Not Currently Served:** Demand for travel along a route not currently served by the MBTA or another carrier.
- **Routes Requiring Additional Frequency:** Demand for more frequent service along a route served by an existing carrier.
- **Links to a Major Transit Terminal or Line:** Demand for service connecting a transit terminal or line with destinations that are beyond easy walking distance from that terminal or line.
- **Trip Purpose Not Adequately Served:** Demand for service that serves specific trip purposes not addressed by existing carriers and routes, such as shopping trips, personal and recreational travel, and travel by the elderly.

Potential Services

A number of potential shuttle service routes have been identified and are listed here; it is likely that there are additional services that are worthy of further consideration. All of these services would require detailed study and analysis to determine if they would produce a positive net benefit to the city. It is also important to consider whether a service would compete with existing MBTA services in a way that violates any state or federal regulations.

- **Kendall Square – Lechmere – North Station:** This route has been mentioned as desirable by a number of businesses in Kendall Square, and has been investigated by the Charles River TMA. This service would make it easier for commuters traveling to the Kendall Square area to use the Commuter Rail to North Station, currently an inconvenient trip via the Green Line and the Red Line. This could help reduce the number of cars using O'Brien Highway and Land Boulevard to access Kendall Square.
- **Central Square – Green Line:** This route would connect the B, C, and D branches of the Green Line in the Boston University area with Cambridgeport, University Park, and Central Square. This service would make it easier for transit users traveling from the west to access Cambridge without going through downtown Boston. This could help to reduce the number of cars traveling through Cambridgeport to University Park

and other destinations. A number of developers have been asked to investigate the feasibility and demand related to this route in connection with their PTDM permits.

- **Midday Shopping Shuttle:** One potential route that was raised at the City Council hearing is a shuttle that would serve residents who make shopping trips during the day, particularly for grocery shopping (although this could also be served by a delivery service such as HomeRuns or Peapod). This type of demand is not always well served by the existing MBTA service, both because this demand is outside the normal peak hour and because many people would like to have door-to-door service, rather than the fixed-route service provide by the MBTA.
- **Cambridge Rindge and Latin – Danehy Park (via Harvard Square):** This route would provide service between the Cambridge high school and Danehy Park, the location of many of the City's athletic fields. This service would also link the center of Neighborhood Nine with Harvard Square, a link that is currently only available at the edges of the neighborhood. This route would also help to provide greater citywide access to athletic facilities, and could be extended along Sherman Street and Rindge Avenue to provide access to Russell Field.

III. Ways to Address Unmet Demands

There are a number of tools the City can use to make existing or new shuttle services available to the general public to address some these unmet travel needs.

PTDM Ordinance

The Parking and Transportation Demand Management (PTDM) Ordinance requires that all new development or expansion projects that result in the creation of twenty or more non-residential parking spaces implement a Transportation Demand Management (TDM) plan. The purpose of the ordinance is to reduce the vehicle trips and traffic congestion generated by non-residential development. Operation of a shuttle service for employees is often an important element of these plans. The ordinance does not preclude opening these shuttles to the public, but the shuttles are generally intended to reduce vehicle trips directly generated by a specific project. If the City were to request that a shuttle service be open to the general public, PTDM applicants would likely be concerned about a number of issues, including liability, additional cost, and service quality. Such a request should be considered in context of the entire PTDM plan, since the primary purpose should be to provide transportation options for project employees.

Voluntary Agreements

Another option available to the City is to develop voluntary agreements with shuttle operators to allow the general public to use a service that is of value to members of the community. This type of arrangement is only likely to work in situations where the public can be accommodated without negative impacts on the route or cost. The benefit for the business is being seen as a good corporate citizen and helping the City to meet its transportation goals. However, there are a number of potential negatives from the business point of view, including increased liability, potential overcrowding, and the loss of the exclusive nature of the service. It is important to ensure that such arrangements do not make the shuttle less attractive for the employees already riding. This issue becomes more complicated when dealing with a shuttle service that is funded by more than one company. If such a service is opened to the public, some of the companies that funded the original service may choose to reduce or eliminate their funding, since their employees can continue to ride the service as members of the public.

It has also been suggested that vehicles which run during peak periods could be reassigned to serve other travel demands (such as a shopping shuttle) outside the peak. However, since most services are operated under contract by private companies at a set hourly rate, reassigning vehicles outside the peak would result in substantial additional costs to the businesses without any direct benefit.

Financial Contributions

Another option is for the City to partially or fully fund a shuttle service, either in partnership with other operators or independently, as a means of making service available

to the general public. Before undertaking such a contribution, a detailed analysis of the demand, ridership, and cost would be required, particularly if the City is funding the entire cost. This analysis would also need to look at the potential air pollution, traffic congestion, and quality of life benefits, taking into account all of the impacts of the service being funded.

Partial Contribution

The City could choose to participate financially in the cost of existing shuttles or use a partial funding arrangement to leverage service along new routes that the City feels are desirable. The City could also choose to join and contribute financially to the existing Transportation Management Associations (TMAs) in Cambridge, thereby making the existing TMA shuttle services available to public. This partial funding option would result in added mobility and reduced vehicle trips without the need for additional service. While this financial contribution would relieve concerns related to the added cost of public access, many of the issues related to liability, service quality, and continued private funding would remain (as discussed in the context of voluntary contributions).

City-Funded Service

The City could also choose to fund the entire cost of a shuttle, thereby eliminating the problems of private sector liability and the need to ensure continued private sector funding. However, taking this step would involve a significant contribution of resources, in both money and personnel, as shown by an analysis of services operated by other local communities:

- **Somerville Cross Town Shuttle**
 - Service: Two routes on weekdays from 6:30 A.M. to 6:30 P.M. and on Saturdays from 10:00 A.M. to 4:00 P.M.
 - Ridership: 36,000 / year (projected)
 - Cost: \$340,000 / year
 - Fare: 50¢ base fare; 25¢ for elderly and disabled
 - Trip Cost / Rider: \$9.44
 - Funding: The first three years of funding are through the Congestion Management and Air Quality (CMAQ) program and contributions from the City of Somerville. After this period, alternate funding sources must be developed.
 - Purpose: This service is intended to connect a variety of origins and destinations not well served by the existing MBTA service, which is generally oriented east-west to serve trips to and from Boston.

- **Newton Nexus**
 - Service: Three routes on weekdays from 6:30 A.M. to 7:30 P.M.
 - Ridership: 44,256/ year
 - Cost: \$405,000 / year
 - Fare: \$1.00 base fare; 50¢ for elderly and disabled
 - Trip Cost / Rider: \$9.15

- Funding: The first three years are funded principally through the CMAQ program, along with \$100,000 / year from the City of Newton, \$41,000 / year from special permit agreements with developers, and \$20,000 / year from farebox revenues. The CMAQ funding will be running out in the near future, and Newton is working to develop partnership agreements to ensure continued funding from the private sector.
- Purpose: This service is intended to provide Newton residents with better access to MBTA rail and express bus service to Boston, as well as better service for trips within Newton.

The Town of Lexington and the Town of Framingham also operated shuttle services within their communities and to connect with other towns. Lexington currently spends \$488,000 per year on their service, while the Framingham service costs \$391,000 per year. These services are particularly important for these communities, since they do not enjoy the same level of regional public transit service as Cambridge.

In addition to these very significant operating costs, administering a shuttle service (even if it is run by an outside contractor), requires very significant staff resources. During planning and startup, it is likely that at least one full-time employee would be needed, with half of one full-time employee's time needed thereafter. Given the significant costs involved in fully funding a shuttle service, this long-term, ongoing commitment is likely to have a significant impact on the City's budget, and would have to be very carefully balanced against the competing needs of other programs.

Funding Sources

If the City were to choose to partially or fully fund a shuttle service, appropriate funding sources would need to be identified. Potential funding sources include state and federal grant programs, voluntary contributions from the private sector, impact fees from development projects, and tax revenues. In the long-term, it may be possible to shift the operation of a service to the MBTA, if the service is successful and can be integrated into the MBTA's service planning process. The funding issues would need to be analyzed in detail before proceeding, since this is a very important element of determining the long-term feasibility of a service.

IV. Conclusion / Recommendations

Based on the analysis presented above and previous discussions concerning this issue, it is recommended that the City take the following actions to continue promoting shuttle services and attempt to make these services more widely available.

1. Encourage the formation of private sector shuttle services on a voluntary basis, such as the service to North Station that has been suggested by the Charles River TMA.
2. Continue to use the PTDM Ordinance to expand employee shuttle services in Cambridge. This approach has already resulted in a number of commitments to new or expanded shuttle service. These services will help to reduce the traffic congestion and air quality impacts of these projects by making it easier and more convenient for employees to use alternative modes of transportation.
3. Work with existing and future shuttle operators to promote better coordination and joint services. This will help to increase the efficiency of existing services so that multiple independent shuttles are not serving the same route.
4. Work with existing shuttle operators to determine the feasibility of agreements that will open these services to the public, taking into account the liability, funding, and service quality issues that need to be discussed and resolved.
5. Undertake a feasibility study to determine the costs and benefits of a City-funded shuttle service. Such a study would need to look at demand along potential routes, the cost of this service, potential funding options, and the direct and indirect benefits that would be generated. Based on the results of this study, the City could make an informed decision as to whether a service is justified or whether these resources would be better spent on other projects.
6. Continue to work with the MBTA to enhance and expand the public transit system, through improvements to the existing bus and train service, additional bus services, and the advancement of the Urban Ring project.

V. Attachment 1 – Existing Shuttle Services

Because a license is not required for every shuttle service operating in Cambridge, there is no master list of all of these shuttles. This list presents all of the shuttles that Community Development is aware of as of July 1999, but is not intended to be exhaustive.

- **Lotus Development Corporation:** Connects 55 CambridgeSide Place to Kendall Square, North Station, and other Lotus offices.
- **Charles River Transportation Management Association (TMA):** Service along Vassar Street connecting Kendall Square with MIT and the area near the BU Bridge.
- **US Trust:** One Kendall Square offices to Kendall Square and points in Boston.
- **CambridgeSide Galleria:** Kendall Square to CambridgeSide Galleria, with a stop at the One Kendall Square movie theatres.
- **The Cambridge Hospital:** Cambridge Hospital to Binney Street Parking Garage.
- **GTE Internetworking:** Alewife MBTA to 100 / 150 CambridgePark Drive, 10 / 70 Fawcett Street and other GTE locations. This service will be integrated into the newly formed Alewife Transportation Management Association.
- **Hyatt Regency Cambridge:** Hyatt Regency (Memorial Drive) to various points in Cambridge and Boston.
- **Cambridge Inn:** Cambridge Inn (O'Brien Highway) to Logan Airport, with stop in Boston.
- **Medical, Academic, and Scientific Community Organization (MASCO):** Harvard Square to Boston, via Massachusetts Avenue.
- **EF Education:** North Point to Lechmere Station and North Station.
- **Porter Square:** As part of the new agreement between the City, the Porter Square Shopping Center, and the Porter Square Neighborhood Association, there will be intermittent shuttle service between remote parking lots and the shopping center.
- **Millenium Pharmaceuticals:** Connecting various Millennium locations with Kendall Square and Kendall Square. Millennium operates a number of different vehicles and routes to serve their locations.
- **Abt Associates:** Service in the Alewife area (route unknown).
- **Lesley College:** Connects Lesley College to the Porter Square MBTA station.
- **Harvard - Radcliffe:** Service between various points for students and employees.
- **MIT:** SafeRide shuttle service to points in Cambridge and Boston; bus route to Wellesley College.

In addition, there are a number of schools that have shuttle buses that run from suburban campuses to urban locations such as Harvard Square.

Cambridge Shuttle Analysis – Scope and Timeline

Stage I - Needs Assessment

Needs assessment to determine demands that are not currently being met by existing shuttles and transit. This will involve an analysis of general demand patterns in the city in relation to the services currently available and a classification of the resulting needs, leading to recommendations for unmet needs that the City may want to become involved in serving.

Stage II – Detailed Service Analysis

Detailed analysis of the needs identified in Stage I that are broadly based and could justify City involvement, whether these involve improvements to existing service or new services. This will result in recommendations for specific service and whether it is reasonable and justifiable for the City to become directly involved in providing such service.

	Month	Major Milestones
↑ Past	Summer 1999	<ul style="list-style-type: none"> Initial shuttle service report submitted to City Council.
	Fall 1999	<ul style="list-style-type: none"> Meeting with Charles River TMA to discuss shuttles.
	January 2000	<ul style="list-style-type: none"> Proposal for North Station shuttle submitted to State TDM Program.
	February 2000	<ul style="list-style-type: none"> Ongoing research to develop scope for detailed shuttle analysis.
	March 2000	<ul style="list-style-type: none"> Finalize scope for detailed shuttle analysis and begin mobilization.
Future ↓	April 2000	<ul style="list-style-type: none"> Begin Stage I of shuttle analysis to determine need for improved shuttle and MBTA service.
	May 2000	<ul style="list-style-type: none"> Continue Stage I.
	June 2000	<ul style="list-style-type: none"> Continue Stage I.
	July 2000	<ul style="list-style-type: none"> Finish Stage I. Present results of Stage I at summer City Council meeting. Begin Stage II of shuttle analysis to develop and analyze specific routes to serve the need identified in Stage I.
	August 2000	<ul style="list-style-type: none"> Continue Stage II.
	September 2000	<ul style="list-style-type: none"> Continue Stage II.
	October 2000	<ul style="list-style-type: none"> Finish Stage II. Draft final report and present results to City Council.

Forwarded by: "Margaret Drury" <mdrury@ci.cambridge.ma.us >
Forwarded to: dlopez
Date forwarded: Fri, 7 Apr 2000 12:24:12 -0500
Date sent: Fri, 07 Apr 2000 12:21:09 -0400
From: John W Gintell <gintell@shore.net >
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Subject: Shuttle Plans

Members of the Traffic and Transportation Committee:

I attended and briefly spoke at yesterday's hearing. I would like to augment what I said with a more specific recommendation.

Every day traffic congestion impacts the lives of a significant percentage of the several hundred thousand people who live and work in the city; further, traffic appears to be increasing steadily. We should do everything we can to produce alternatives to single occupancy vehicles that will attract people out of their cars. Allowing people to use the existing commercial shuttles is an excellent idea.

I would like to encourage you to speed up the process for initial introduction. It was more than a year ago that this topic was first introduced by Councillor Davis at the Traffic and Transportation Committee meeting; a City Council order was passed last April 26 directing a study of the problem. The plans presented by Susanne Rasmussen include another six months of study before reporting back to the City Council in October with a detailed proposal. And then there were be an unknown amount of time before the service first starts but it might be about two years after the idea was first introduced.

I know that there are many details to work out before initiating a service and they must be done. I think spending the staff resources and money for a demand survey is a waste of time and resources and will increase the time to introduction. Such surveys usually don't realize reliable results since it is hard for potential users to predict in the abstract whether they would use such a service. Experience with various public transportation endeavors such as the Wave in Cambridge and in other cities have shown that there is a latent demand for transportation improvement and when met with a convenient and reliable service and information that is well communicated results in usage that exceeds what was anticipated.

I'd recommend a fast-track process that starts a "pilot" as rapidly as possible. Choose an initial route based upon the judgement of the Environmental & Transportation Planning division of CDD on a route with likely good usage and from a shuttle operator that appears to be cooperative and reliable that services client companies that will support this. Then use the maximum amount of "marketing" techniques to publicise and promote this service. This follows the method that most successful companies use to introduce products or services - they choose an anticipated demand, create what they believe will be a good offering and then use marketing and experience results to succeed. With this means you should be able to be successful, and build upon the initial experience to establish more such services.

There are many methods available for promotion of this service. Let's use as many of them as possible. Examples are brochures and/or posters distributed widely in public places and at all city buildings, information on the city web site, a special production on Municipal

Channel 8 (Infomercial), articles in the press, appearances on InsideOut and other talk shows, publicity by the shuttle operator and the client companies, appearance and publicity by neighborhood and community groups, direct mailing, inclusion in city mailings such as Parking sticker notification, etc.

Just about anyone one talks to thinks that this shuttle strategy is a good idea. So, please work out the details to get it started on a likely route with a good shuttle operator, use good promotional techniques before and after introduction and make it successful as rapidly as possible.

Sincerely,
John W Gintell
9 West St

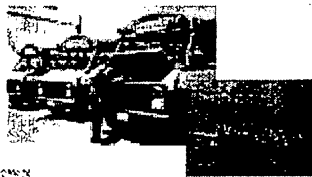
P.S. If possible, I'd like this letter included with the distribution of the minutes of the committee.

HARVARD

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Transportation Services



- [Fleet Management Services](#)
- [Mail Services](#)
- [Passenger Transport Services](#)
- [Mail Services](#)
- [Longwood Shuttle](#)
- [METS](#)

Welcome to Harvard University **Transportation Services!**

Transportation Services is committed to providing the highest quality service to students, faculty, staff and visitors of the University. Customer satisfaction is our fundamental priority and, as such, we offer a broad range of services.

Passenger Transport Services provides regularly scheduled transportation throughout the Cambridge and Allston Campuses, as well as Somerville. **Van Service** is available in and around the Cambridge and Allston campuses for persons with mobility impairments or medical conditions. Buses and vans are also available for special transportation requests.

Parking Services administers and maintains most of the lots and garages on Harvard property. Parking on campus is a fee-based permit system that tries to find the most convenient location for all members and visitors of the Harvard community. Special event parking may also be obtained for both members and non-members of the University for a fee, based on availability.

Parking registration for faculty and staff is handled over the web at this site. Please use the interactive button on the left to register.

Mail Services is responsible for delivering U.S. Mail and inter-office mail to the Harvard community. In addition, Mail Services offers an on-demand package delivery program, **student mail-forwarding service**, ?mail house? batching and labeling service and courier service. Mail Services also provides custom service to academic departments within the University and is available for consultation and full operational management of a department's mail room. The primary sorting depot is located at 219 Western Avenue, Allston and a second mail depot is conveniently located on campus at Vanserg Hall.

Fleet Management Services provides a full vehicle and equipment maintenance program for university vehicles including sticker renewal, cleaning, graphic design, and a fuel administration program. In addition, Fleet Management offers

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- [Questions/Inquiries](#)
- [Student Mail Forwarding](#)
- [Parking Application System](#)
- [Transportation Secretary](#)

a vehicle lease program which includes an insurance and maintenance program to all University departments.

The *Motorist Assistance Program* offers aid to anyone on Harvard property that has a flat tire, needs a jump start, or has locked their keys in their vehicle.

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UOS

Transportation Services

shuttle

Schedules & Maps

1999 - 2000 CALENDAR

Full Service	No Service
Sept 20 - Nov 24	Nov 25 - Nov 27
Nov 28 - Dec 21	Dec 22 - Jan 3
Jan 4 - Mar 24	Mar 25 - Apr 1
Apr 2 - May 26	May 27 -

SUN MON TUE WED THU FRI SAT HOLIDAYS SUMMER

MORNING & AFTERNOON

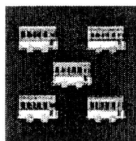
SUN MON TUE WED THU FRI SAT HOLIDAYS SUMMER

EVENING

SUN MON TUE WED THU FRI SAT HOLIDAYS SUMMER

MORNING, AFTERNOON & EVENING

General Information



Harvard University
Shuttle Services
175 North Harvard Street
Allston, MA 02134

Mission

Harvard University Shuttle Services is dedicated to providing safe and reliable bus and van services to the Harvard community throughout the Cambridge and Allston campuses. We continuously strive to improve the quality and convenience of our services.

Availability

Shuttle buses are available to all members of the Harvard community. There is no rider fee, although passengers may be required to show a Harvard Identification.

Stops

Bus stops are marked with special crimson and gray signs. If you wish to exit at a non-designated stop, please inform the driver when boarding. Drivers will make requested stops whenever it is safe to do so.

Drivers will enforce all regulations. Service will be refused to anyone who does not comply with regulations and other driver requests, or whose behavior is disruptive or hazardous to passenger and vehicle safety.

S A F E T Y

Riders can help maintain safety by following these rules.

- Be seated as soon as possible.
- Stand behind the white line.
(Federal regulations require that all passengers are behind the white line before the bus may depart.)
- Do not smoke on the bus.
- Do not walk in front of the bus after exiting.
- Do not converse with the driver while the bus is in motion.

TELEPHONE NUMBERS

(Information & Reservations)

Shuttle Bus, Van and Evening Shuttle Van	495-0400
Shuttle Services Manager	495-5279
Parking Service	495-4785
MAP Motor Assistance Program	496-HELP
Safety Walk	496-5656
LMA Shuttle Longwood Medical Area	632-2800

EMERGENCY

University Police	495-1212
Health Service	495-5711



Transportation Services

shuttle

[SHUTTLE MAIN PAGE](#)



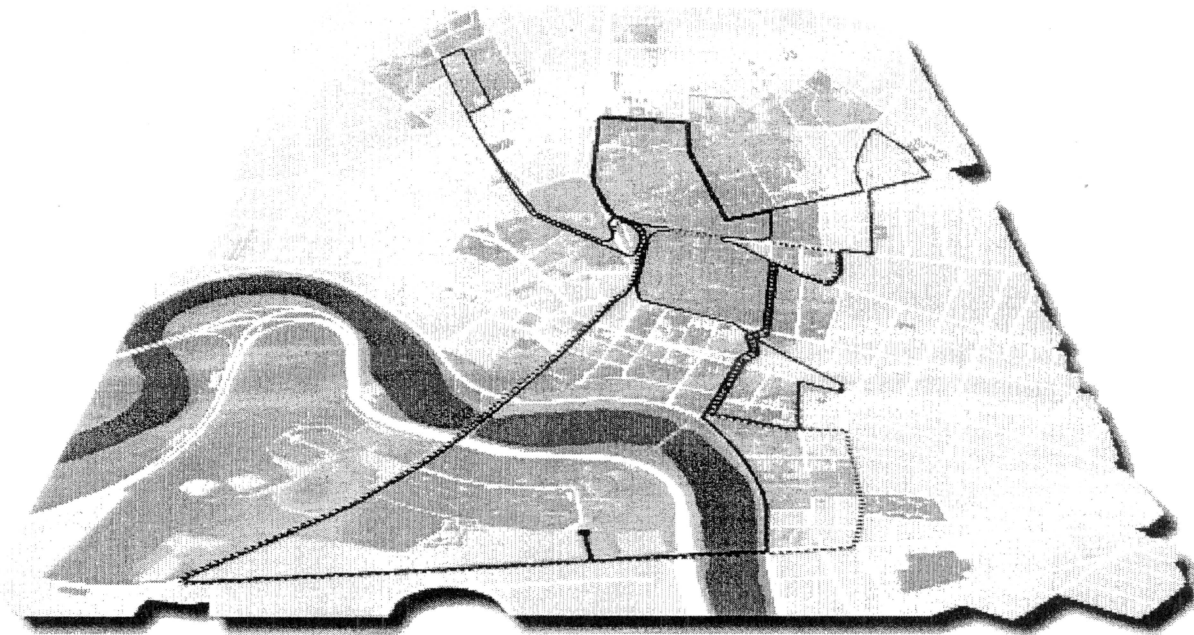
[EVENING](#)

[HOLIDAY](#)

Monday - Friday, except holidays and summer

MORNING & AFTERNOON

- ▶ Early Morning Between CURRIER HOUSE and the STADIUM COMPLEX
- ▶ Between MATHER HOUSE and the SCIENCE CENTER via HARVARD SQUARE
- ▶ Between SOLDIERS FIELD PARK and LAMONT LIBRARY
- ▶ Between CURRIER HOUSE and the SCIENCE CENTER via GARDEN STREET
 - • • continuing service to and from Currier House, Radcliffe Yard and the Science Center





Transportation Services

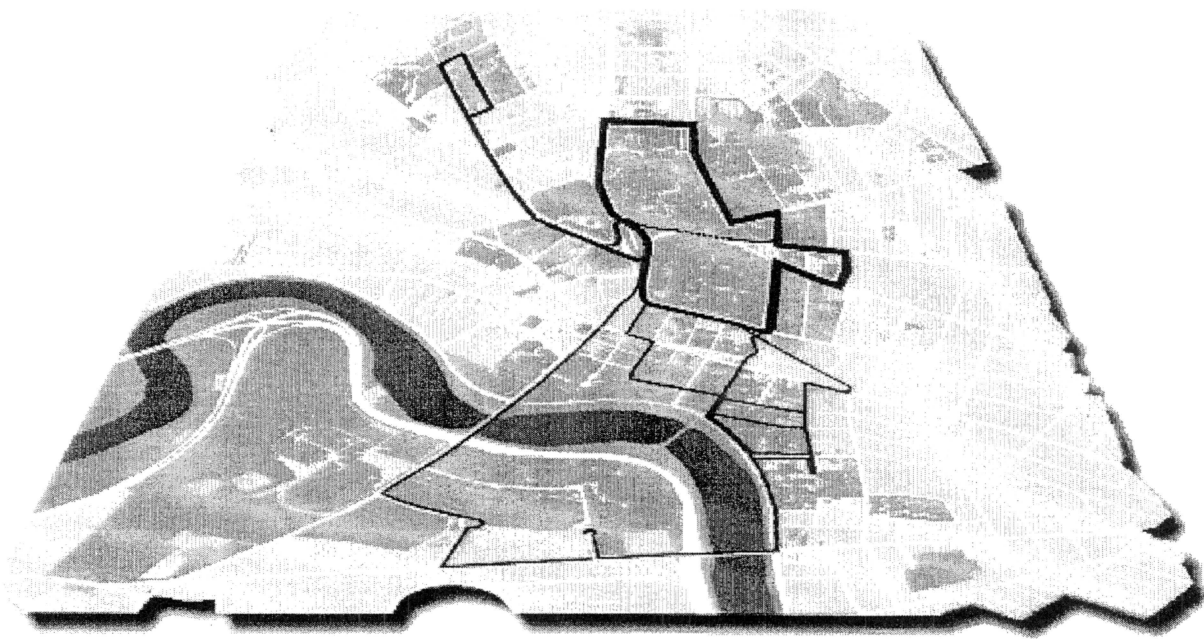
shuttle

- SHUTTLE MAIN PAGE
- WEEKDAY
- EVENING
- HOLIDAY

Every Day, except holidays and summer

EVENING

- ▶ Between CURRIER HOUSE and MATHER HOUSE via the SCIENCE CENTER and LAMONT LIBRARY
- ▶ Between SOLDIERS FIELD PARK, STADIUM, JOHNSTON GATE, CURRIER HOUSE, SCIENCE CENTER and PEABODY TERRACE
- ▶ Between CURRIER HOUSE and the SCIENCE CENTER via LAMONT LIBRARY
- ▶ Between CURRIER HOUSE, PEABODY TERRACE, SOLDIERS FIELD PARK and JOHNSTON GA



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[SHUTTLE MAIN PAGE](#)

[WEEKDAY](#)

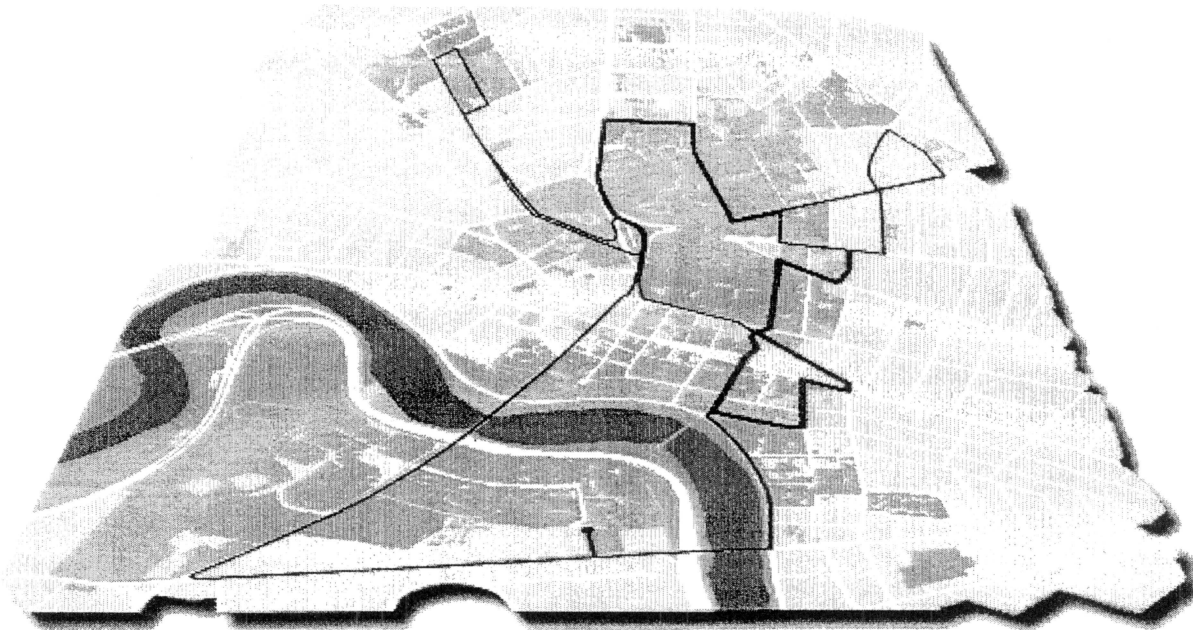
[EVENING](#)

[HOLIDAYS](#)

Saturday & Sunday, including holidays

MORNING & AFTERNOON

- ▶ Between **SOLDIERS FIELD PARK** and **LAMONT LIBRARY** (YEAR ROUND)
- ▶ Between **CURRIER HOUSE** and **MATHER HOUSE** via the **SCIENCE CENTER**



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Transportation Services

- Parking Services
- Mail Services
- Passenger Transport Services
- Mail Services
- Longwood Shuttle
- MFTA

Medical School Shuttle

The Medical School operates morning, afternoon and evening shuttle service between the Johnston Gate and the Longwood Medical Area year round, Monday through Saturday. The first bus from the Johnston Gate leaves each morning at 7 a.m. with the last bus leaving the Medical School at 11:30 p.m. Tickets must be purchased in advance.

Ticket Information

Ticket prices for the M2 Shuttle are as follows:

Ride(s)	Cost
1	\$.85
10	\$7.50

Eligible Students may buy tickets at the following discount by presenting a valid Harvard ID card:

Ride(s)	Cost
1	\$.70
10	\$6.50

Medical Students can ride free by showing a valid HMS photo ID to the driver.

Tickets are available at Holyoke Center Cash Receipt Office on the third floor between 9 a.m. and 5 p.m. and at the MASCO Ticket Office in the Longwood Galleria located at the corner of Longwood and Brookline Avenue, open between 8:30 a.m. and 5:00 p.m. For more information on tickets and schedules, please call MASCO at 632-2800.

Help us improve your service. Send a comment to shuttle@harvard.edu

City of Cambridge

**TRANSPORTATION, TRAFFIC AND PARKING
COMMITTEE MEMBERS**

*Councillor Henrietta Davis, Chair
Councillor Jim Braude
Councillor Timothy J. Toomey, Jr.*

In City Council April 24, 2000

The Transportation, Traffic and Parking Committee conducted a public meeting on Thursday, April 6, 2000 at six o'clock and twelve minutes p. m. in the Sullivan Chamber.

The purpose of the meeting was to discuss the issue of shuttle service around the city, bus schedules and shelters and any other transportation-related business, which may come before the committee.

Present at the meeting were: Councillor Henrietta Davis, Chair, Councillors Jim Braude and Marjorie Decker, Susanne Rasmussen, Director of Environmental and Transportation Planning, Community Development Department (CDD), Joseph Barr and Cara Seiderman, CDD, Richard Scali, License Commission, Sue Clippinger, Director of Traffic, Parking and Transportation and Donna P. Lopez, Deputy City Clerk.

Councillor Davis opened the meeting. She informed the committee that Susanne Rasmussen, Director of Environmental and Transportation Planning, would make a presentation on shuttle service.

Susanne Rasmussen stated that Cambridge will determine areas that are underserved by public transportation. There are 30 MBTA bus routes in the city and the red and green transit lines which serve Cambridge. On the private side, she said, there are twenty shuttles operating in the city in varying routes. They serve private company employees. She anticipated service to increase in light of the Parking and Transportation Demand Management (PTDM) Ordinance. The Galleria Shuttle "**The Wave**" is a private shuttle that services the public. It serves one million riders, she said. People who live in the city are interested in improving mobility and coordination of existing service, she stated. From a traffic, air quality and financial perspective, she said, a shuttle with only a few riders is not feasible. Ms. Rasmussen stated that the Community Development Department issued a report on shuttle service in response to several City Council orders **ATTACHMENT A**. The report contained six recommendations. They are:

1. encouragement of shuttle to North Station;
2. use of PTDM Ordinance to expand employee shuttle service;
3. better coordination;

Committee Report #1

1055

A report from Councillor Henrietta Davis, Chair of the Transportation, Traffic and Parking Committee, for the purpose of a committee hearing held on April 6, 2000 to discuss the issue of shuttle service around the city, bus schedules and shelters and any other transportation-related business, which may come before the committee.

S-105

In City Council April 24, 2000

Report Accepted.

PLACED ON FILE