

MEMORANDUM

To: CRA Board

From: Tom Evans

Date: October 20, 2021

Re: Transportation Planning for the Kendall Square Urban Redevelopment Plan

BACKGROUND

Since the filing of the original Environmental Impact Report for the Kendall Square Urban Redevelopment Plan (KSURP) in 1977 and throughout the implementation of the Cambridge Center development, transportation issues have been a paramount focus of the CRA's work in Kendall Square. The CRA has maintained an ongoing series of traffic data reports over the past 30 years that have documented the remarkable success of the KSURP as a transit-oriented development, reinforced by the City of Cambridge Parking and Transportation Demand Management Program. With the 10th Amendment of the KSURP the CRA established a new initiative to direct investment in transit infrastructure through the Kendall Square Transit Enhancement Program (KSTEP). The first portion of the Grand Junction Multi-Use path was designed and constructed by the CRA. The CRA has facilitated the redesign of nearly all the streets within the MXD District to improve bicycle and pedestrian facilities servicing the area, a portion of which are completed or under construction. The CRA was an active participant in the State and City's Kendall Square Mobility Task Force and led the production of the Transport Kendall Report that grew out of this planning effort (Attached). The Kendall Square Mobility Task Force had identified numerous areas for CRA leadership, potentially utilizing the KSTEP fund to make strategic investment in the transit infrastructure.

KSURP AMENDMENT 11 AND TRANSPORTATION

Given the numerous comments from the public and the extensive amount of time committed by CRA staff on these issues, it seemed prudent to provide the CRA Board with a brief update on the ongoing conversations around transportation currently underway. Additionally, alongside our strategic planning process for city-wide investments, the role of the CRA in planning infrastructure improvements needed to support sustainable growth in Kendall Square is an area ripe for our strategic planning discussions.

Since the publication of Transport Kendall, additional development projects, including the commercial development proposed to support the relocation of the electrical substation (Eversource Project) have been planned. The approval of Amendment 11 of the KSURP required the submission of a Notice of Project Change to MEPA. Additionally the filing of the Infill Development Concept Plan

Amendment 2 for the Eversource Project included an updated Transportation Impact Study. While the methodology of these reports differ, both project additional traffic congestion for intersections within and around Kendall Square. The MEPA process and the Special Permit processes bring forward mitigation requirement to accompany the development.

The CRA's role in improving transportation infrastructure is anticipated to grow to facilitate some of these mitigations. This could include continuation of existing work, while new areas of planning and implementation may be needed. The CRA will continue to conduct its Annual Transportation Reports, accommodating some data collection abnormalities due to local construction and the pandemic. The CRA will finalize its concept plans for Main, Broadway, and Third Street; and the KSTEP fund will continue to be facilitated by the CRA with additional funding proposed as part of the MEPA review.

New areas for the CRA's work may arise to help implement some of the local street design and Transport Kendall priorities. The CRA may be well positioned to help the City facilitate the implementation of one portion of its Binney Street cycletrack design, utilizing funding from Boston Properties (potentially through an additional contribution to KSTEP). The CRA could continue design work for streetscape improvements on Broadway and Main, a portion of which run across CRA property at Galaxy Park, and the CRA may need to continue to work with the City and property owners to advance new designs for Main Street.

It remains clear that PTDM and active transportation facilities needs to be supported by expansion of transit service to Kendall. One area the CRA had initiated work on, that has stalled out, was planning for the Grand Junction right-of-way as a transit corridor. In 2017, as recommended by the Kendall Square Mobility Task Force, the CRA approved funding to conduct a preliminary transit demand study of Grand Junction rail service utilizing the consultants that had supported the City's initial feasibility analysis. This work scope was folded into another regional transit planning project. Staff believe that with the increase in commuter trip expectations in the future, the planning work for Grand Junction transit service should resume. Staff propose that this next phase of work be funded as additional mitigation from the commercial development associated with the KSURP Amendment 11.

Additionally, the CRA can continue to plan for bus improvements to Kendall Square, building off the KSTEP Transit Priority Study conducted for Broadway. This may include additional work with the EZRide shuttle utilizing KSTEP funds and coordinating with the City's planning efforts along First and Second and Streets, connecting Lechmere and Kendall. Further, future planning for Main Street will need to accommodate concepts the MBTA is considering for a Silver Line extension into the KSURP area.

EXHIBIT

Exhibit A: Transport Kendall Report



Actions to Transform Mobility



TRANSPORT
KENDALL

Navigating the Growth and Transformation of Kendall Square

Introduction

The Kendall Square has undergone a dramatic transformation over the past 40 years. The scientists, engineers and entrepreneurs in Kendall Square together have created one of the most dynamic innovation districts in the world. Kendall's innovation ecosystem is dependent on the talent and resources of institutions and companies located in close proximity. Close connections to Boston's medical centers, investment resources, and education institutions have likewise been invaluable.

Kendall Square has become central to Massachusetts's economy attracting talent from every corner of the state, however Kendall is not as geographically central within the regional transit system as downtown Boston. Despite this, Kendall has grown from one red line station into a model transit-oriented development district with a truly multi-modal commute pattern, supported by the City of Cambridge's progressive parking and transportation demand policies.

Kendall has spurred the emergence of new districts focused on life science and technology innovation throughout the region. The state's economic growth is dependent on reliable transportation connections between where people live and work. Transport Kendall seeks to maintain and enhance the transit-oriented development model in Cambridge. To do this, Transport Kendall promotes future investment in the transit system to serve this economic hub, while relieving congestion and supporting regional economic growth harnessed by the innovation economy.



transport kendall

Supporting a growing region

FOCUS AREAS

- ▶ **Grand Junction Corridor**
Maximize transportation benefits for pedestrians, cyclists, and transit riders.
- ▶ **Red Line**
Improve operational capacity and reliability to meet current and future demands
- ▶ **Bus Connections**
Improve and increase direct connections to and from Kendall Square

grand junction

A new link within the regional economy

- ▶ **Action**
Convene regional stakeholders to advance a common vision of a regionally connected multi-use path
- ▶ **Action**
Analyze and communicate the benefits of regional bike and pedestrian connections
- ▶ **Action**
Develop grand junction transit concept
- ▶ **Action**
Update Grand Junction transit demand estimations

red line

The backbone of the Cambridge transit system

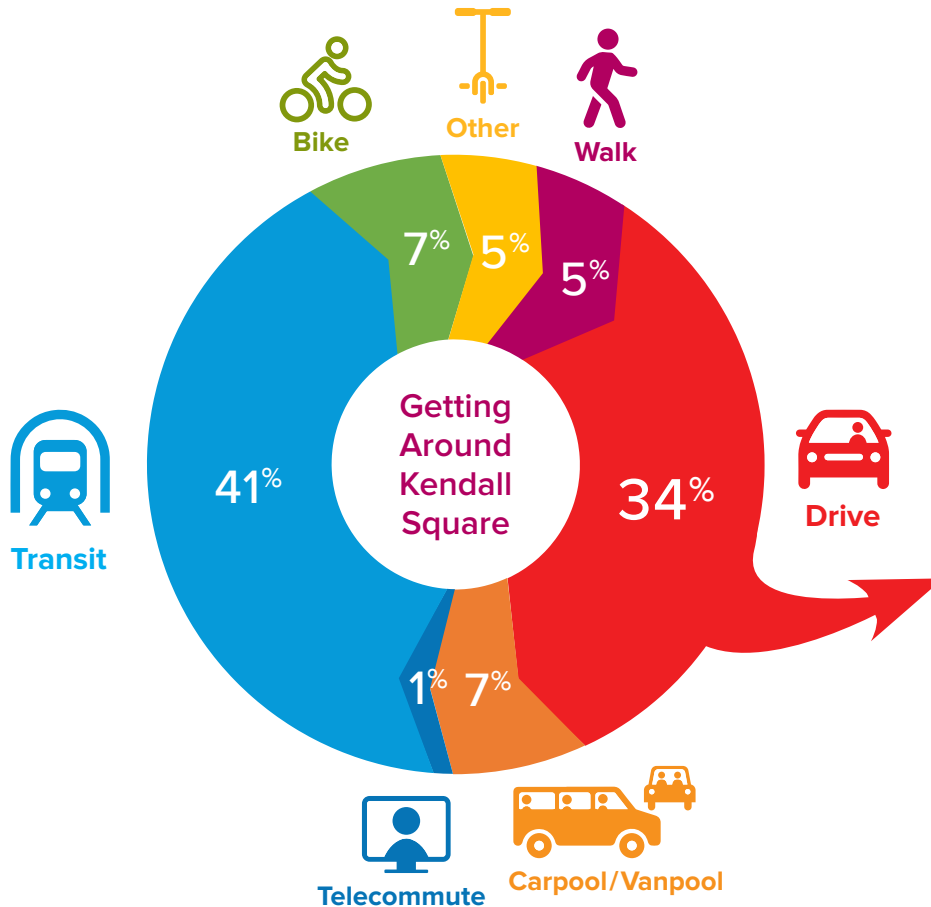
- ▶ **Action**
Advocate for and ensure Red Line capacity increase is delivered
- ▶ **Action**
Implement Kendall Square station improvements
- ▶ **Action**
Make the Red Line resilient to climate change

buses

Reinventing bus service for a growing economy

- ▶ **Action**
Study bus priority treatments —Lechmere to Kendall Square
- ▶ **Action**
Improve CT2/85 frequency and reliability
- ▶ **Action**
Extend 64/70/70A into Kendall Square
- ▶ **Action**
Increase EZ Ride shuttle service
- ▶ **Action**
Implement new CT4 service

Maintaining Multi-Modal Transportation



Future Goal for "Drive Alone" Commuters

While the percentage of employees driving to work in Kendall Square is already low, previous Kendall Square planning processes have established a goal to reduce it even further to 30%.

As economic success and growth in Kendall Square continues today and into the future, increased support of commuting trips by sustainable modes such as walking, biking, and public transit will be essential.

Supporting a Growing Region

Kendall Square is an internationally recognized innovation hub. This former industrial district is now one of the world's leading centers for life science and technology research and innovation, with an active and diverse civic and business community. Over 65,000 people live, work, learn, and play in the district that is home to over 30 industry sectors and 13 of the top 20 biopharmaceutical companies. Kendall Square is not only an economic driver for Cambridge, but also for the region.

A Time of Unprecedented Growth

The transformation of Kendall Square, occurring over the last few decades, has spurred an intense demand for commercial development. The area currently has more than 18 million square feet of office space, an increase of 300% since 1980. With the two million square feet of development currently underway, the percentage jumps to 350%.

To sustain its economic growth and continued success, Kendall Square must compete with other economic centers across the country to attract a diverse workforce. Improving the district's accessibility for both its workers and residents is essential to supporting and maintaining this vibrant community where imagination, creativity, curiosity, and ingenuity thrive.



According to the Kendall Square Development Map (see page 5), there has been more than 7 million square feet of commercial development in Kendall Square since 1980.

A Call for Investment

Kendall Square now needs to aggressively pursue transportation solutions to anticipate and meet the needs of this rapidly growing economic area. This document outlines the most critical and urgent improvements needed throughout the multi-mobility systems serving Kendall Square in order to create a livable and sustainable district.

The Transformation of Kendall Square

The Kendall Square area, which was once a salt marsh along the Charles River, became a manufacturing center during the 19th century. By the 1970s, most factories were abandoned. Around that time, the City of Cambridge with investments by the Cambridge Redevelopment Authority (CRA) and Massachusetts Institute of Technology (MIT) began to revitalize Kendall Square into a leading center for entrepreneurship, research, and development. Its transformation has been fueled by the dynamic interactions of the people living and working in the district.

Moving in the Right Direction

Despite the dramatic increases in commercial development already noted, the growth in daily traffic on central roadways with Kendall Square has remained roughly flat since 2000. City of Cambridge policies, the ongoing efforts of stakeholders, and the investment in pedestrian, bicycle, and transit facilities have all contributed to mitigating the growth in daily vehicle trips that was predicted in the 1977 Kendall Square Urban Renewal Plan.¹

Parking and transportation demand management policies established by the City provide the foundation for addressing the impact of development on traffic.² For example, today, Cambridge leads the nation in walkability and the percentage of residents who get to work without a car.

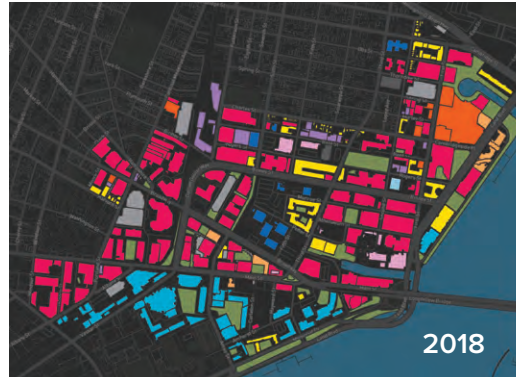
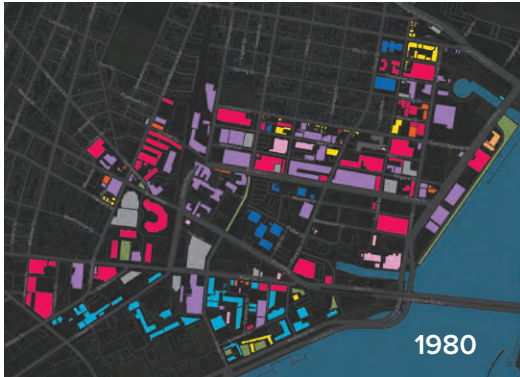
However, even with these positive outcomes, there is a growing awareness of the significant and complex mobility challenges facing the Kendall Square community and an urgent need to address them.

Since 1980, square footage of office and R&D space has more than quadrupled. Residential space has more than tripled.

¹ <http://www.cambridgeredevelopment.org/interactive-map/>

² <http://www.cambridgeredevelopment.org/infill-development-concept-plan-idcp-1>

Kendall Square Development Map Development Growth and Shifts in Land Use

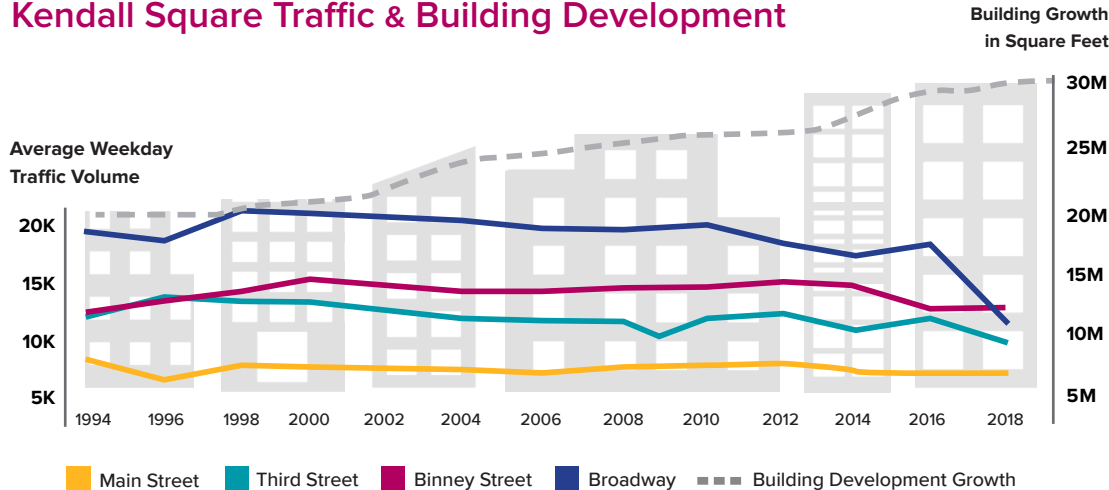


LAND USE KEY

- Office / R&D
- Higher Education
- Residential
- Parking & Transportation
- Retail
- Hotel
- Industrial
- Government
- Vacant

Source: Cambridge Redevelopment Authority <http://www.cambridgeredevelopment.org/interactive-map/>

Kendall Square Traffic & Building Development



Despite dramatic increases in commercial development, the level of daily traffic in central Kendall has remained roughly consistent since 2000.

Source: Cambridge Redevelopment Authority Kendall Square Urban Renewal Area Section 61 Findings Annual Traffic Update

- ▶ The recommended actions from the Kendall Square Mobility Task Force advance a vision of an urban mobility system that is sustainable, supports strong economic development, and improves the quality of life for the people that live, work, learn, and play in Kendall Square.

Kendall Square Focus Areas and Opportunity Statements

The Task Force developed the following opportunity statements for improving mobility in Kendall Square. These lead to the actions described in this report and are organized in three priority areas:

- ▶ **Grand Junction:** Maximize the transportation benefits of the corridor for pedestrians, cyclists, and transit riders.
- ▶ **Red Line:** Improve operational capacity and reliability to meet current and future demands
- ▶ **Bus/Shuttle:** Improve and increase direct connections to and from Kendall Square to reduce auto use and improve bus travel times, reliability, and hours of service.

The Task Force explored a fourth priority area related to ride-hailing services and shuttles. Elements of the shuttle discussion are included in the bus section of Transport Kendall. Ride-hailing in Cambridge, like all municipalities, has been evolving at a rapid pace, both during and since the Task Force's work. Rather than focus on the thinking that occurred at a specific point in time in Transport Kendall, the discussion of ride-hailing and other rapidly evolving mobility options is happening through other initiatives, plans and processes, such as the City's upcoming Future of Mobility study.

Consensus on Needed Investments

To address the mobility challenges facing a growing district, a group of stakeholders, including representatives from the City of Cambridge, state transportation agencies, local institutions, and private organizations, came together in 2015 to form the Kendall Square Mobility Task Force (KSMTF). Working over a two-year period, the KSMTF sought to identify the policy initiatives and projects over the short, medium, and long-term horizons that would support the continued success of Kendall Square. The process included eight task force meetings and two public meetings, extensive gathering of information, and the review of technical analyses and reports.

Advancing a Vision for Kendall Square Mobility

To guide future investment, collaboration, and policy making, a set of actions for each priority area are summarized in this “Transport Kendall” report. Transport Kendall is grounded in the foundational policies of the City of Cambridge that seek to promote public health, safety, and welfare. It is a vision of an urban mobility system that is sustainable, supports economic development, and improves the quality of life for the people that live, work, learn, and play in Kendall Square. The policy goals and actions within this report were developed by the KSMTF.

To download the full report, go to:

www.transportkendall.org

Kendall Square Mobility Task Force

Co-chairs

**City of Cambridge, Environmental & Transportation Division
Kendall Square Association**

Agencies

Cambridge Redevelopment Authority
Charles River Transportation Management Association
City of Cambridge Traffic, Parking and Transportation
Massachusetts Bay Transit Authority
Massachusetts Department of Transportation
Volpe National Systems Center

Businesses/Developers

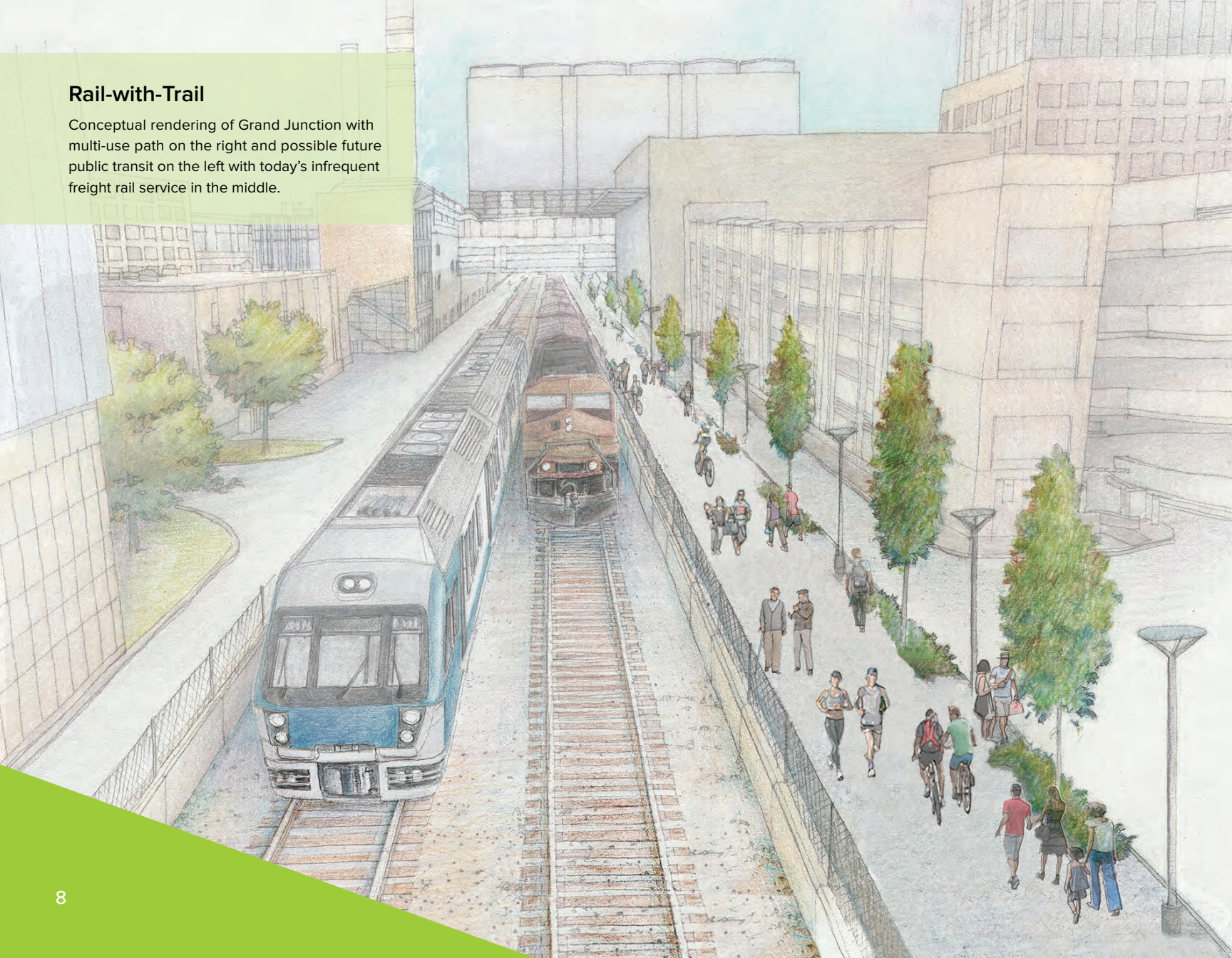
Biogen
Boston Properties
Cambridge Innovation Center

Institutions / Associations / Advocates / Other

East Cambridge Business Association
East Cambridge Planning Team
Friends of the Grand Junction
Livable Streets Representatives
Massachusetts Institute of Technology
MIT Investment Management Company

Rail-with-Trail

Conceptual rendering of Grand Junction with multi-use path on the right and possible future public transit on the left with today's infrequent freight rail service in the middle.



A New Link within the Regional Economy

A Grand Junction multi-use path alongside new public transit service connecting West Station in Allston, Kendall Square, and North Station in downtown Boston would provide a transformational link between growing and thriving innovation economies. Currently, people traveling on rail transit between Allston and Kendall Square have long trips with downtown transfers. People travelling between North Station and Kendall face severe congestion on shuttle buses or must transfer through downtown. Grand Junction public transit would relieve pressure on the central subway system by giving people faster and direct routes.

While new Grand Junction public transit is a long-term vision that would have to be led by and built by the state, the design for an adjacent multi-use path, fully funded by the City and private entities, is underway as of late 2018. The Grand Junction multi-use path is envisioned to be an off-street bicycle and pedestrian path from the Boston University Bridge on the Charles River to Somerville. It will provide an ideal link between the Somerville Community Path, the Paul Dudley White Bike Path, and proposed paths in the Allston I-90 Interchange project.

The first segment of the multi-use path has already been built in Kendall Square. When completed, the full path will provide an immediate community and mobility benefit in the near-term while not precluding future passenger transit service along the corridor. In the meantime, the concept for two-track public transit service should be advocated and advanced.

42% of jobs in Cambridge (approx. 49,000 jobs) and **33%** of residents (approx. 33,000 people) are within a ½ mile of the Grand Junction.



Sources: 2010 Census population data; 2014 Longitudinal Employer Household Dynamics Program LODES data

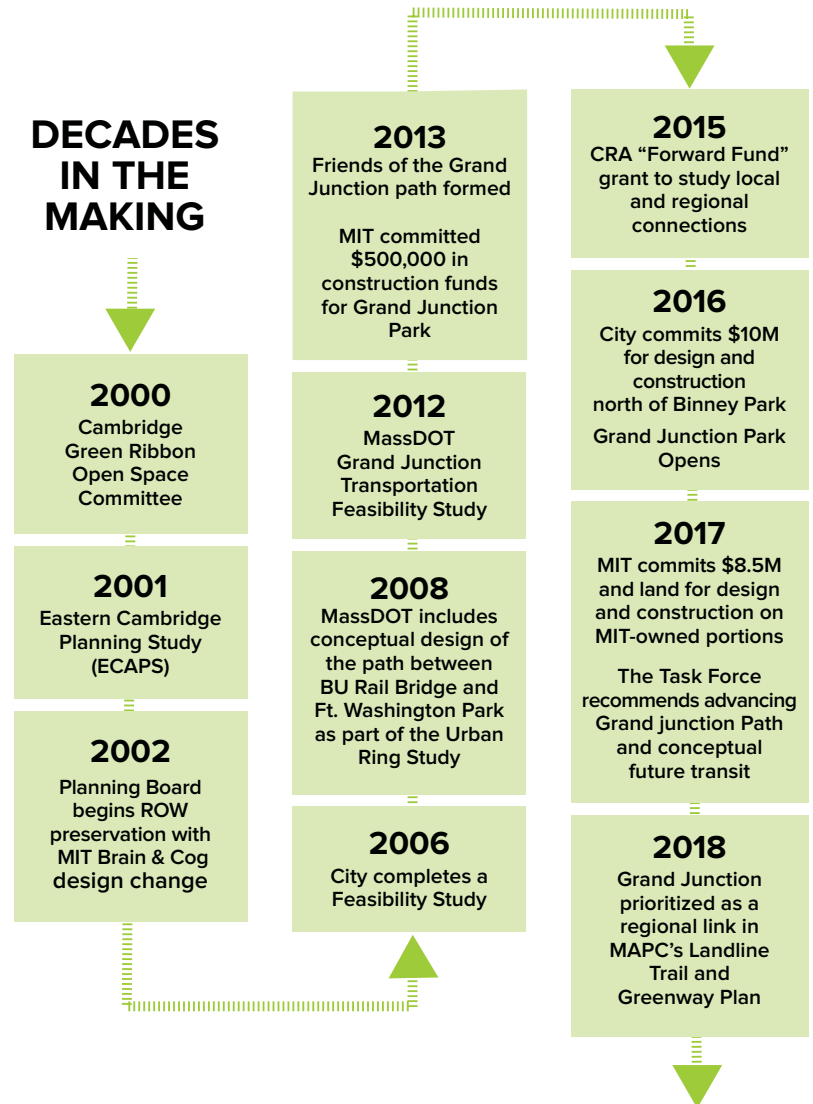
Building the Multi-Use Path

Widespread local support and a significant amount of funding are already in place for the multi-use path. Cambridge completed a feasibility study in 2006 and MIT released a study for the portion it owned in 2014.³ MIT and the CRA funded the first portion of the path, constructed as part of the Grand Junction Park between Main and Broadway. The second portion is being constructed within the Binney Street Park between Broadway and Binney Street.

In 2016, Cambridge set aside \$10 million in funding for the design and construction of the northern portion of the path from Binney Street to the Cambridge city line. In 2017, MIT committed \$8.5 million towards the design and construction of the portion of MIT owned property southwest of Main Street. In addition, the City and CRA have worked with developers to ensure that right of way is available when it comes time to construct the path.

³ Feasibility studies can be accessed at the city's project website: <http://www.cambridgema.gov/CDD/Projects/Transportation/GrandJunctionPathway>

DECADES IN THE MAKING



From Opportunity to Action: Maximize the transportation benefits of the Grand Junction corridor by building the Grand Junction Multi-Use Path, designing a conceptual passenger transit service and advocating for that passenger transit service connecting North Station and a future West Station in Allston.

► **ACTION**

Convene Regional Stakeholders to Advance a Common Vision of a Regionally Connected Multi-Use Path

Stakeholders should continue to work together to consider regional connection to the path network and possible future transit network, especially in projects such as the Allston I-90 Interchange project in Boston and the Green Line Extension project in Somerville.

► **ACTION**

Analyze and Communicate the Benefits of Regional Connections

The City is working with the Metropolitan Area Planning Council to measure and make the case for how the Grand Junction multi-use path will improve access to and from Kendall Square, reduce vehicle use, and benefit businesses in Kendall Square.



First section of Grand Junction path now completed

► **ACTION**

Develop Grand Junction Transit Concept

A passenger transit link between North Station and a future West Station in Allston would increase accessibility to Kendall, support economic development, and relieve pressure on the core of the MBTA system. While there is no commitment from MassDOT to implement transit service on the Grand Junction corridor, the City is developing a conceptual design for two-track passenger service to illustrate that the multi-use path can co-exist with passenger transit and MassDOT is studying options in its Rail Vision Plan.

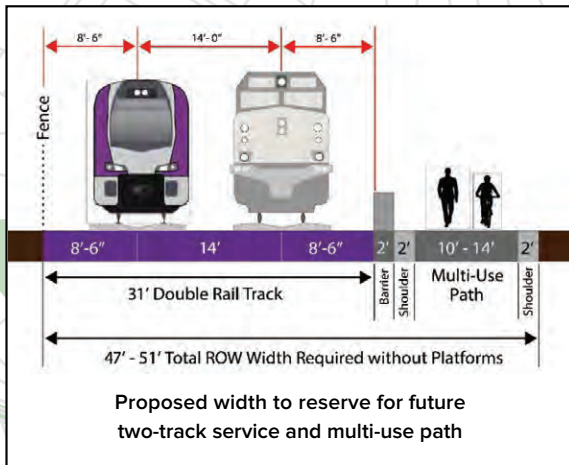
► **ACTION**

Update Grand Junction Transit Demand Estimates

The current understanding of the need for transit service along the Grand Junction corridor is based on an out-of-date demand analysis performed for MassDOT's Urban Ring project and needs to be updated to match the new concept.⁴

⁴ <https://www.massdot.state.ma.us/theurbanring>

Grand Junction Multi-Use Path and Potential Future Transit Corridor



Future West Station

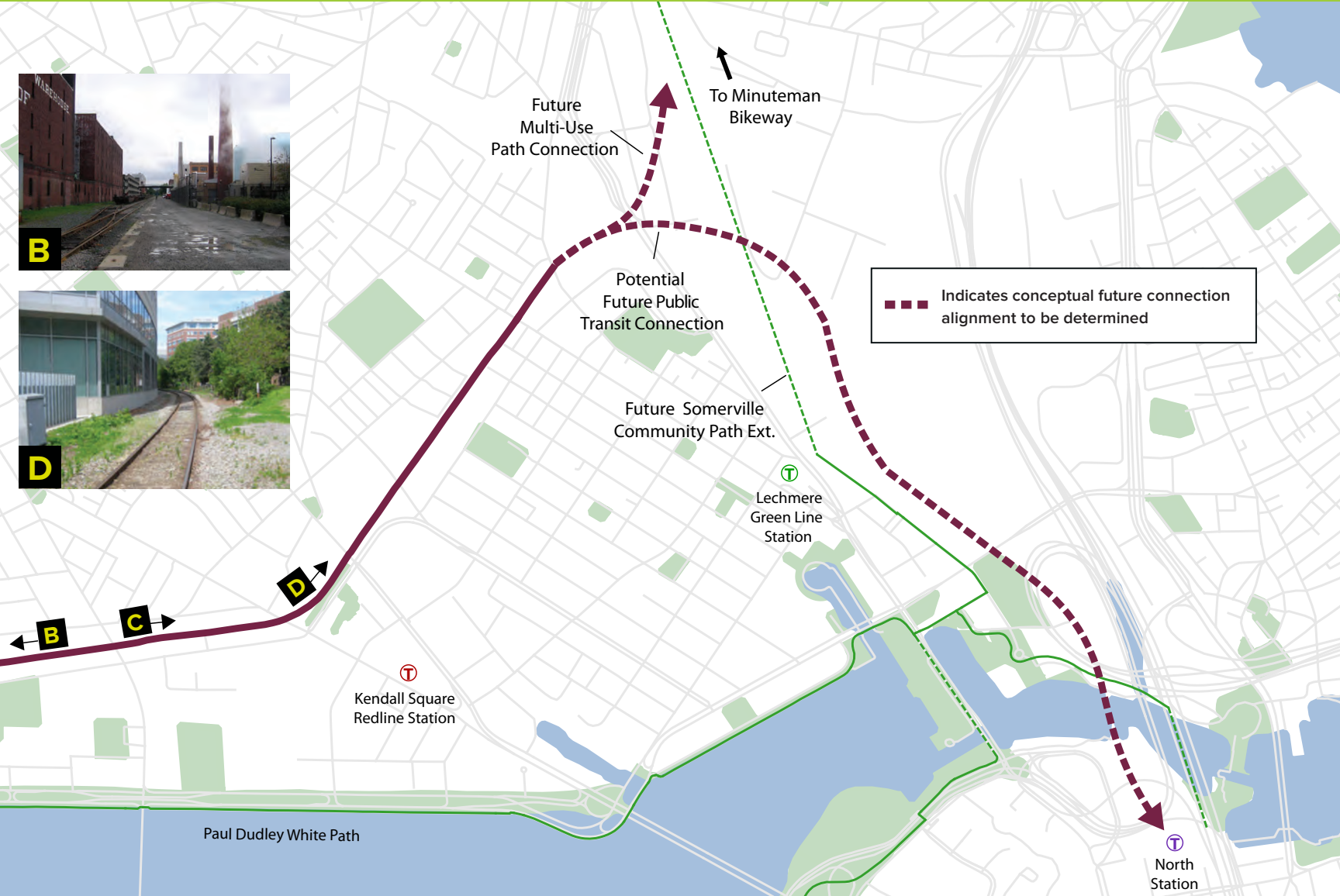
Cambridge

Boston

Future multi-use path and public transit connection which will connect to Paul Dudley White Path and future new Allston path network.

1 inch - 2,400 feet







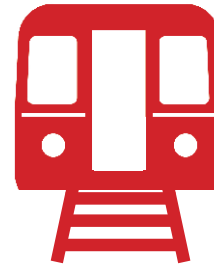
The Backbone of the Cambridge Transit System

The Red Line is the MBTA's busiest subway line with more than 280,000 passenger trips each weekday. It is a backbone of the transit system, connecting several major economic centers and universities. The Kendall Red Line Station is the eighth busiest station in the MBTA system and the fifth fastest growing station.

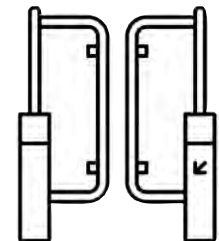
Today's Red Line travelers in Kendall Square often find themselves on full trains and crowded platforms, sometimes getting left behind. With current and planned development, the expectation is that more people will want to take the Red Line to and from Kendall Square and regional growth puts more people on the Red Line. The increase of passengers will greatly exacerbate today's problems.

New Red Line Trains

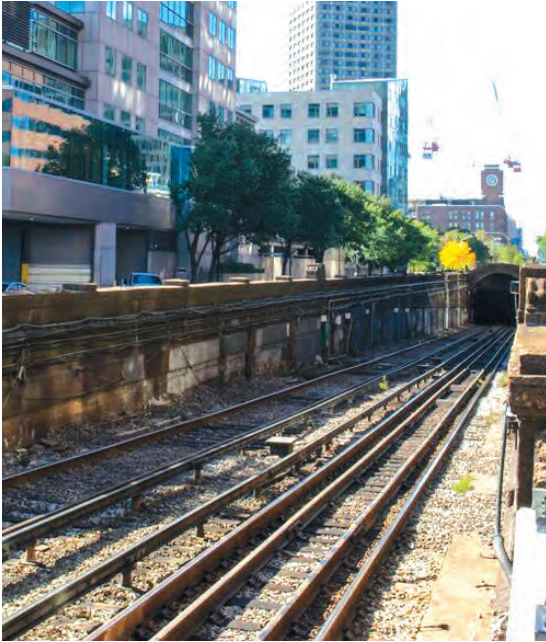
A new fleet of Red Line cars, estimated to be fully operating by 2024, should enable the MBTA to run 50% more capacity at rush hour – a train every 3 minutes. However, even with the new trains and additional signal and trackwork, the question remains as to whether these improvements will fully meet the future growing demands of Kendall Square and the region. This makes other initiatives, like a new Grand Junction public transit link and improvements for bus service on streets so critical. There also remains a need for improvements to the station itself.



Kendall Square station entries increased **34%** from 2007 to 2016.



Station entries are expected to **DOUBLE** from 2012 to 2040.



Portal of the Red Line in need of serious repair and is vulnerable to flooding

The current maximum design capacity for the red line is 13 trains or just over 20,000 passengers per hour.⁵ In 2016, the average ridership at 8AM was already almost 24,000,⁶ which is more than the estimated maximum capacity. Observations made in 2015 showed that in reality there is a range of 10-14 trains per hour arriving in Kendall, which is about a 4 to 6-minute headway. Those trains also are not necessarily evenly spaced, which causes bunching, overcrowding, and passengers being left on the platform.⁷ With the new cars, the maximum design capacity will increase to 20 trains or just over 31,000 passengers per hour. With the current demand and additional growth expected in Kendall Square, overcrowding could continue to be a challenge in the future even with the design capacity increase.

From Opportunity to Action: Improve the ability of the Red Line to meet current and future demand through station improvements, aggressive planning for climate resiliency, and advocating for additional operational efficiency and reliability investments.

► ACTION

Advocate for and Ensure Red Line Capacity Increase is Delivered

Promised capacity increases with the new Red Line fleet may only be delivered on a reliable basis with a modernized communications-based train control system. At the time of this report, MBTA has not yet committed to installing this system on any of its lines. This should be included in MBTA's capital plan. In addition, there are other system bottlenecks (at Park Street Columbia Junction where the Ashmont and Braintree lines split and Alewife) that require capacity improvements to benefit the performance of the entire Red Line and should be included in the MBTA's capital plan.

► **ACTION**

Implement Kendall Square Station Improvements

Kendall Square Station maintenance backlog is significant and impedes people taking public transit every day. Beyond basic maintenance needs, the platform is crowded and in serious decay. The condition of Kendall's transit system needs to enable and reflect its predominant working population, which has been referred to as the #1 bio-tech innovation economy in the United States,

Strategizing with developers and other stakeholders provides the opportunity to make dramatic improvements to both the comfort and safety of the station. These changes are critical in order to accommodate the growing commuter population traveling on the Red Line.

► **ACTION**

Make the Red Line Resilient to Climate Change

The Kendall Square portal, where the trains transition between above and below ground, is in disrepair and requires strategies to address repairs and improve vulnerability to flooding. The MBTA should collaborate to carry out a vulnerability assessment for the Red Line. Immediate as well as strategic investments will need to be clearly defined, funded, and implemented.

⁵ MBTA State of the System report for the Red Line

⁶ MBTA load data

⁷ Source MIT Kendall Transit Study for the NoMa/SoMa project



Proposed north head house redesign



Rendering of the new Red Line cars

(Courtesy of China Railway Rolling Stock Corporation)

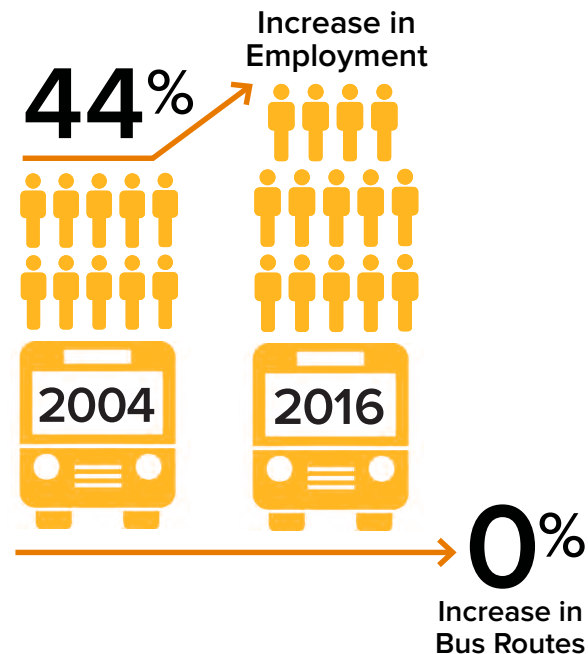


Reinventing Bus Service for an Innovation Economy

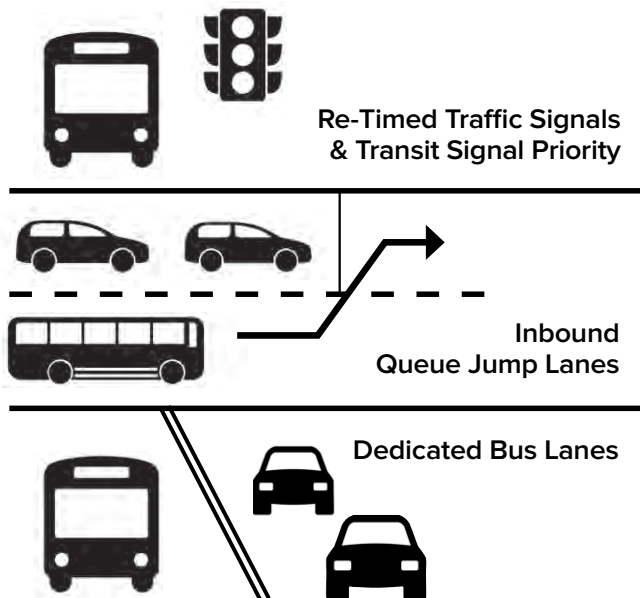
Current bus service provides a third of all MBTA rides—450,000 bus trips—each weekday in the Boston area. Because it is less expensive and more flexible, it offers the opportunity to make connections that can't be made by the core rail system. Yet, the MBTA bus system has been woefully underinvested in at the same time, as buses experience increased delay from street congestion. No comprehensive service planning has been done in 30 years and gaps in connectivity have arisen. The system still operates with route designs based on decades-old travel patterns and outdated Boston economy from the early 90s.

In addition to the limited bus network, a growing number of public and private shuttles have been established to fill gaps in service. Many shuttles have overlapping routes but serve different populations, resulting in inefficient use of already congested streets, yet at the same time, provide important alternatives to driving to Kendall.

While Kendall Square is directly linked to downtown Boston via the Red Line, travel to and from other parts of the metro inner core like Allston/Brighton and Back Bay is slow and indirect. The gaps in connectivity create an ongoing and increasing challenge ensuring that Kendall Square businesses are able to attract the employees they need without increasing traffic. These gaps could be filled by new and improved bus and/or shuttle services.



Bus Priority Treatments



Improving Bus Services

For buses and shuttles to move more efficiently through congested streets and be more attractive to riders, they need priority over other traffic through dedicated lanes and signal priority. Routing changes and increases in bus frequency can fill gaps and better serve existing MBTA riders and draw new riders. In addition, shuttle services can be made more efficient and less impactful on the roadway through consolidating duplicative routing and service.

Buses and shuttles operate on locally-owned streets, so municipalities play the largest role in implementing bus priority with dedicated bus lanes and transit signal priority.

The MBTA has partnered with Cambridge, Watertown, Boston and Everett to implement bus priority demonstration projects. MBTA is also embarking on their Better Bus Project which will propose modest improvements to the MBTA bus network in the near-term.

From opportunity to action: Improve and increase direct bus connections travel times, reliability, and hours of service by implementing bus priority, extending existing service into Kendall Square, increasing EZ Ride service, and creating a brand new “CT” type service between Sullivan and Kendall and beyond.

► **ACTION** Study Bus Priority Treatments — Lechmere to Kendall Square

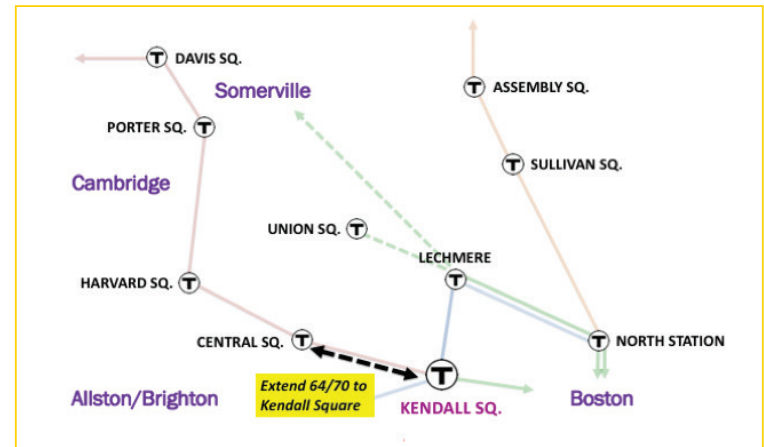
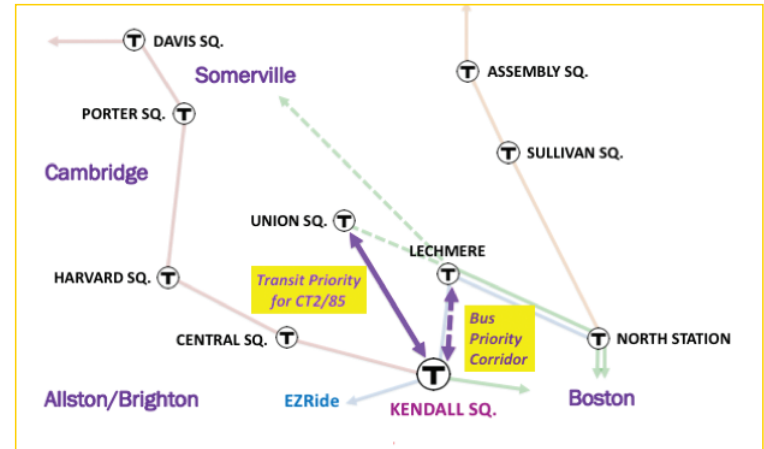
Bus priority treatments between Lechmere and Kendall would both improve EZRide service and provide an enhanced transit corridor for additional bus service. The next step is a full feasibility assessment and design that incorporates safe bicycle facilities and the most needed curb uses.

► **ACTION** Improve CT/85 Frequency and Reliability

Bus priority measures, like bus stop consolidation, queue jumps, and transit signal priority are cost effective ways to improve Routes CT2 (Sullivan Square to/from Ruggles) and 85 (Union Square to/from Kendall), thereby enabling the MBTA to increase the amount of service on those routes.

► **ACTION** Extend 64/70/70A into Kendall Square

Extending the 64 (Central to/from Brighton) and 70/70A (Waltham to/from Central) routes all day from Central Square into Kendall Square would provide a “one-seat ride” into Kendall from Waltham, Watertown, Allston, and Brighton. In addition, it could reduce Red Line transfers at Central Square, where the Red Line is already overcrowded during peak commuting hours.



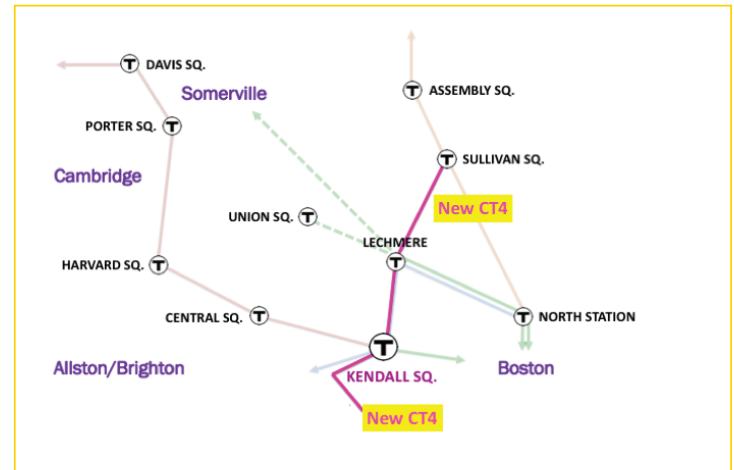
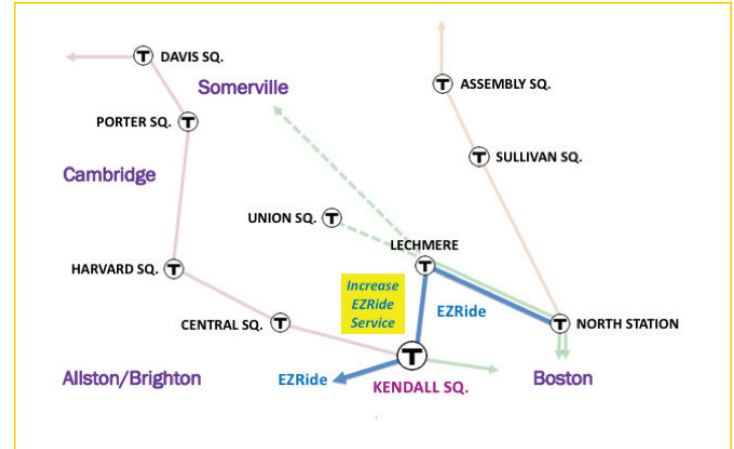
► **ACTION** **Increase EZRide Shuttle Service**

Frequent (approximately every 7 minutes during rush hours) EZRide service, operated by the Charles River Transportation Management Association, connects Boston's North Station and Cambridgeport via Kendall Square, serving North Point, Community College, Lechmere, East Cambridge, and MIT. The service is paid for by members (private entities and the City) and open to the general public. To realize ridership benefits and meet travel demand from North Station, the already frequent EZRide service should run more frequently during peak commuting hours – every 4 minutes.

► **ACTION** **Implement New CT4 Service**

This new route would connect Sullivan and Kenmore via Lechmere and Kendall. The route could take advantage of bus priority treatment between Lechmere and Kendall and a proposed future bridge connection between Inner Belt Road and Cambridge Crossing.

The CT4 service could carry one thousand passengers in the morning commuting time for an annual cost of \$4-5 million using MBTA vehicles. The service could also be provided through a public-private partnership.





VIA UNIV PARK & TECH ST

1607

43237

Our sincere thanks to these valued members of the Kendall Square community who supported the work of Transport Kendall.



ALEXANDRIA.



BioMed Realty



Boston Properties



CAMBRIDGE
REDEVELOPMENT
AUTHORITY



Kendall Square
The Future Lives Here



Massachusetts
Institute of
Technology



TRANSPORT
KENDALL



TRANSPORT
KENDALL