Expansion of the MBTA System
Types of Capital Projects

- State of Good Repair
- Capacity Improvements
- Expansion
Why Do Capacity Improvement Projects?

*Common Goals*

- Address unmet demand with increased capacity
- Reduce travel times for customers
- Provide new services or increased frequency of services
- Improve quality of transit experience, potentially gaining new riders
Why Do Expansion Projects?

*Common Goals*

- Address unmet demand with increased service
- Promote economic development
- Provide more equal access and opportunity
- Meet environmental goals by reducing automobile congestion and improving air quality
# MBTA’s History of Expansion

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<tbody>
<tr>
<td>• Red Line Braintree Extension</td>
<td>• Worcester CR</td>
<td>• CapeFlyer</td>
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<tr>
<td>• Orange Line Haymarket North</td>
<td>• Newburyport CR</td>
<td>• Assembly Station</td>
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<tr>
<td>• Red Line Northwest Extension</td>
<td>• Old Colony CR</td>
<td>• Green Line Extension*</td>
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<tr>
<td>• Orange Line Southwest Corridor</td>
<td>• Providence CR</td>
<td>• Wachusett Extension</td>
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<tr>
<td>• Numerous cutbacks in CR service</td>
<td>• Silver Line Waterfront</td>
<td>• Silver Line to Chelsea</td>
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<td>• Silver Line Washington St</td>
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<td>• Greenbush CR</td>
<td>• South Coast Rail*</td>
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<td>• Wickford Jct CR</td>
<td>• Boston Landing</td>
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<td>• Fairmount Improvements</td>
<td>• West Station</td>
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<td>• Urban Rail Service</td>
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* Commonwealth O&M commitment
### Origin of Expansion Projects

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
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<tbody>
<tr>
<td><strong>Major Visioning Processes</strong></td>
<td>Significant, region-wide processes to examine overall transit needs (e.g. BTPR – 1972; Program for Mass Transportation)</td>
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<tr>
<td><strong>Standard Corridor Studies</strong></td>
<td>Smaller, focused studies of specific area needs (e.g. Beyond Lechmere, South Boston Access Study)</td>
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<tr>
<td><strong>Legal Commitments</strong></td>
<td>Projects required by legislation or agreement (e.g. Worcester, Newburyport)</td>
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<tr>
<td><strong>Legislative/Advocate Requests</strong></td>
<td>Projects promoted due to specific requests from elected officials or transit advocates</td>
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Optimal Expansion Project Development Process

- Problem Identification
- Strategy Development
- Alternatives Analysis / Preferred Solution
- Financial Programming
- Construction
- Operation and Maintenance

Project Selection Criteria
Challenge: Steps Out of Order

*Political Decision-making / Legal commitments*

Problem Identification → Strategy Development (RTP, PMT, corridor study) → Alternatives Analysis / Preferred Solution → Operation and Maintenance → Construction → Financial Programming
Challenge: Project Stalls

Insufficient funding, skewed prioritization, public opposition, or fundamental flaws – all lead to: cyclic repetition

Problem Identification → Strategy Development → Alternatives Analysis / Preferred Solution
Financial Programming → Construction → Operation and Maintenance

STOP STOP
Challenge: Changing Project Solutions
No re-evaluation of problem, but solutions morph over time
Challenge: Conflicting Internal Processes

MassDOT OTP; MBTA Ops; MBTA D&C; MPO; Municipality; Advocates; other

Problem Identification

Strategy Development

Alternatives Analysis / Preferred Solution

MassDOT OTP

Financial Programming

Construction

Operation and Maintenance

MBTA, MassDOT, MPOs

MBTA D&C

MBTA Ops