Mobility Integration Plan

Informing connectivity between modes through partnerships, infrastructure, and technology

2025

Massachusetts Bay Transportation Authority

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Acronyms to Know

AFC 2.0 – Automated Fare Collection 2.0
CIP – Capital Investment Program
CTPS – Central Transportation Planning Staff
EEA – Executive Office of Energy and Environmental Affairs
GTFS – General Transit Feed Specification
MaaS – Mobility as a Service
MAPC – Metropolitan Area Planning Council
MBTA – Massachusetts Bay Transportation Authority
MOD – Mobility on Demand
MPO – Metropolitan Planning Organization
PMT – Program for Mass Transportation
RTA – Regional Transit Authority
TMA – Transportation Management Association
TNC – Transportation Network Company

I'm pleased to introduce the MBTA's *Mobility Integration Plan***.** This plan will guide the MBTA in improving service connectivity and making it easier for riders to take transit to and from the places where they work, live, and play. This work will help us build towards the vision stated in our *Strategic Plan*, of envisioning "a thriving region enabled by a best-in-class transit system." Additionally, we recently built out the service elements of our *Strategic Plan*, through *Full T Ahead***,** which lays out the path forward for each of our modes and for connections between our services. This vision for our transit system recognized that seamless connection and better communication between our modes will benefit riders as they navigate the system and continue their journeys; with our *Mobility Integration Plan***,** we are defining how to improve those connections.

As we invest in safety and state of good repair to put the MBTA back on track, it is time for us to share more about the path towards a best-in-class transit system that gives the public options for making transit the preferred travel choice. This *Mobility Integration Plan* identifies both how to improve our internal procedures and how to enhance the connections between the services we provide and those provided by others.

While this plan provides a framework for decision making and it also requires us to be nimble, allowing the T to be responsive to opportunities as they present themselves. Through this work, we will continue to challenge ourselves to innovate and flexibly evolve to meet the changing demographics, geographies, and needs of our customers and region. We also recognize that improving mobility in the Commonwealth is a goal that extends beyond the bounds of our service area and beyond the work of our staff; we need to work together with the Commonwealth, with municipalities, with advocates, and private partners. We understand the essential role we play, however, and we want you to know that we are committed to being part of the solution. We welcome opportunities to partner with other agencies and providers to support our customers both today and in the future.

Thank you,

Phillip Eng
Interim MassDOT Secretary and
MBTA General Manager & CEO

Executive Summary

Mobility integration is the concept of better connecting transportation services to aid transfers and simplify a traveler's journey from start to finish. To prioritize transportation connections and support the Authority's role in increasing ridership across the region, the MBTA has developed this *Mobility Integration Plan***.**

The vision of a more connected transportation system articulated in this plan builds on current MBTA policies and strategic planning documents, as well as the goals of MassDOT's statewide Long-Range Plan, *Beyond Mobility***.** This plan provides a framework for approaching mobility integration initiatives, partnerships, and pilots as they arise inside and outside the Authority—and for the next steps necessary to build capacity to handle them.

The MBTA already has several integrations within in its system – connections between its modes, agreements to allow other providers to pick-up/drop-off at MBTA stations, and formal partnerships with transportation network companies to operate an element of the T's paratransit service. This plan reviews the types of connections between the MBTA's modes and to other mobility providers and makes recommendations about opportunities for integration within and adjacent to the MBTA service area, focusing on key areas such as shared infrastructure, digital marketing, service coordination, and fare system enhancements. This plan provides a way to better understand where these connections are and creates a framework for decision making about future connections. Types of integrations considered include:

- **Physical Integrations:** Shared infrastructure between mobility providers to streamline connections for riders.
- **Digital Integrations:** Integrated trip planning functionality and communication to riders of connection points to other transportation services.
- **Service Integrations:** Coordinated service schedules and routes between mobility providers to create more reliable connections.
- **Fare Integrations:** Integrated payment platform allowing riders to pay for multiple services with one card or app.
- **Mobility Hubs:** Collocated transportation infrastructure, wayfinding, and placemaking.
- **Service Bundles:** Fare packages providing access to different services on one digital platform or purchase.

Through the development and implementation of this plan, the MBTA aims to support state-level transportation goals, work towards its own strategic goals, and position the Authority as a leader in optimizing rider experience through more seamless, connected mobility options. The MBTA cannot do this work alone. While the MBTA can take steps to build connections between its own modes and to update policies that support partnership, the mobility system extends beyond the MBTA's system. Support from partners will be needed to simplify rider navigation, reducing barriers to access and the gaps between transit providers, and promoting a more resilient and responsive transportation system.

Summary of Recommendations

Building Internal Alignment and Organizational Capacity		***Timeline***
1.1	Maintain a comprehensive map of service providers and connection points across the Commonwealth to inform integrated planning	In Progress
1.2	Identify and publicize geographies where mobility integration initiatives would be especially welcome and impactful	Near- to Mid-Term
1.3	Improve wayfinding for connections to MBTA services	Near- to Mid-Term
1.4	Partner with academia and other public research programs to expand the body of knowledge about mobility integrations and its potential impact	In Progress
1.5	Review and recommend staffing levels needed to implement plan	Near- to Mid-Term
1.6	Establish and track key milestones and metrics associated with mobility integration	Near- to Mid-Term
1.7	Develop training for customer-facing staff (including transit ambassadors, fare engagement representatives and station staff) around communicating connection points throughout the system	Long-Term
Creating Opportunities Led by the MBTA for Better Integration and Access		***Timeline***
2.1	Prioritize physical and intermodal connections between existing MBTA modes	In Progress
2.2	Inventory and provide opportunities that enable mobility partners to access existing MBTA assets, such as bus turnarounds and wayfinding	In Progress
2.3	Update the MBTA's Systemwide Station Access Study to guide decision making about station access	Near-Term
2.4	Develop station access design guidelines for mobility priorities at stations	Mid-Term
2.5	Identify and operationalize MBTA stations as mobility hubs	Mid- to Long-Term
2.6	Inventory opportunities for integration in conceptual project design	Mid-Term
2.7	Develop a plan for adequate maintenance of mobility elements that facilitate movement throughout the region	Mid-Term
2.8	Expand fare integration between MBTA modes	Mid-Term
Pursing Partnerships to Advance Mobility Integrations		***Timeline***
3.1	Update and develop policies that guide partnership with existing and emerging mobility providers to improve seamless access to transit	Near-Term
3.2	Develop partnership standards that may include data sharing requirements, evidence of financial viability, and prioritization of equity, accessibility, and other identified MBTA priorities	Mid-Term
3.3	Expand institutional programs to support fare payment	In Progress
3.4	Improve connections to all MBTA modes with public sector mobility providers by addressing system connection points, schedule alignments, and partnerships	In Progress
3.5	Proactively work with MPOs and other regional entities, providing regular updates on major initiatives, soliciting ideas and needs, and engaging partners in the planning process	In Progress
3.6	Work with state agencies, municipalities, and private mobility providers as needed to provide riders with alternative service during service disruptions and major regional events by the T and other agencies.	In Progress
Fostering a Mobility Ecosystem		***Timeline***
4.1	Pursue intermodal fare and service integration of public and private mobility providers into an MBTA fare payment system	Long-Term
4.2	Explore bundled fare subscription packages for riders that provide access to multimodal transit options such as TNCs and bike share providers	Long-Term
4.3	Consider the ability of new technology to support or limit access to infrastructure	Long-Term
4.4	Enhance partnerships with MassDOT, regional planning agencies, and municipalities to improve connections to MBTA stations and stops and on land adjacent to MBTA property	Mid-Term
4.5	Create strong integration between transit and land use by encouraging and supporting state and local agencies' multimodal physical connection initiatives and transit-oriented development initiatives on or near MBTA property and services	In Progress

Introduction

Public transit is about access. Transit facilitates daily life for hundreds of thousands of people across Eastern Massachusetts. Nonetheless, service within the transit system can be complex, requiring transfers between modes, different forms of payment and digital infrastructure, and first/last mile connections by car, bike, foot, or other transportation providers. Mobility Integration – better connecting transportation services to facilitate transfers and simplify a traveler's journey from start to finish – is a way for the MBTA to smooth over points of friction that exist in rider experience, improve connectivity between MBTA modes and those of surrounding providers, and increase transit ridership overall. In keeping with the MBTA's mission to "serve the public by providing safe, reliable, and accessible transportation," this *Mobility Integration Plan* reflects the Authority's intent to better connect MBTA services to one another and weave together new connections with other mobility providers, giving the traveling public more access to their daily activities. Additionally, it seeks to create a set of actions that address the Authority's 2024 *Strategic Plan* goal "to attract new riders, retain existing riders and increase the percentage of transit trips in the region" and help the Authority achieve its vision of "a thriving region enabled by a best-in-class transit system." This plan will support the MBTA in proactively identifying, creating, and shepherding connections between modes and operators. This plan provides a blueprint for making those connections.

The COVID-19 pandemic provided an overdue opportunity for transit agencies to rethink the kinds of trips they were providing and to recognize the importance of serving the full spectrum of mobility needs. Providing transit that can meet all the needs of daily life, not only commutes, requires creating dependable, flexible, easy, and understandable connections across modes. When the barriers between modes are too high, travelers are less likely to use transit or another sustainable transportation option. As Massachusetts' largest transportation provider, the MBTA is the backbone of regional transportation. MBTA services and infrastructure connect with other mobility providers at numerous points across the region. These include regional transit authority (RTA) hubs in Gateway Cities, Bluebikes docks on or adjacent to MBTA property, transportation management association (TMA) shuttles making first/last mile connections to major employers, and many others. This plan lays out steps that the MBTA can take to reduce barriers to connectivity while striving to make those connections as easy to use as possible, moving them from connections to integrations. The plan will also help the MBTA respond to emerging innovations in technology and land use practices such as the MBTA's new fare collection system, project proposals from partners, and regional land use and development patterns. Integration initiatives can support the rider, the region, and the MBTA.

The *Mobility Integrations Plan* stems from the MBTA's efforts to improve service and customer experience. It builds upon a study the MBTA commissioned from the Boston Region Metropolitan Planning Organization's Central Transportation Planning Staff (CTPS), and extensive feedback from staff, partner agencies, and advocates. Various plans and initiatives, including *Focus40*, *Beyond Mobility*, the Capital Investment Plan (CIP), *Full T Ahead*, and the MBTA's 2024 *Strategic Plan* inform this plan. This plan outlines the possibilities of mobility integration, how mobility goals are being achieved elsewhere, the current state of mobility integration relationships and initiatives at the MBTA and recommends next steps for the MBTA to enhance connectivity within the transit ecosystem.

Context and Background

The MBTA provides transit service to 177 cities and towns across Massachusetts by heavy and light rail, bus, commuter rail, ferry, and paratransit with continued service into Rhode Island, serving 241,797,581 trips in 2024.[1] In 2018, Public transit supports access to jobs, housing, school, healthcare, and cultural institutions, making MBTA services critical to the region. A Better City estimated **the regional benefit of the MBTA at $11.4 billion per year**, more than 3% of the region's GDP or an average benefit of about $6,700 per household.[2] In April 2025, the MBTA's average weekday ridership was 837,864. Broken down by mode, 50% traveled by subway, 37% by bus, 12% by commuter rail, 0.6% by ferry, and 0.5% by paratransit.[3] **On an average weekday, about 9% of trips include a mode transfer from bus to subway or vice versa**. The MBTA Rider Census indicates that about **19% of trips starting on a ferry and 22% of trips on commuter rail have a mode transfer**.

The MBTA's pursuit of increased regional connectivity is guided by the 2024 *Strategic Plan* and its stated mission: *"*We serve the public by providing safe, reliable, and accessible transportation," and its vision of "a thriving region enabled by a best-in-class transit system.*"* The *Strategic Plan* established eight goals, four of which drive this work:

Figure 1: MBTA Strategic Goals

The *Mobility Integration Plan* also responds to other regional needs and challenges, including:

- **The transportation challenges that result from displacement due to increased housing costs,** when households move farther from work, school, and other destinations to places that are less in demand and/or less well served by transit.
- **The need to promote resilience in the face of extreme weather conditions.**
- **The need to integrate traditional, fixed-route transit with micromobility and other services** to move people efficiently throughout the region.
- **Overcoming barriers to transit and building connections to fixed routes.**
- **Extending transportation options** when fixed route services are less frequent.

[1] https://mbta-massdot.opendata.arcgis.com/datasets/2048258a18354256a650d41f8fe4532c_0/explore

[2] https://www.abettercity.org/assets/images/TransportationDividend-TechnicalAppendices-2.7.18.pdf

[3] https://www.mbta.com/performance-metrics/ridership-the-t

Defining Mobility Integration

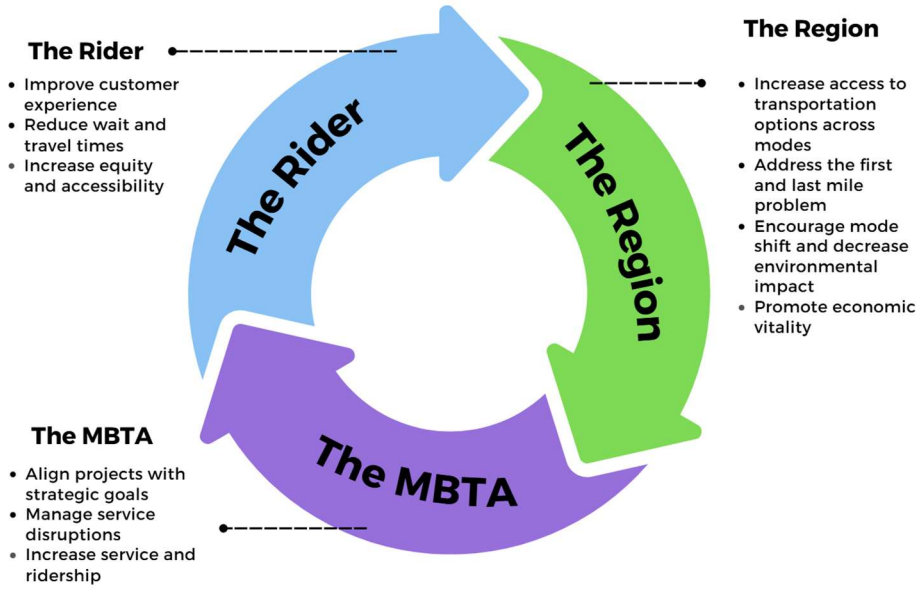
Mobility integration is the concept of better connecting transportation services to aid transfers and ease a traveler's journey from start to finish.

Mobility integrations are collaborations within a transportation agency or between different mobility providers to deliver more seamless and effective transportation. **For the MBTA, this could mean better connecting the services the Authority operates (i.e. subway, bus, commuter rail, ferry, paratransit, and parking services) or building connections between the MBTA and other mobility providers to help riders move efficiently throughout the region**. These integrations focus on making the best use of existing and emerging modes to enhance communities' access to opportunities across a regional network and foster a responsive transit ecosystem that supports a wide array of riders. In practice, mobility integrations can take many forms, including physical and digital infrastructure, service and scheduling, and fare connections.

The Possibilities of Mobility Integration

An array of possible mobility integrations can support different users and outcomes. The MBTA envisions a regional multimodal network that supports riders' various journeys, while contributing to healthy communities, a thriving economy, and a sustainable environment. This vision includes an integrated traditional transit network that builds agile, responsive connections between MBTA services and services provided by other mobility partners. These connections require that the MBTA provide high-capacity, frequent, and dependable fixed-route transit service as the backbone of a universally accessible, interconnected system. While mobility integrations can increase service options, increased integration of fares and technology could lead to greater demand for service integration on the operational side. Therefore, it is important that the MBTA assess, align, and build administrative and operational capacity alongside experimenting with new integration proposals when pursuing mobility integration initiatives

Figure 2: Why Pursue Mobility Integration

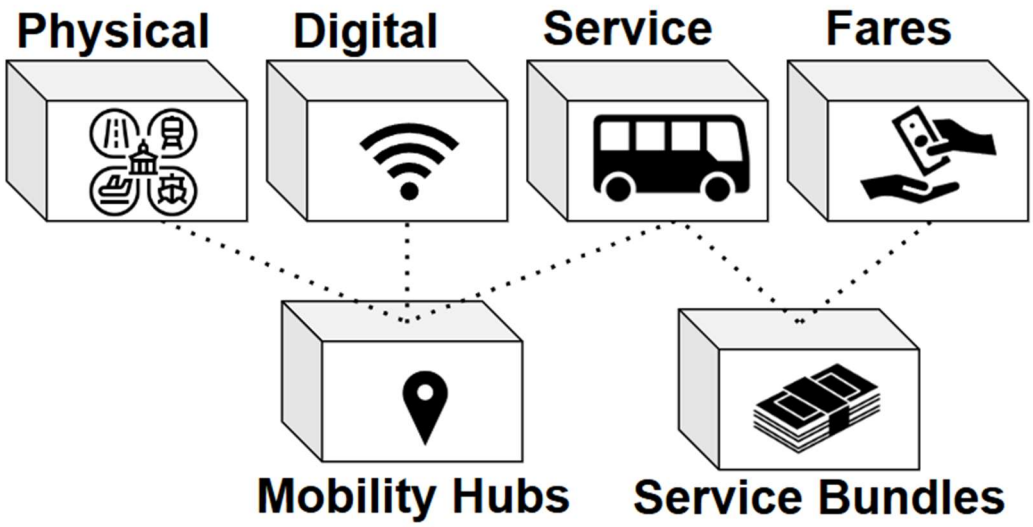


There are three key perspectives on increased connectivity: the **Rider**, the **Region**, and the **MBTA**. Each perspective illuminates particular benefits and objectives of mobility integration. Framing

mobility integrations around **the Rider** focuses on providing seamless travel experiences intended to improve customer experience and increase ridership as a result. **The Region** focuses on mobility integrations promoting economic growth, increasing access to transit, supporting environmentally sustainable practices, and advancing an interconnected regional transit network. Some integrations may also primarily support **the MBTA** – providing flexible ways to meet its strategic goals and the priorities for service, such as those articulated in *Full T Ahead***.** These integrations can support the T by enhancing service delivery and ridership, providing flexibility in responding to service disruptions, and addressing the needs for improvements to wayfinding throughout the system.

Implementing mobility integration initiatives across all aspects of transit planning and operations is critical to the MBTA's mission and goals of providing safe, reliable, and accessible transit services for the communities the Authority serves. To accomplish this mission, the MBTA may use an array of integration strategies to facilitate an interconnected and user-centric transit experience. These strategies encompass shared infrastructure and mobility hubs, digital wayfinding, service and scheduling enhancements, fare payment advancements, and bundled service offerings. Each of these categories is described in more detail below.

Figure 3: Types of Possible Integrations



Physical Integrations

The MBTA's extensive infrastructure has long provided opportunities to co-locate physical connections between its modes as well as to share physical infrastructure with other mobility providers. The MBTA has many stations that already serve as multimodal transfer points, from core stations such as North Station, South Station, Downtown Crossing, and Government Center to outlying stops such as Montello commuter rail station in Brockton. Physical integrations can be physical connection points or collaborations between the MBTA and other mobility providers that expand and improve upon existing services to fill gaps in rider experience. For example, RTAs, TMAs, Amtrak, microtransit and intercity bus providers utilize shared infrastructure at stations and busways including bus turnarounds, designated pick-up and drop-off locations, car share and private vehicle parking. South Station exemplifies the benefits of physical integration: riders can access parking, subway, bus, commuter rail, Amtrak, bike storage, and pick-up and drop-off locations at a

single station which allows commuters to easily transfer between modes and continue their journey. Wayfinding that encompasses multiple modes and services can help bridge transfers between portions of a customer's journey. Increased physical integration allows the Authority to be more responsive during planned and unplanned service disruptions by establishing alternative service options in a single location. Likewise, transit-supportive land use and transit-oriented development (TOD), which emphasize the relationship between urban development and transportation infrastructure, represent fundamental aspects of physical integration. And while these elements have long been part of the MBTA's reality, this plan recognizes that there are opportunities to improve on all of them, from the very low hanging fruit to the ambitious.

Digital Integrations

Customer-facing digital service integrations present an opportunity to connect customers to information about their trips and provide ways to purchase fares. MBTA riders may use multiple apps to interface with the system, including but not limited to the MBTA Go app, mTicket, and Charlie. The MBTA maintains or contracts for many of these digital services itself. MBTA Go, maintained by the MBTA, provides riders with real-time information about bus and rapid transit arrivals; added trip planning functionality is expected in late 2025. mTicket, a service contracted by the MBTA, is used to purchase fares for commuter rail, while the new fare system is expected to offer more ways to pay for commuter rail and ferry. In addition, many customers use commercial apps like Google Maps, Apple Maps, Transitapp, and City Mapper. The MBTA provides crucial data for these services in the form of its General Transit Feed Specification (GTFS) and GTFS Realtime feeds, which allow technology developers to access the Authority's latest routes and schedules and get updates on real-time estimated times of arrival (ETAs) or service conditions. Like the MBTA, Massachusetts RTAs are required to maintain GTFS data that digitally document routes, stops, and schedules. Trip planning applications rely on data from transportation service providers, and the usefulness of these services relies on accurate and complete data including all available GTFS to facilitate trip planning across multiple transit operators. Although GTFS Realtime allows transit providers to provide ETAs from partner agencies at their own stations or stops as a form of integration, not all Massachusetts transit agencies have real-time feeds. Increased digital integration for the MBTA and our partners might bring all these apps into one platform that would allow riders to access all MBTA services and real time information in a single place.

Mobility Hubs

Mobility hubs are points that collocate transportation, information, and placemaking. These locations are a type of physical and digital integration where shared infrastructure is necessary to facilitate transfers and connections to other modes. Elements of a mobility hub might include real time information, wayfinding signage that is inclusive of all transit options at respective locations, seating and waiting areas, bike share docking stations, bike parking, bike repair stations, and other amenities that facilitate mobility. The MBTA has an extensive digital signage project underway to bring real time information to rapid transit stations and bus stops in the form of solar powered electronic ink (E-ink) screens. Additionally, the MBTA has begun installing customer information displays in lobbies and at major busways that provide information about service and delays. The Authority's support for infrastructure that facilitates access to these hubs, such as designated bus and bike lanes and accessible sidewalks, is pivotal to creating a well-connected transit network that efficiently links neighborhoods, cities, businesses, and the greater service area. To advance the use of MBTA assets as mobility hubs, the Authority is developing guidance on where mobility hubs

should be located and what should be included. These hubs require commitment to maintenance and operation, clear agreements, and strong communication strategies.

Peer Practice: GoHubs! Boston

The City of Boston's comprehensive transportation plan, *Go Boston 2030,* envisions the future of transportation in Boston. A set of priority projects include GoHubs! – neighborhood mobility hubs that combine transportation options, information, and placemaking elements to make multimodal trips more convenient.

In 2021, GoHubs! were piloted at eight locations in East Boston. Locations were selected based on community input, proximity to bus and subway stops, gaps in transportation access, and equity considerations. The City added 3 Bluebikes stations, 14 bike parking racks, 14 car share spaces, 4 smart benches, and placemaking elements across locations. Evaluation[4] of the pilot found 52% of Bluebikes rides in East Boston originated at a GoHub! location. The Eagle Hill location saw 110% increase in Bluebikes ridership and surpassed the Boston average for miles driven on Zipcar in 2022. Porizo Park saw a 72% increase in Bluebikes ridership. The GoHubs! team plans to expand with a focus on streets with key MBTA bus routes and stops within 10 minutes of a subway station.

Service and Scheduling Integrations

Transit operators can sometimes adjust routes and schedules to better serve multimodal connections. For example, the MBTA is partnering with the Boston Region MPO to pilot increased and rerouted service on the 714 bus in Hull that will allow it to connect with other fixed-route bus services, ferries, and commuter rail. Increasing coordination efforts between MBTA services and other regional mobility providers, such as RTAs and TMAs, can create a more reliable transit network that aligns with demand periods, reduces travel and wait times for riders, and provides alternatives for driving on congested roadways. One example of current service integration is the MBTA's commuter rail schedule coordination with RTAs. RTAs had historically raised concerns that commuter rail schedule adjustments had not been well coordinated with RTA service changes. Many partner RTAs time their services to connect to specific commuter rail trains, and previously, had learned about schedule changes at the same time as the public. In the summer of 2024, the MBTA and Keolis partnered to release commuter rail schedules to the RTAs during the drafting process, allowing RTAs to develop preliminary service adjustments in advance of final schedule changes being released to the public. MBTA and Keolis are now working to extend this coordination to TMAs as well.

Fare Integrations

Fare payment integrations make it easier for users to connect to the MBTA. Modernization of MBTA fare payment technology through the Fare Transformation project will make paying for transit easier and more convenient for riders. These technological upgrades will also potentially expand opportunities for the MBTA to connect its own payment products in one platform. For example, currently MBTA commuter rail and parking each require a separate application for payment. Fare

[4] https://www.boston.gov/news/gohubs-pilot-east-boston-evaluation-report

payment advancements could enable other mobility providers to integrate into the MBTA fare payment system, which could allow riders in the future to access MBTA services, bike share, rideshare, etc. through an MBTA platform. This is a form of Mobility as a Service (MaaS), which is "the integration of, and access to, different transport services (such as public transport, ride-sharing, car-sharing, bike-sharing, scooter-sharing, taxi, car rental, ride-hailing and so on) in one single digital mobility offer, with active mobility and an efficient public transport system as its basis."[5] Integrations in fare payment processes could improve first/last mile connections, encourage multimodal use, and enhance the overall accessibility of transit by providing riders with an easy avenue to pay for multiple services. Mobility integrations present an opportunity to collaborate on fare policies with neighboring and complementary transit providers, for example utilizing virtual wallets to pay for multiple services. The RIDE transportation network company (TNC) partnership between the MBTA, Uber and Lyft that evolved to become The RIDE Flex demonstrates some of the MBTA's current mobility integration practices.

Case Study: LADOT Universal Basic Mobility Pilot

The Los Angeles Department of Transportation (LADOT) launched a universal basic mobility (UBM) pilot[6] that utilized a virtual mobility wallet allowing riders to pay for various transportation options, including transit, micro transit, taxi and ride-hailing services, inter regional rail, long-distance buses, shared scooters and bikes, bike shops, electric car share and more, using a single prepaid debit card.

South Los Angeles was selected as the pilot location as 29% of residents of the pilot area lived below the poverty line, 19% received SNAP benefits, 6% of households did not own a vehicle and 30% owned one vehicle. The full pilot program included the mobility wallet, electric mobility, charging for all, quick-build active streets, rail-to-rail, first/last mile, community outreach, workforce development, and zero emission delivery.

Phase I of the program ran from May 2023 to April 2024 with 1,000 participants receiving $150 on the virtual wallet each month. The results of this pilot showed participants spent $1.36 million during the duration of the pilot. Following the success of Phase I, the pilot continued into Phase II begun in spring 2025 with 2,000 participants receiving $1,800 over 12 months to spend on Metro Bus, Rail, Micro, bike share, Metrolink, E-scooters and bikes, taxi and regional transportation services, ride hailing and purchase of merchandise from local bike shops.

Service Bundles

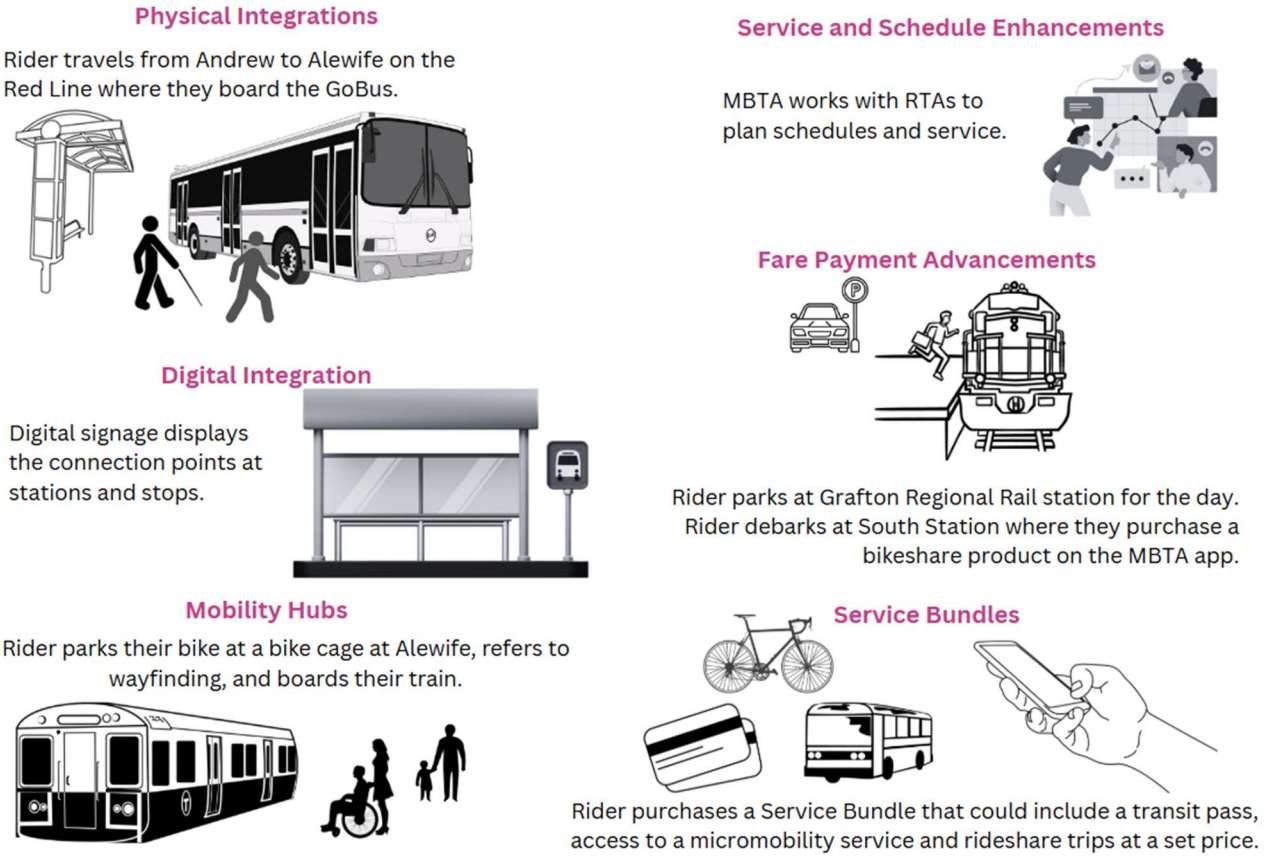
New fare payment technology presents an opportunity for the MBTA to develop bundled service packages that can cater to the diverse needs of riders. Bundled services provide access to various transit modes in comprehensive service packages offering cost-effective and convenient solutions to riders. This model encourages riders to approach transit as a holistic and all-encompassing mobility solution tailored to their individual preferences and requirements. For example, a rider might be able to purchase a service bundle at a singular price point that includes a Monthly LinkPass,

[5] UITP Report *Mobility as a Service*, April 2019

[6] https://ladot.lacity.gov/ubm

a set number of capped TNC trips, and a set number of capped microtransit trips. Service bundles can follow a pay-as-you go or subscription model. The MBTA could offer service bundles to individuals, companies for the business trips of their employees, and universities for their students.[7] MaaS can be an expansion of the MBTA's Perq program— the MBTA's current employer/institution-subsidized transit pass.

Figure 4: Types of Possible Integrations in Practice
Multiple types of integration can be represented in a single example



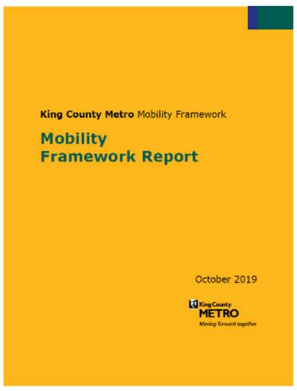
Opportunities and Challenges

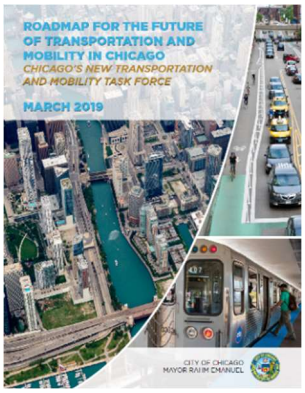
The various types of mobility integrations described above showcase the range of opportunities for the MBTA to enhance connections within its system and support riders. Importantly, while the various opportunities for integrations present an opportunity for the MBTA, there are inherent challenges. Pilots and/or partnerships that rely on external transportation providers may reduce the MBTA's direct control over how service is planned and delivered or lead to confusion about which entity operates a particular service. If new pilot services are not sustained or financially viable, it could leave customers without reliable access. Finally, new technology may take longer to develop or implement than expected, leading to slower than anticipated implementation of some technological integrations. Clear policies, partnership conditions, and contracts for new technologies can mitigate some of these challenges. An incremental approach, focusing first on the MBTA's own infrastructure connectivity, will enable the T manage change.

[7] https://discovery.ucl.ac.uk/id/eprint/10037890/1/a2135d_445259f704474f0f8116ccb625bdf7f8.pdf

Benchmarking

Transit agencies, municipalities, and transportation departments across the country have put forth strategic plans that underscore their interest and commitment to pursuing a highly integrated future state. Some prominent examples of this include King County Metro's *Mobility Framework Report*[8] – a detailed equity strategy and roadmap that holds Metro and local elected leaders accountable to delivering mobility benefits to low-income communities of color. The Colorado *Mobility Choice Blueprint*[9] was developed with the Colorado Department of Transportation, the Denver Regional Council of Governments, and the Regional Transportation District, in partnership with the Denver Metro Chamber and input from thought leaders from the public, private, and nonprofit sectors to better understand how to harness the benefits of new technologies that advance mobility in the region. The City of Chicago released the *Roadmap for the Future of Transportation and Mobility in Chicago: Chicago's New Transportation and Mobility Task Force*[10] to provide a comprehensive look ahead for the future state of Chicago's transportation system.





These plans provide recommendations and commitments to mobility integration, whether facilitating integrated payment and planning of various modes or providing guidelines for mobility pilots with private sector partners, as is the case in King County and the City of Chicago. These transportation providers plan to leverage technological innovation, partnerships, and funding to optimize routes, reduce congestion, and improve the overall rider experience.

Mobility Integration Practices Elsewhere

In addition to the planning examples identified above, mobility integration practices can be found around the world.

Fare and Digital Integration

In Berlin, the Berlin Transport Authority has successfully integrated multiple modes of transportation – including bus, trams, subway, and bike share – into a seamless, user-friendly digital platform.[11] Similarly, Transport for London (TfL) has implemented a comprehensive mobility integration system that allows passengers to plan trips, purchase tickets, and receive real-time updates across different modes through a single TfL Go[12] app.

[8] https://kingcounty.gov/en/dept/metro/about/mobility-framework

[9] https://www.mobilitychoiceblueprintstudy.com/

[10] https://www.chicago.gov/content/dam/city/depts/mayor/PDFs/21755_37_AF_MobilityReport.pdf

[11] https://www.jelbi.de/?_gl=1%2A1lqw5eu%2A_ga%2AOTEwNDU2MjMxLjE3MTk5Mjk4Mjc.%2A_ga_JMLERDMGZ5

[12] https://tfl.gov.uk/maps_/tfl-go

Microtransit

The Los Angeles County Metropolitan Transportation Authority (Metro) has adopted an innovative approach, partnering with rideshare companies to offer first/last mile solutions known as Metro Micro.[13] This service is meant to be a supplement to the existing bus and rail system in Los Angeles County and is meant to complement equity, reliability, and efficiency improvements being implemented as part of the NextGen Bus Plan.

Green Bay Metro (GBM) partnered with Via Transportation to replace three existing fixed routes on the city's east side with a new microtransit service – GBM On-Demand. Via provided GBM with a fully accessible fleet and a mobile app riders could use for real-time booking with wait times of fifteen to thirty minutes. GBM On-Demand had the same pricing structure as the GBM buses, with the option to pay via credit card, GBM ticket or transit pass. Via had previously assumed full responsibility for the city's paratransit services.[14] Since introducing GBM On-Demand, there has been a steady increase in the microtransit service, reporting almost 50,000 riders from January to December of 2023, complimenting the existing services.[15]

On-Demand Service

In 2016 the city of Summit, New Jersey partnered with Uber to subsidize rides to and from New York City to meet commuter demand and avoid the cost of building a new parking garage estimated at $10-17 million. The six-month pilot was limited to 100 people at $7 for each Uber ride, bringing the total pilot cost to $167,000.[16] The pilot proved to be a success and was moved to a full-time service. In 2023, the program provided 9,602 trips at a total cost of $105,933, of which $69,451 was paid by the city.[17]

Chicago RTA's 2018-2023 Regional Transit Strategic Plan, *Invest in Transit*[18], highlighted a desire to pursue mobility integration through technology and partnership with new mobility providers to improve conditions for riders in traditionally difficult to serve transit markets. In response, Chicago RTA partnered with Lyft and Chariot on pilots in two Chicago suburbs, Oak Brook and Bannockburn, to provide an on-demand shuttle service.[19] Chicago RTA assisted with funding and planning while the communities of Oak Brook and Bannockburn led coordination with local employers and property owners. Evaluation of the pilots found the TNC model was a financially viable solution to respond to current demand.

Mobility integration is a priority for transportation providers across the world seeking to increase access to quality transportation services that fit riders' needs. The programs described here increased ridership as they made commuting, traveling, and meeting customer demand easier.

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[13] https://www.metro.net/micro/

[14] https://greenbaywi.gov/CivicAlerts.aspx?AID=276&ARC=364

[15] Services/Transportation/GB%20Metro%20Transit/Route%20Reviews/2023%20-%20System%20Review.pdf

[16] https://www.wsj.com/articles/new-jersey-town-calls-on-uber-to-solve-commuter-parking-dilemma-1483128663

[17] https://www.cityofsummit.org/DocumentCenter/View/11966/Ridesharing-Program-Cost-and-Trip-Summary-

[18] https://rtams.org/sites/default/files/digital_documents/Invest_in_Transit_2019_Annual_Progress_Report.pdf

[19] Old/documents/plansandprograms/RTA%20Last%20Mile%20Mobility%20Pilots%20in%20Oak%20Brook%20and%2

Case Study: FTA Mobility-On-Demand Sandbox Program

The Federal Transit Administration (FTA) developed the Mobility On-Demand (MOD) Sandbox Program to progress its strategic research focus on mobility innovations. MOD is an effort to develop "multimodal, integrated, automated, accessible, and connected transportation systems in which personalized mobility is a key feature."[20] The FTA outlined objectives of MOD Sandbox Programs, including:

- Assist the transit industry with integrating MOD practices into existing transit service;
- Validate the technical and institutional feasibility of innovative MOD business models, and document MOD best practices that may emerge from the demonstrations; and
- Examine relevant public sector and federal requirements, and regulations and policies that may support or impede transit sector adoption of mobility on demand.[21]

In 2023, the FTA published *Synthesis Report: Findings and Lessons Learned from the Independent Evaluation of the Mobility on Demand (MOD) Sandbox Demonstrations*[22] highlighting key takeaways related to partnerships, data sharing, and equity and accessibility from 11 completed pilots.

Benefits

Projects evaluated by FTA had significant benefits that are consistent with the MBTA's strategic goals. The Bay Area Fair Value Commuting (FVC) Demonstration in Silicon Valley found that the introduction of an integrated trip planning and travel incentives platform led to a 40% reduction in vehicle miles traveled (VMT). Similarly, the introduction of an on-demand first/last mile service in the Tacoma area led to an estimated 30% VMT reduction, supporting strategic mode shift goals. In Pinellas County, Florida, on-demand, curb-to-curb paratransit service and integrated planning, booking, and payment services led to an increase in mobility, accessibility, and travel activity and a reduction in wait and travel times for paratransit customers.

Challenges

Data sharing agreements between public and private mobility providers, such as TNCs, challenged the ability of partnerships to move forward. In addition, the goals of public mobility providers were not always in line with private mobility providers at times, with private mobility providers focused on optimizing operations and business potential, while the public sector focused on expanded access to services. Private operators may be less interested in providing less profitable service. Some pilots raised equity concerns that the MOD program was skewed toward higher income areas due to perceptions that lower density areas were more difficult-to-serve.

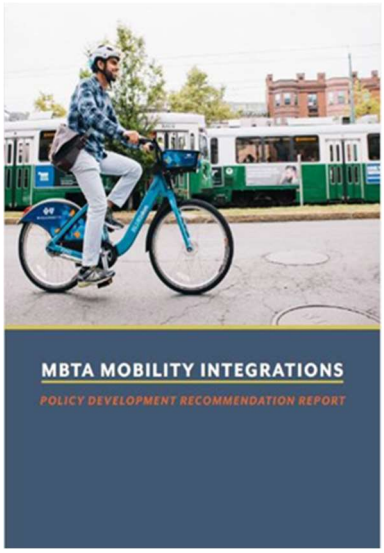
[20] https://www.transit.dot.gov/sites/fta.dot.gov/files/2023-07/FTA-Report-No-0242-rev.pdf

[21] https://www.transit.dot.gov/research-innovation/mobility-demand-mod-sandbox-program

[22] https://www.transit.dot.gov/sites/fta.dot.gov/files/2023-07/FTA-Report-No-0242-rev.pdf

Planning Context

Mobility Integrations Policy Development Recommendation Report



In 2023, the MBTA worked with the Central Transportation Planning Staff (CTPS) to conduct an initial study of mobility integration best practices and how the MBTA should consider partnering with third-party mobility providers.

The CTPS research study assessed precedents and best practices to provide recommendations that support the development of a framework for integration (technology, fare, payment, service, physical, etc.) with other mobility providers in Massachusetts, such as TNCs and bike share providers. As part of their report, CTPS conducted a peer agency review, identifying agencies that either published policies or plans related to mobility integration or had implemented mobility integration initiatives. Interviews were conducted with twenty-eight regional, national, and international transit agencies, mobility providers, and municipal representatives including the City of Boston, Chicago RTA, Quebec Metropolitan RTA, and the City of Stockholm. These interviews were conducted to learn industry best practices and to explore what role the MBTA could take within regional/statewide goals for pursuing mobility integration. The final report supports the MBTA's effort to establish a framework for mobility integration that is in line with the Authority's goals and objectives.

Key Recommendations from the CTPS Report (2023)

1. **Develop an internal mobility integration strategy.** CTPS recommended the MBTA work to develop goals for mobility integration that align with its strategic goals. To achieve these goals, the MBTA should identify internal steps that prepare for integration, and external requirements for the services it will integrate with.
2. **Advance regional mobility integration.** CTPS suggested that the MBTA should be a leader in creating mobility integration partnerships, leveraging its existing assets and relationships to foster an integrated system.

Overview of the CTPS Report (2023)

Why Pursue Mobility Integration?

CTPS identified that **primary motivators for transit providers to pursue mobility integration are improved service, equity, and sustainability**. Mobility providers agreed that mobility integrations are an avenue to improve customer experience, reduce travel and wait times, and expand access to transit services. This expansion can rectify existing inequities and use targeted integrations to improve service for transit-critical communities and transit deserts. For example, partnerships with regional mobility providers like RTAs reduce the cost of long-distance trips for riders outside the MBTA service area. Additionally, promoting mode shift is a significant motivation for mobility providers trying to reduce greenhouse gas emissions.

Key Opportunities and Challenges

Mobility integrations should reinforce the role of transit as the backbone of an integrated transportation network. Integrations should promote access to transit, making it an attractive option for travelers. There was a strong desire from regional mobility providers, particularly RTAs, for increased communication and coordination with the MBTA. Interagency collaboration in the Greater Boston area and beyond has the potential to provide travelers with regionwide intermodal fare and service integration, reducing friction in the travel experience.

And yet, **CTPS found that the MBTA should not expect that mobility integration partnerships will generate significant (or any) revenue**. Peer-agencies noted that private-sector partnerships are usually subsidized with the motivation of expanding access to transit over generating revenue. Integrations offer potential cost savings when private mobility providers can provide services more cost efficiently than transit agencies. Stakeholders interviewed identified the difficulty of balancing interests between partners when shaping integrations. The private sector's decisions are primarily motivated by profit and revenue potential before the public benefit of the transportation system. It is important that integrations work to close gaps in the existing network.

Recommendations

The report concluded that the MBTA should take steps towards setting an internal policy for integration with mobility providers – prioritizing a process to evaluate mobility integration's potential to further the Authority's strategic goals. Any service or fare integration with external mobility providers should provide measurably safer, higher-quality, more sustainable, and more equitable service.

These and other lessons from the CTPS Report are reflected throughout this *Mobility Integration Plan***.**

Context for Mobility Integration in Other Plans

This *Mobility Integration Plan* situates mobility integration within the strategic goals of the MBTA and the goals of partner organizations. The concept of improving connectivity between modes is a key theme in a number of previous plans – both by the MBTA and others – and is described in more detail in the examples below.

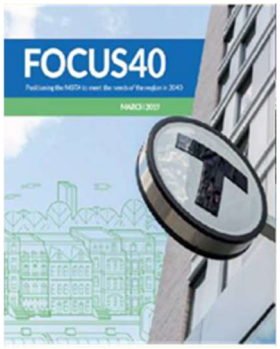
MBTA | "Strategic Plan: Authority Wide Goals and Metrics" (2024)

The *MBTA Strategic Plan* was published in January 2024, setting 8 goals for the organization and defining a central mission: "We serve the public by providing safe reliable, and accessible transportation," and vision of "a thriving region enabled by a best-in-class transit system." More recently the MBTA identified a series of service priorities known as *Full T Ahead.* Many of the service outcomes identified are reliant on successful implementation of mobility integrations.

Half of the goals in the T's strategic plan connect to the pursuit of mobility integration, including the goals of State of Good Repair and Modernization, Service and Economic Vitality, Sustainability and Resilience, and Mode Shift.

Within the right frameworks, mobility integrations with other providers can help deliver on many of these goals, as well as on the MBTA's overall value of equitable transit. Partnering with other providers can extend the reach of the MBTA network and make the transit experience more seamless and accessible. Working together with RTAs, TMAs, and micromobility providers can drive mode shift by creating new network connections and reaching new areas.

MBTA | "Focus40" (2019)

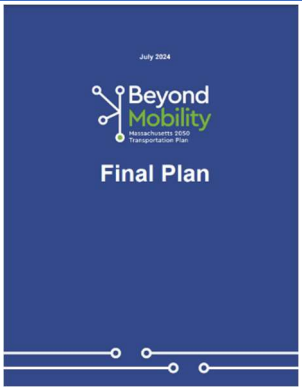


Focus40 is the MBTA's most recent Program for Mass Transportation (PMT): the twenty-five-year capital investment plan for the Authority, which guides planning and future investments. MassDOT's Office of Transportation Planning, in partnership with the MBTA, expects to launch an approximately 18-month development process for the next PMT in summer 2025.

Alignment with Mobility Integration

As a capital plan, *Focus40* was attentive to MBTA-owned assets more than integration with third-party services. However, several capital investments support *Mobility Integration Plan* goals. Most notably, *Focus40* discussed investment in the MBTA's Automated Fare Collection (AFC 2.0) system, which will position the Authority to pursue improved fare integration with other transit providers and facilitate easier transfers between services for riders. Focus40 recommended a *Multi-Provider Water Transportation Network* to provide more service for waterfront communities, and for changes to The RIDE service given how private transportation services (TNCs) may play a role in paratransit service delivery.

MassDOT | "Beyond Mobility" (2024)



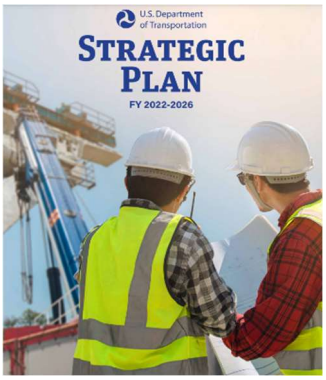
Beyond Mobility is MassDOT's federally required statewide long-range transportation plan, a key planning document for the Commonwealth, including the MBTA. The plan was developed through extensive stakeholder engagement, in which respondents indicated that transit system integration is a high priority across the Commonwealth.

Alignment With Mobility Integration

Beyond Mobility emphasizes seamless travel and provides several examples of potential integrations that MassDOT will prioritize. According to the *Beyond Mobility* Phase I Vision, Values and Needs Survey undertaken in the summer of 2022, connectivity ranked as the top value chosen both by Equity Groups (64.5%) and All Respondents (57.7%).[23] As a whole, *Beyond Mobility* points toward a more connected and integrated transportation network that relies on the MBTA and other MassDOT divisions to collectively identify priority locations for the development of mobility integrations. This plan will help the MBTA evaluate possibilities within MassDOT's broad purpose and help align MBTA priorities with the development of new planning and funding programs stemming from *Beyond Mobility*. Key recommendations in *Beyond Mobility* relevant to mobility integration planning include:

- Support for robust demand-response transit in areas unsuitable for fixed-route transit.
- Mitigating the exclusionary impact of legacy land use decisions.
- Exploration of a new funding program for sidewalk improvements and operations such as snow clearance for municipalities.
- Targeted funding for regional connectivity, including first/last mile solutions.
- An inventory of wayfinding gaps for the MBTA and RTAs.
- Exploration of a network of regional mobility managers.

USDOT | "Strategic Plan: FY 2022-2026" (2022)



The US Department of Transportation's (USDOT) most recent *Strategic Plan*, covering Federal Fiscal Years 2022-2026[24], articulated a broad set of recommendations for the nation's transportation system. While some policy positions may change with the new administration, this remains the current Federal plan.

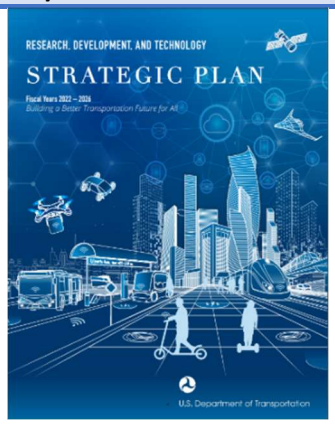
Alignment With Mobility Integration

The plan established several priorities that relate to mobility integration. These include goals of returning to pre-covid transit ridership, increasing the percentage of person trips by transit and active transportation modes, and identifying transit-oriented development as a strategy that can improve mobility equity by co-locating affordable housing with transit services.

[23] https://www.mass.gov/beyond-mobility

[24] https://www.transportation.gov/sites/dot.gov/files/2025-01/U.S.%20Department%20of%20Transportation%20Strategic%20Plan%20FY%202022-2026.pdf

USDOT | "Research, Development, and Technology Strategic Plan" (2022)



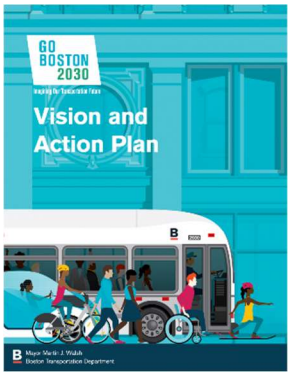
The USDOT sponsors a wide array of transportation research. The most recent *USDOT Research, Development, and Technology (RD&T) Strategic Plan*[25] established USDOT's research goals and served as a call to innovation focused on improving transportation.

Alignment With Mobility Integration

The most recent *RD&T Strategic Plan* closely aligns with the goals of this *Mobility Integration Plan***.** The *RD&T Plan* supported research and innovation to achieve **mode shift** by integrating public transit with a range of other mobility services. It also encouraged technological innovation and collaboration between public and private sectors to fill service gaps. The *RD&T Plan* established several specific goals related to mobility integration, including:

- Envisioning a shared technological platform to access on-demand passenger travel services, enabling users to access and compare services from transit to taxis to scooters.
- Calling for a multimodal approach to transportation planning that connects transit, pedestrian, bicycle, and micromobility infrastructure.
- Establishing a vision of mobility hubs where public transit and other services connect.
- Establishing a vision of integrated mobility supported by transit-supportive land use policies and transit-oriented development.
- Encouraging research tools to better understand how individuals make travel decisions.

City of Boston | "Go Boston 2030" (2017)



Go Boston 2030 is the City of Boston's long-term transportation plan. The plan established a vision for the future of transportation in Boston and attached that vision to specific project proposals – making recommendations for policies and physical transportation projects to be implemented over a 15-year term.

Alignment with Mobility Integration

Go Boston 2030 aims to increase travel options across the region and establishes a clear vision of mode shift with specific targets for increases in public transit, walking, and bike trips. Its primary goals are increasing access, improving safety, and improving reliability. The plan recommends several roadway design and corridor improvements to facilitate active mobility and promotes multimodal connections through neighborhood mobility hubs. Many of these initiatives are aligned with the MBTA's longer-term plans and *Go Boston 2030* broadly supports the aims of this *Mobility Integration Plan***.**

[25] https://www.transportation.gov/sites/dot.gov/files/2023-01/USDOT%20RDT%20Strategic%20Plan%20FY22-26_010523_508.pdf

MAPC | "MetroCommon x 2050" (2021)

The Metropolitan Area Planning Council (MAPC) is Greater Boston's designated metropolitan planning organization. *MetroCommon x 2050*[26] is the region's long-range land use and policy plan a*nd* makes a broad array of recommendations intended to guide the region's development. Broadly, the plan makes recommendations in five action areas: regional growth and mobility, housing, wealth and health equity, governance, and climate change mitigation and resilience.

Alignment with Mobility Integration

The plan expressed a firm commitment to mode shift, driven by improved and expanded public transit and supported by better integration with active modes inclusive of new physical infrastructure. It identified a lack of coordination between transit providers and cities/municipalities responsible for land-use decisions, and a lack of coordinated policies as impediments to making this goal a reality. Additionally, it made several recommendations aligned with this *Mobility Integration Plan*, most of which are focused on improving **multimodal connections** with development and land use planning, including:

- Calling for coalitions of local governments, businesses, and property owners to pursue local first/last mile service options that can be integrated with MBTA's core network.
- Advocating for better coordination of micromobility services like e-bikes and scooters that may compete for space in public rights of way if not proactively managed.
- Recommending more engagement with transit agencies on transit-oriented development.

Boston Region MPO | "Destination 2025 Long Range Transportation Plan" (2023)

The Boston Region Metropolitan Planning Organization (MPO) is Boston's designated regional transportation planning body. *Destination 2050*[27] is its long-range transportation plan, which sought to set transportation goals, guide the MPO's own investments, and establish strategies for addressing regional transportation challenges and needs. The plan made recommendations across a variety of modes, including public transit and active transportation.

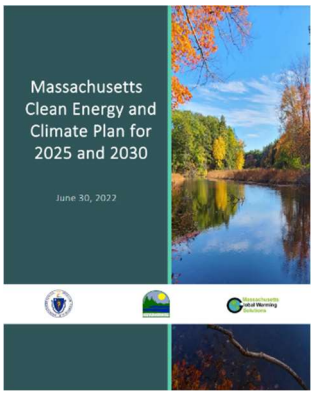
Alignment with Mobility Integrations

One of *Destination 2050*'s key recommendation areas was "Access and Connectivity," which aimed to promote multimodal access to destinations across the region. Primarily, the plan proposed to do this through improved bike and active transportation infrastructure, and improvements to public transportation. The plan also recommended that municipalities pursue roadway improvements like dedicated bus lanes to make transit operations more efficient. As a planning body with a regional mandate, the MPO made recommendations to improve interorganizational coordination through initiatives like better-aligned schedules between the MBTA and RTAs. *Destination 2050* aims to promote mode shift by reducing the region's share of trips in private vehicles.

[26] https://metrocommon.mapc.org/

[27] https://www.ctps.org/lrtp

EEA | "Massachusetts Clean Energy and Climate Plan for 2025 and 2030" (2022)



The *Massachusetts Clean Energy and Climate Plan (CECP)*[28] for 2025 and 2030 outlined the Commonwealth's strategies to reduce greenhouse gas emissions by 33% below 1990 level by 2025 and 50% by 2030 with the intention of reaching net zero by 2050. It promoted expanding clean energy procurement, electrifying buildings, and advancing clean transportation strategies. It builds upon work the MBTA is already doing with the Bus Modernization program which aims to have 100% of all buses in service be EVs by 2040 and provide bus service to 275,000 additional residents.

Alignment with Mobility Integrations

The CECP strongly aligns with the efforts to create a more sustainable and efficient transportation system by promoting increased investment in public transit, multimodal transportation options, and transit-oriented development to reduce dependency on personal vehicle use. It emphasized the need for collaboration between state and municipal stakeholders to reduce pollution from the transportation sector by:

- Integrating clean mobility solutions into urban and suburban planning.
- Reducing growth in total VMT by improving alternatives to personal vehicles.
- Transitioning most vehicles on the road to electric vehicles.

[28] https://www.mass.gov/doc/clean-energy-and-climate-plan-for-2025-and-2030/download

Case Study: City of Salem, MA

The City of Salem, MA has taken significant steps towards mobility integration with municipal programs that promote access to the MBTA network. With both bike share and microtransit programs, the city is working to address local congestion and improve access to public transportation.

In 2021, Salem joined the Bluebikes system, expanding a system previously focused on the central Boston metropolitan area to a new service zone north of Boston. Salem's Bluebikes system has grown from eight docks at launch to eighteen docks throughout the city. Two docks are located in close proximity to the MBTA's Salem commuter rail station, allowing riders to easily bike to and from the station. Salem's Bluebikes program is supported by local funding sources including Salem State University and Salem Hospital, as well as a grant from the Boston Region MPO—demonstrating the potential to secure numerous funding sources to support integrated mobility services.

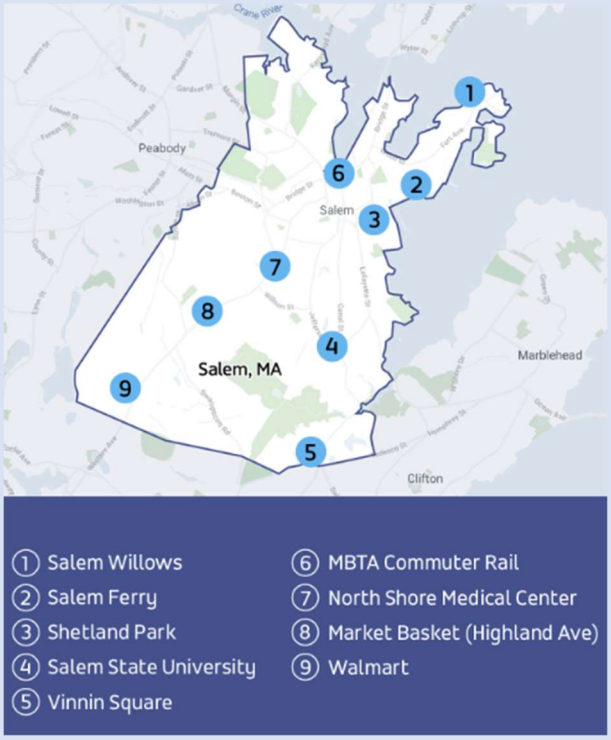


Figure 5: Salem Skipper microtransit service zone

In addition, Salem provides a microtransit service called Salem Skipper that offers on-demand trips throughout the city and in select nearby areas, including parts of the neighboring towns of Beverly and Danvers.

Microtransit and Bluebikes provide a way for the City of Salem to improve access to existing MBTA services. These services can support Salem and the MBTA's long-term planning; observed ridership and travel patterns may be used to better understand travel demand and justify investment in additional MBTA-operated service.

State of Mobility Integration at the MBTA

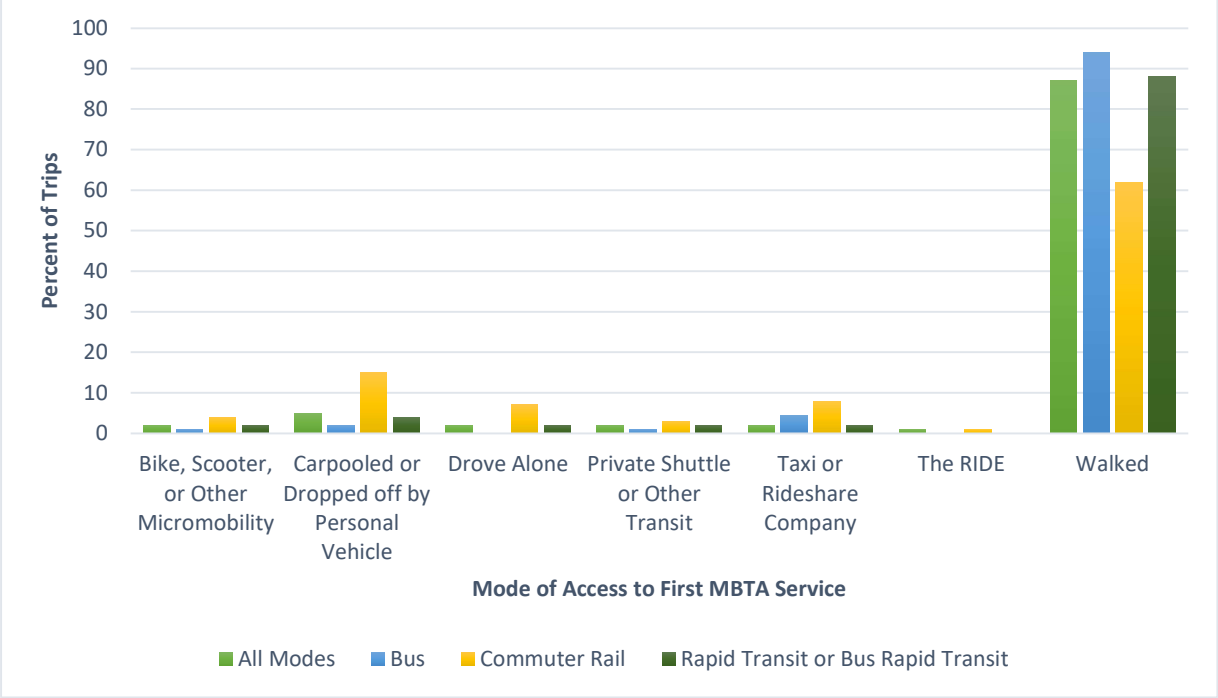
As discussed above, the MBTA and Commonwealth transportation systems already offer numerous examples of integration—but more opportunities exist. Mobility integration relies on successful coordination between a variety of transportation stakeholders. Public transit providers, private mobility providers, state and municipal agencies each have roles to play in developing an integrated mobility ecosystem that allows people to travel with ease across transit and other shared modes. As the Commonwealth's largest provider of transportation, the MBTA has existing working relationships with key mobility integration stakeholders that can expand and evolve to facilitate new and improved connections between services, promote development that supports shared mobility patterns, and meet the region's mode shift goals.

This section provides an overview of the current state of access to MBTA infrastructure; how the Authority works with stakeholders and key regional partnerships to promote mobility integration; and opportunities for expanded coordination. It is important to note, however, that some opportunities for improved connections may be better suited to be addressed primarily by other partners.

Access and Integration Within the MBTA Network

The MBTA's Pooled System-Wide Passenger Survey provides insight into the current state of mobility integration by reporting on how riders access the system and transfer between modes. Data collected by the survey includes demographic information, trip purpose, frequency, start/end location, arrival/departure mode, fare and fare payment method, and number of usable cars in the household.

Figure 6: Access to MBTA System by Mode



Source: 2024 Pooled System-Wide Passenger Survey.

An overwhelming majority of riders across modes access the system by walking, with 87% of trips beginning on foot. Carpool or drop-off is the second most frequent mode of access (5%), with smaller numbers of riders accessing the system via taxi (2%), driving alone (2%), other modes of transit (2%), or biking/using active transportation (2%). It should be noted that how riders access the system will look different depending on if they are beginning their journey within or beyond the core service area.

Forms of access vary between MBTA modes, with the greatest discrepancy between bus and commuter rail service. Commuter rail riders are more likely to access the system via some form of private automobile, with nearly 30% of riders either driving alone, being dropped off, taking a taxi, or participating in a carpool. In comparison, only 4% of riders whose journeys begin on the bus access their stop via automobile. These patterns depend on the geography of the service–commuter rail stations typically serve larger and lower-density catchment areas than bus stops, and have stations designed to accommodate vehicle access.

Once in the MBTA system, ease of mobility and transfer between modes influences the likelihood that riders will take a multimodal trip. Transfers are typically pain points for riders, and each transfer (along with the ease and time cost of that transfer) reduces the likelihood of using transit for their trip. 106 MBTA rapid transit stations provide a transfer to another MBTA mode. 44 commuter rail stations provide a transfer to bus service, and 10 offer an immediate transfer to rapid transit service. There are also innumerable bus-to-bus connections available across the network. By building a better understanding of how riders transfer within the MBTA's system and how riders transfer from outside the system, the T can identify opportunities to reduce friction at transfer points and identify what strategies may encourage multimodal trips.

Connections to Other Services and Providers

Greater Boston is home to a variety of shared transportation services operated by local governments, nonprofits, and private firms. These services relate in a variety of ways to the MBTA system. Many are uncoordinated, having a de facto relationship with the MBTA by feeding its network or composing one leg of a multimodal trip. In other instances, the MBTA has some level of coordination with services that receive either planning or operational support from the Authority. In some cases, the MBTA maintains a high level of coordination with external providers, either directly contracting services or formally integrating service with MBTA modes. The table below provides an overview of some existing services at the time of this plan's drafting.

Table 1: Service Providers Relationship to MBTA

Category	*Service*	*Provider*	*Location*	*Relationship to the MBTA*
Bus - Shuttle	Contracted MBTA Bus	Paul Revere	Core MBTA Service Area	**Formal Coordination** Operators provide service under the MBTA brand with MBTA schedules and fares
	Local Bus Service	Charles River TMA/EZRide, Lexpress, Crosstown Connect TMA	Within Municipalities & TMA Service Areas	**Some Coordination** Provide connecting services in MBTA bus service area; some using MBTA infrastructure
	Logan Express and Airport Shuttles	Massport, Paul Revere	Regional, Boston Logan Airport	**Some Coordination** Connects with MBTA service serving Boston Logan with coordinated station areas
	University and Employer Shuttles	BU, Harvard, MIT, Tufts, Northeastern, etc.	Regional	**Informal Coordination** Some shuttles connect with MBTA services
Regional and National Services	Private Bus	Greyhound, Peter Pan, P&B	National	**Formal Coordination** Intercity buses operate out of MBTA station infrastructure
	Rail	Amtrak	Regional	**Formal Coordination** MBTA shares station and rail infrastructure with Amtrak and coordinates operations
Demand-Response	Taxis and TNCs	Uber, Lyft	Regional	**Formal Coordination** Deliver trips for The Ride; taxi pickup and drop off at MBTA
	Microtransit	Salem, Newton, RTA services in various towns	Within Municipalities	**Informal Coordination** Some connections at commuter rail stations
	Dial-a-Ride	Councils on Aging, Healthcare Providers	Within Municipalities or Defined Zones	**Informal Coordination** Services may feed MBTA stations without formal coordination
Bike Share	Bluebikes	Owned by cities with private operator	Core MBTA Service Area	**Some Coordination** Docking stations located on MBTA-owned property and adjacent to MBTA stations.
Shared Vehicle	Car Share	ZipCar	Regional	**Some Coordination** Vehicles parked on MBTA-owned property

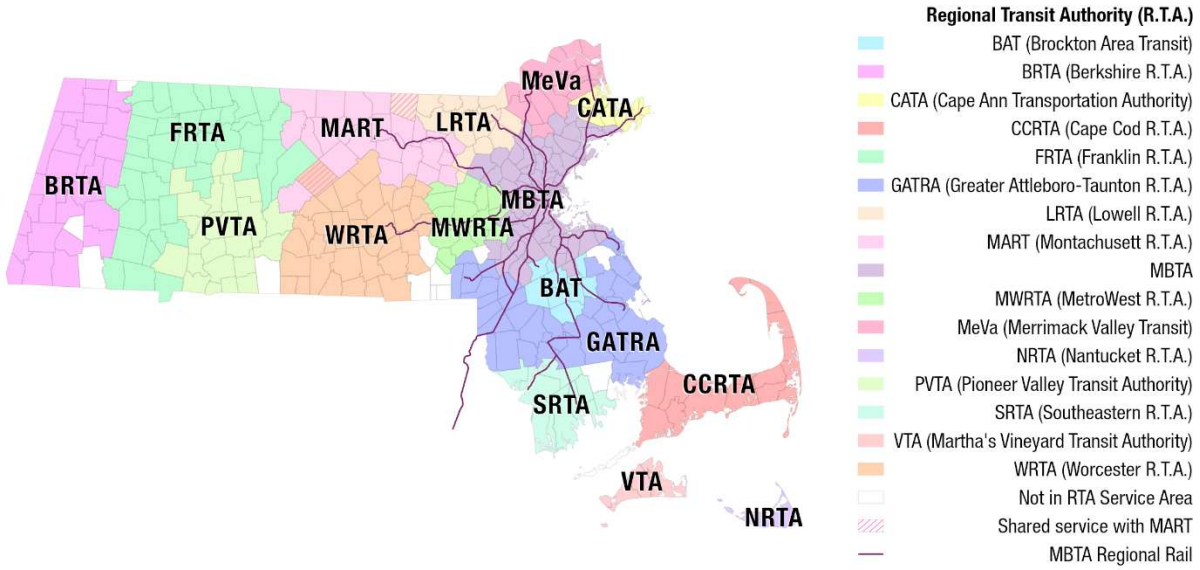
Mobility integration provides an opportunity for the MBTA to assess its relationships with external transportation providers, and to determine the form they should take moving forward. In some instances, formal coordination may not be needed whereas others may require higher levels of coordination to promote shared trips across multiple services and increase ridership.

Regional Transit Connections

Regional Transit Authorities

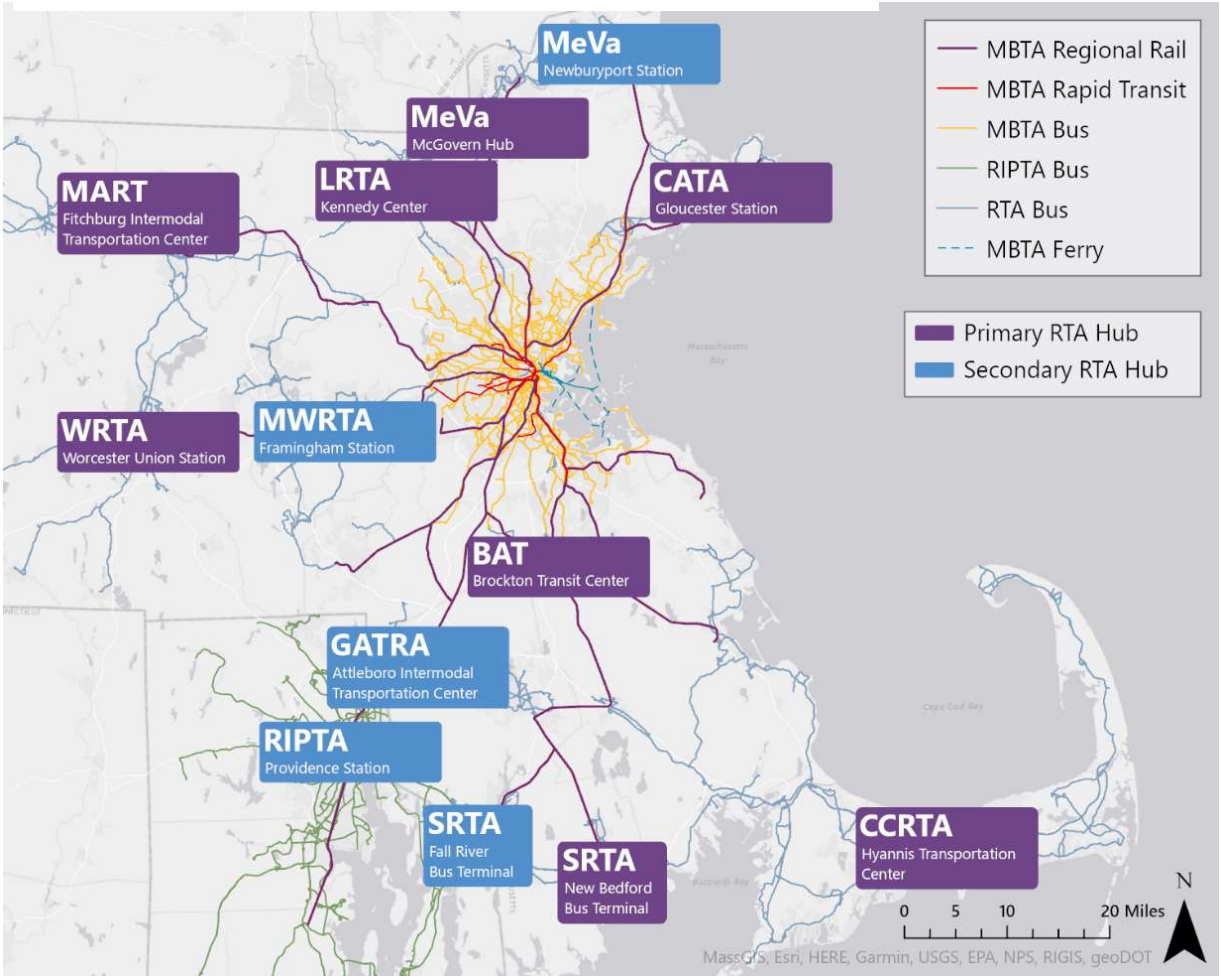
In Massachusetts, transit providers outside of the Boston metropolitan area are designated as Regional Transit Authorities, or RTAs. There are sixteen RTAs in Massachusetts, of which several border the MBTA bus and rapid transit service areas, and nine connect with MBTA commuter rail service. The Rhode Island Public Transit Authority (RIPTA) also serves MBTA commuter rail stations in Rhode Island.

Figure 7: RTA Service Areas in Massachusetts



The MBTA primarily interfaces with RTAs through its commuter rail system. Many RTAs locate their primary hubs adjacent to MBTA commuter rail stations, which therefore receive service from most, if not all, RTA routes in the system. Other RTAs treat MBTA commuter rail stations as secondary hubs, providing some level of service but not using the station as the focal point of their system. On the map below, RTAs in the MBTA's extended service area are categorized by how their bus systems interface with commuter rail.

Figure 8: Regional Transit Hubs

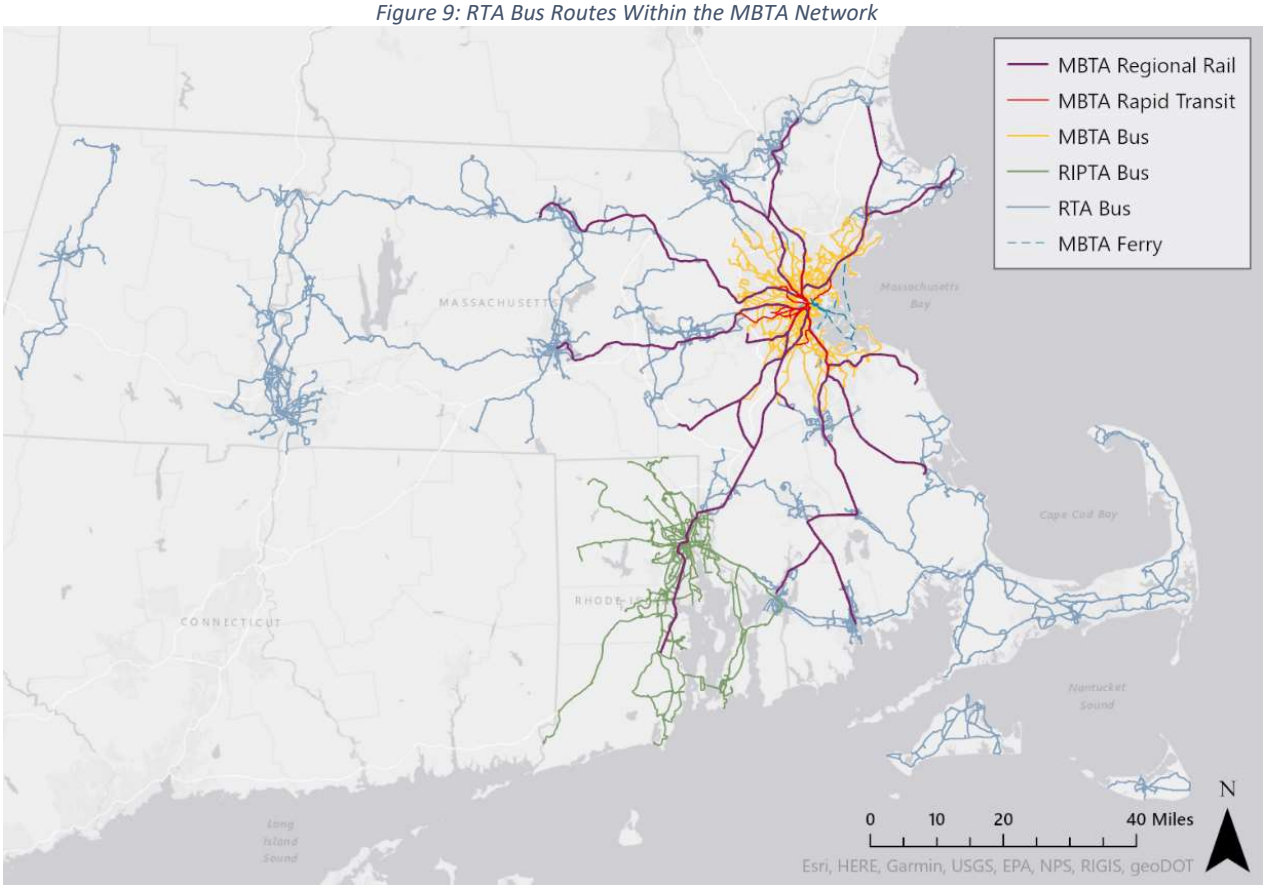


Please note: this graphic may not capture all secondary RTA hubs.

There is some overlap between RTA and some MBTA bus and heavy rail routes. For example, Brockton Area Transit (BAT) provides connections to Ashmont Station on the Red Line.

Since some riders use RTA service as a first/last mile connection to the MBTA network, MBTA stations serve as a central transfer point for RTA bus routes – even for riders not transferring to commuter rail. Commuter rail stations in RTA territory are key locations for physical mobility integration – both for RTAs and the MBTA, and for other services (e.g. taxis, micromobility devices, and charter buses) that provide access to commuter rail. Opportunities for integration could include collocated signage, maps, and digital infrastructure to assist riders traveling across systems, and station-area infrastructure to help riders access bike racks, bike share docks, and sharing of bus berths between operators as feasible.

Figure 9: RTA Bus Routes Within the MBTA Network



Transportation Management Associations

TMAs are nonprofit organizations generally composed of businesses, property owners, and property managers that work to manage commute and transportation-related issues in a given area. TMAs often aim to influence commuter behavior – helping to coordinate carpools and vanpools, offering incentives for public transit, and coordinating other shared services – to reduce rates of single occupancy vehicle use to travel to work. In some instances, TMAs function as transit providers; for example, the Charles River TMA operates a fixed-route system that fills an east/west gap in the MBTA network in South Cambridge and the Allston Brighton shuttle connects several modes for these neighborhoods. At the time of this plan's drafting, there are sixteen TMAs in Massachusetts according to MassCommute, a nonprofit coalition of TMAs.[29] Most TMAs limit their ridership to affiliated individuals and are not accessible to the general public. The MBTA has varying degrees of coordination with TMAs, ranging from cooperation on pass programs to TMA use of MBTA infrastructure such as busways.

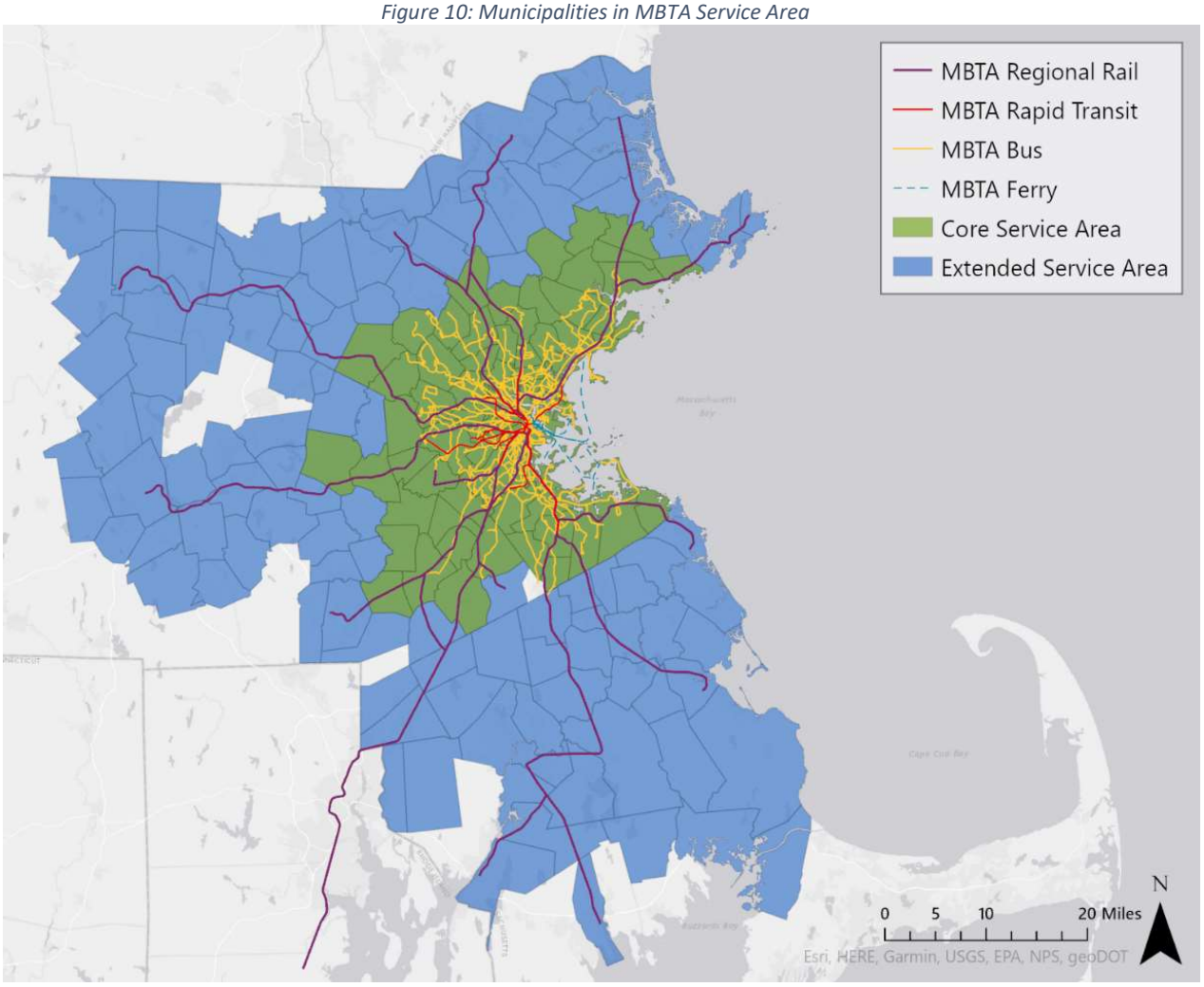
Municipal Partners

The 177 municipalities in the MBTA service area are key partners in supporting and delivering transit service. The municipalities own and manage roadways and bus stops where service is delivered, and regulate land use that affects where transit customers live and how they access stops and stations. Some municipalities also provide their own public transportation services. For

[29] https://www.masscommute.com/

example, the Town of Lexington operates a three-route Lexpress bus system that provides connection to twelve MBTA bus routes. Other municipalities, including the cities of Salem and Newton, operate microtransit services, a form of demand-response transit, that provide connections to MBTA routes.

Figure 10: Municipalities in MBTA Service Area



Increasingly, state policymakers and planners are focused on aligning land use and public transportation, which requires coordination with the municipalities responsible for zoning and station area infrastructure. This is most clearly reflected in the MBTA Communities Act, a state law that requires municipalities served by the MBTA to have at least one district zoned for multi-family housing and meeting certain minimum density requirements. The Commonwealth has also prioritized housing production, including supporting "infrastructure improvements to enable new growth."[30] Municipalities are key partners in creating connections between local housing and transit service. Moving forward, the MBTA has an opportunity to expand its work with municipalities; improve the customer experience in the communities it serves while extending the benefits of transit to more people through improving pedestrian and active mobility access to stops and stations; and to support TOD.

[30] *A Home for Everyone* | Mass.gov

Case Study: The RIDE Flex

The MBTA's paratransit service, The RIDE, provides door-to-door public transportation to people who are not able to use subway, bus, or trolley service (also known as a fixed route) due to temporary or permanent disability. The RIDE is available year-round in 58 cities and towns in the greater Boston area, with similar operating hours to the MBTA. Customers schedule their trips on The RIDE one to five days in advance and are provided a pick-up timeframe for their ride's arrival. Travel times are comparable to the same trip taken on the fixed route plus an additional 20 minutes. Like other modes of public transit, The RIDE is a shared service where customers going in the same general direction travel together.

- Goals:
  - Improved flexibility and mobility for customers
  - Per-trip cost savings for the MBTA
  - Viability test for a long-term program
- How it worked:
  - Participating customers received a set number of monthly subsidized trips based on historical usage of paratransit
- Results:
  - Customers participating in the original pilot saw a 50% increase in mobility
  - The MBTA saved money on a per-trip basis and broke even in gross expenses, despite the 50% increase in trip taking

To provide customers with more flexible same-day transportation options, The RIDE partnered with private transportation network companies (TNCs) Uber and Lyft in October 2016 to offer subsidized, on-demand trips per month in alignment with that RIDE customer's historical usage of paratransit. The pilot offered non-ADA service to all RIDE customers as a supplement to The RIDE's standard ADA-level service. The initial pilot was a partnership between the MBTA, Uber and Lyft – it later expanded to include Curb in 2018. To encourage the expansion of wheelchair accessible vehicles (WAV), the MBTA began to subsidize WAVs on TNC platforms in April 2019. At the same time, the Provider Options Pilot (POP) launched with Curb and Lyft. POP allowed The RIDE's scheduling team to shift eligible customers' scheduled ADA paratransit trips to Curb or Lyft. This pilot effectively ended at the onset of COVID-19 as paratransit demand significantly declined.

In March 2020, the MBTA issued an RFP to make these existing pilots permanent, combine them into a single program, and introduce non-dedicated service providers (NDSPs) capable of providing ADA paratransit. UZURV and Cub Mobility were brought on to provide additional ADA-service level capacity. Uber and Lyft were selected as the vendors for this new combined program, now branded as The RIDE Flex. Launched in July 2021, The RIDE Flex built on the successes of the pilots that it replaced while also incorporating lessons learned, including periodically revisiting customer trip caps, changes to the customer copay to align more closely with paratransit trip prices, and providing an opportunity for customers to opt out of trip shifting on an ad hoc basis. The agreements with current vendors will expire in 2026, and MBTA plans to issue a new RFP and will continue to incorporate lessons learned.

6,600 RIDE Flex customers

35,000 monthly on-demand trips

10,000 monthly shifted trips

40% of total RIDE trips are on TNCs

Physical Service Access

Parking

The MBTA owns and operates over 100 parking lots with a total of 44,000 spaces. In February 2025, 345,022 parking sessions occurred in MBTA lots. The bulk of these sessions were paid for using the mobile app "Pay-by-Phone" (273,153), which is operated on a separate platform from Charlie and mTicket. The Route 128 MBTA station in Westwood, MA accepts EZPass as a payment method for its parking garage. In addition to providing access to riders who are not within walking distance from stations, parking is also a source of revenue for the Authority—in FY25, parking is projected to account for 7% of total revenues. Across the system, other entities including RTAs, municipalities, and private operators—also operate or maintain lots that serve MBTA stations.

Multimodal Hubs

In the MBTA's core service area, stations also serve as hubs for connecting to other transportation services. The MBTA has a long history of multimodal connectivity, with the bus network having traditionally been configured largely as a "feeder" network to rapid transit stations. As a result, many rapid transit stations have busways or other multimodal accommodations. Some MBTA hubs offer connections to interstate bus and rail service, while others serve the Boston metropolitan region. Many stations include a pick-up/drop-off zone, a taxi stand, or car share. For example, Alewife Station is a multimodal hub with access to MBTA bus, subway, bike storage, bike share, parking, TMA shuttles, and more. The MBTA has partnered with the 128 Business Council to receive a grant from the Boston Region MPO to improve wayfinding for its shuttles and rider comfort on the Alewife busway.

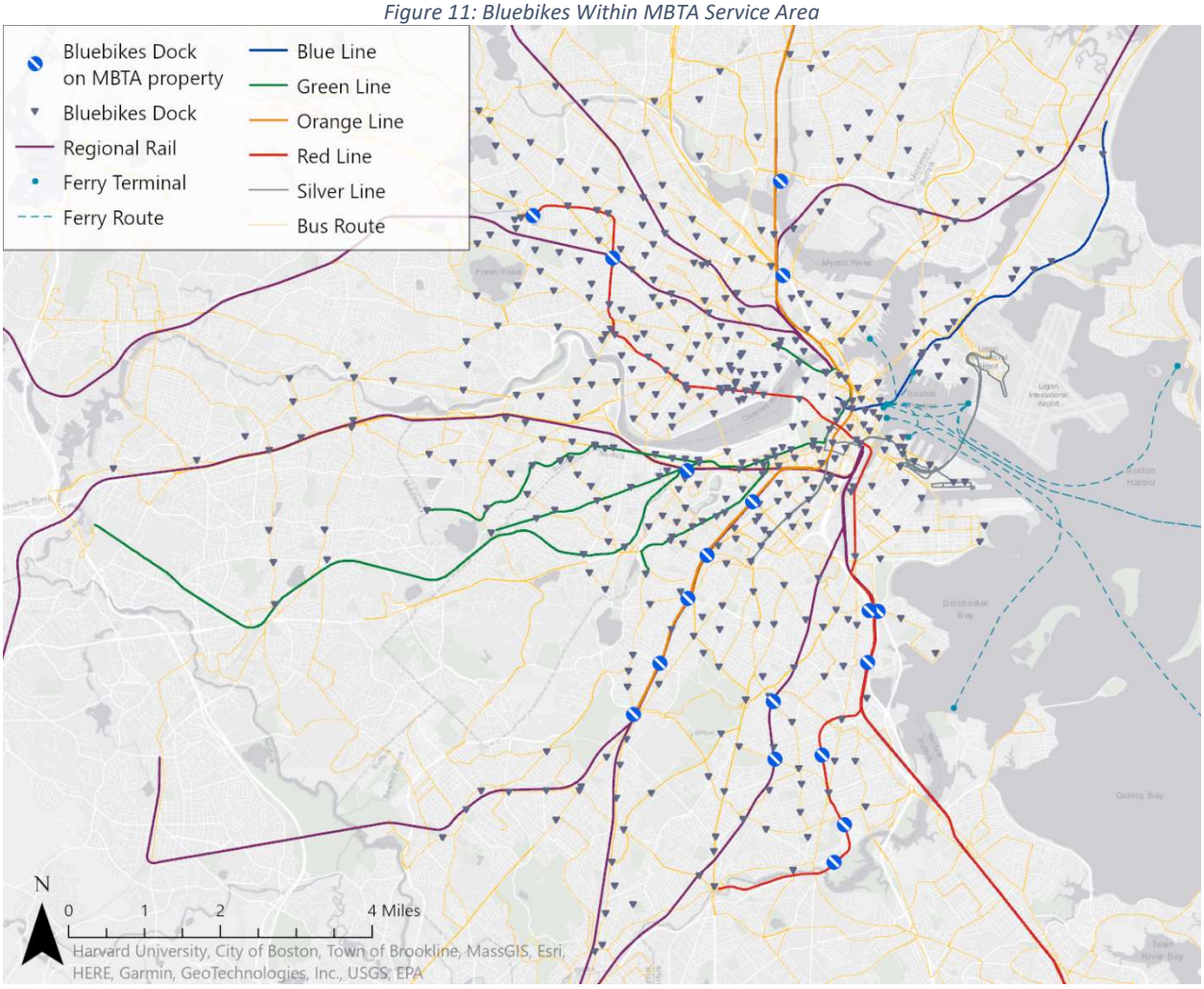
Active Transportation

Most MBTA riders access their first leg of service on foot. Adequate pedestrian infrastructure is essential for ensuring easy access to transit, and improvements to this infrastructure can support mobility integration initiatives. Riders also access the system with other forms of active transportation, including cycling, and the T has improved bike access through several initiatives:

- **Pedal and Park stations.** The MBTA operates 14 secure, enclosed bike storage cages at select transit stations. In the current system, riders can register their Charlie Card for free access to the Pedal and Park system. There are plans to modernize the pedal and park infrastructure with $2,500,000 of MPO funding in Federal Fiscal Year 2025.[31] This funding will be used to remove obsolete bike cages, install bi-level racks and racks that accommodate scooters and cargo bikes, and to pilot wayfinding to bike parking in 13 MBTA stations across municipalities.
- **Covered bike parking.** The MBTA currently has 43 locations with covered bike parking.
- **Bluebikes.** The MBTA promotes integration with the Bluebikes bike share system by offering stations that are collocated with transit (as shown below). There are currently 18 docking stations located on MBTA property with many more docking stations are sited on public and private properties adjacent to MBTA stations providing first/last mile access.

[31] https://www.bostonmpo.org/data/calendar/htmls/2024/0418_MPO_Draft_FFYs_2025-29_TIP.html

Figure 11: Bluebikes Within MBTA Service Area



According to a recent study by A Better City using ArcGIS between December 2024 and February 2025, there were 518,949 total Bluebikes trips–more than45% of these trips started or ended at a station collocated with the MBTA.[32]

Transit-Oriented Development

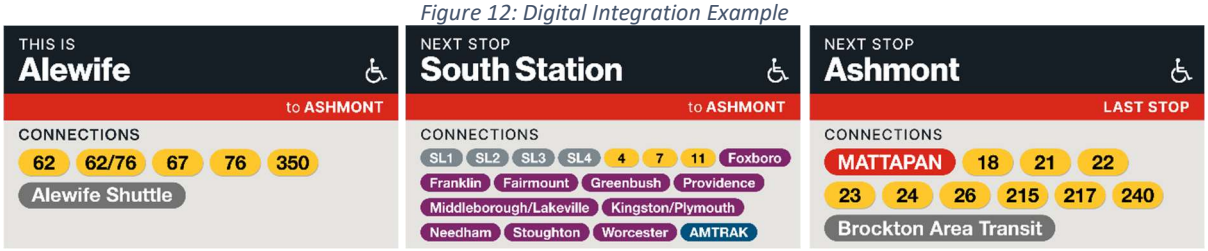
The MBTA works to promote housing and business development near transit stations through TOD. In many ways, TOD is the ultimate mobility integration—rather than providing better ways for people to access MBTA service, TOD brings the people right to transit and lets them live their daily lives around that service. TOD supports the region's housing and mode shift goals and can help the MBTA build ridership and revenue for the long term. At the physical level, TOD can support mobility integration by improving station-area conditions (e.g. improving pedestrian infrastructure or creating new bike share or micromobility docks) and supporting car-free lifestyles by collocating housing and public transit.

[32] Data provided by A Better City to the MBTA on March 7, 2025.

Digital Service Integration

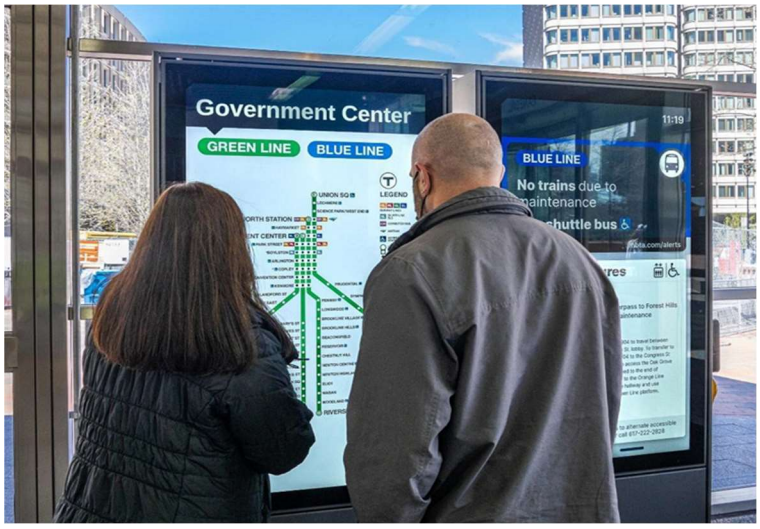
MBTA's digital infrastructure, including but not limited to digital information screen displays in some station lobbies, digital car card screens, and E-ink signs across the Green Line, is capable of displaying connection points to other mobility providers such as RTAs, shuttles, and Amtrak. Increased digital integration between the MBTA and other mobility providers depends on having accurate and reliable GTFS Realtime feeds across providers.

Figure 12: Digital Integration Example



Through enhanced evaluation of the connections that exist, the MBTA may be able to provide customers with information and improved digital signage to facilitate transfers. For example, when the MBTA closed the Orange Line for repairs in August and September 2022, the MBTA repurposed digital screens in the Forest Hills Station lobby that normally display subway information to display real-time information about alternative connections, including commuter rail, Bluebikes, and MBTA-provided shuttle buses. The MBTA used Bluebikes' publicly available data feed to create the displays.

Fare Integration



As part of the AFC 2.0 or Fare Transformation project, the MBTA launched a contactless fare payment system in summer 2024, allowing riders to pay for service by tapping their credit cards, smart phones or smart watches at fare gates with new readers that enable riders to enter the system without purchasing MBTA-specific fare media (e.g., a Charlie Card). The MBTA's Fare Transformation initiative continues to develop and when completed the system may unlock simplified fare payment connections for customers. The rollout of alternative payment methods like pay by credit card can make transferring into the MBTA system significantly easier for riders who primarily travel on other modes. MBTA has recently begun to explore how bundled fares can support service, for example by offering special event commuter rail trains paired with reduced price event tickets, like for the Fall Rail Ride to Wachusett Apple Fest.[33]

[33] Fall Rail Ride | Destinations | MBTA

One notable case for fare integration is how AFC 2.0 will impact the MBTA's connection to RTAs. In FY22, 32,000 riders used integrated Charlie Cards to take trips on both RTA and MBTA service. With many RTAs going fare-free, the Healey-Driscoll Administration announced $30 million in grants to 13 RTAs across the Commonwealth to providing year-round, fare free public transportation services following a successful two years of pilots.[34] The future state of RTA fare-free funding is unknown; nonetheless, the MBTA's fare payment system is being designed to consider future fare integration with these services.

Planning for an Uncertain Future

The MBTA is operating at a time when the transportation industry is quickly evolving. Given the uncertainty about the future of ridership, funding, technology, and land use, alternative scenarios highlight how MBTA can make progress towards its service and mobility integration goals in a way that is flexible and responsive to a changing environment. By evaluating different futures, the MBTA can consider how to prioritize Mobility Integration in different contexts and with different financial environments. These scenarios can help anticipate challenges, identify opportunities, and allow informed decisions to be made about the future of mobility integration. The following three approaches—**Status Quo, Targeted Integrations, and Holistic Integration**—illustrate potential paths and outcomes considering different conditions.

In the **Status Quo** scenario, there are no new resources for mobility integration, and transportation systems would continue with providing similar levels of service as today. In such a constrained environment, the MBTA can still pursue strategic coordination efforts and prepare for emerging mobility technologies. The MBTA can complete ongoing work and continue to operate with its existing infrastructure and service models, making minor adjustments and improvements as needed.

In the **Targeted Integrations** approach, we assume there are modest resources for new mobility integration. In this approach, the T might prioritize internal integrations and pilot public sector connections with RTAs and municipal/regionally-operated public shuttle services to improve service in underserved areas. The MBTA could strategically invest in specific areas to enhance connectivity, improve service quality, and focus first on better connecting its own assets and services. This approach focuses on targeted, high-impact initiatives rather than a comprehensive overhaul of the system.

In the **Holistic Integration** scenario, there are robust resources available for mobility integration. With these added resources, MBTA could work to improve mobility for all by developing innovative programs and partnerships that advance both public- and private-sector integrations. This approach seeks to break down traditional silos, build new relationships, and prioritize effective applications of emerging technologies, integrating a broad range of private and public services to expand system connections that enhance the holistic travel experience.

[34] Healey Driscoll Administration Announces Fare Free Regional Transit Across State

Driving Trend	Status Quo	Targeted Integrations	Holistic Integrations
 **Investment**	Limited investments in new technologies, infrastructure upgrades, or service expansions.	Focused investments in critical infrastructure upgrades, technology enhancements, and service improvements.	Investment through direct spending or third-party partnership supports modernizing infrastructure, new technology, and expanded service.
 **Operations**	Continued focus on day-to-day operations. Small-scale enhancements to current services, such as minor schedule adjustments.	Implementation of pilot programs to test new mobility solutions, i.e. integrated fare systems and first/last mile service.	MBTA takes the lead in coordinating fare integration across many transit modes, aligning schedules across MBTA modes and between other providers.
 **Customer Experience**	Passengers experience consistent service, with limited improvements in connectivity.	Enhanced customer experience in targeted areas, leading to improved convenience, reliability, and satisfaction for certain segments of riders.	Potential for dramatic improvement in customer experience with seamless connectivity, reliable services, and user-friendly technologies throughout the system and beyond.
 **Ridership**	Consistent ridership numbers without significant focus on attracting new riders.	Potential for moderate increase in ridership as new and improved services and better connectivity attract more riders.	Potential for significant increase in ridership as the integrated system attracts new riders and retains existing ones with high-quality, dependable service.
 **Partnerships**	Minimal partnership with other providers to support integration.	Collaboration with private sector partners and local communities to support targeted integration efforts.	Increasing integration of all transit modes with unified fare systems and real-time information.

Recommendations

The MBTA has developed a set of strategic recommendations designed to look toward the future, improve planning and partnerships, enhance internal and external processes, and promote physical, digital, fare, and service integrations. By implementing these targeted actions, the MBTA aims to create a more integrated, efficient, and user-friendly transit network that meets the diverse needs of riders while supporting regional growth.

A set of focus areas based on the types of integrations possible is included on the pages that follow. These recommendations will help to align the MBTA's work on integrations and guide the Authority over the next ten years.

Each recommendation includes the following information:

- Description: Near-term considerations
- Timeline:
    - In Progress
    - Near-Term (1-5 years)
    - Medium-Term (5-9 years)
    - Long-Term (10+ years)

Building Internal Alignment and Organizational Capacity

To drive action, the MBTA will need to develop data and analysis to prioritize interventions, build institutional alignment, and develop technical capacity to deliver integration efforts.

1.1	**Maintain a comprehensive map of service providers and connection points across the Commonwealth to inform integrated planning**
In collaboration with the MBTA, MassDOT's Office of Transportation Planning will work to maintain a comprehensive map of all transit services in Massachusetts. This map will be updated annually and be available to MBTA staff as well as to state and local planners.	
Timeline: In Progress	

1.2	**Identify and publicize geographies where mobility integration initiatives would be especially welcome and impactful**
The MBTA and its partners can leverage existing demographic and spatial data to create an interactive map that identifies areas where the MBTA could better connect its own services and/or would welcome public or private partnership proposals.	
Timeline: In Progress	

1.3	**Improve wayfinding for connections to MBTA services**
With many service providers utilizing MBTA infrastructure or operating near MBTA service, the MBTA can better connect customers to these existing external connection points via technology and physical wayfinding.	
Timeline: Near-Term	

1.4	**Partner with academia and other public research programs to continue to expand the body of knowledge about mobility integrations and its potential impact**
Partnerships with academia and other public research institutions can support the MBTA in analyzing innovative approaches to mobility integration and their outcomes.	
Timeline: In Progress	

1.5	**Review and recommend staffing levels needed to implement plan**
Prioritizing mobility integration across the Authority may require the MBTA to enhance internal capacity. MBTA will review and recommend staffing needed to support different scenarios.	
Timeline: Near-Term	

1.6	**Establish and track key milestones and metrics associated with mobility integration**
Setting metrics would allow the T to track its progress.	
Timeline: Near-Term	

1.7	**Develop training for customer-facing staff (including transit ambassadors, fare engagement representatives and station staff) around communicating connection points throughout the system**
Customer-facing staff have a unique opportunity to support riders in making connections on their journeys. Providing staff with resources to facilitate transfers can institutionalize a highly integrated transit network.	
Timeline: Mid-Term	

Creating Integration Opportunities Led by the MBTA

The MBTA can improve integration between its modes and better connect to other mobility services. The recommendations identify actions that the MBTA can take to lead mobility integration efforts across the region.

2.1	**Prioritize physical and intermodal connections between existing MBTA modes**
The MBTA will keep working to better connect all its services so people can travel more easily. This means making it simpler to switch between the subway, bus, commuter rail, ferry, paratransit, and parking. The MBTA will make the whole system easier to use and more organized. This could include adding more bike racks and bike paths at stations and improving how schedules and routes work together.	
Timeline: In Progress	

2.2	**Inventory and provide opportunities that enable mobility partners to access existing MBTA assets, such as bus turnarounds and wayfinding**
The MBTA's extensive infrastructure and land holdings can support integrations with other mobility providers. The MBTA can inventory and map existing assets to identify areas where mobility partners can access physical infrastructure and advertise connections through wayfinding signage. Utilizing the findings of this inventory and recognizing that spatial constraints may exist with existing infrastructure, the MBTA can identify and implement partnerships to build connections to mobility partners.	
Timeline: Near-Term	

2.3	**Update the MBTA's Systemwide Station Access Study data to guide decision making about station access**
The 2020 MBTA Station Access Study evaluated station access needs and identified context-specific ways to enhance access at a wide range of station types. An updated Station Access Study data set would inform ongoing capital and operational choices that reflect MBTA's strategic priorities and are cost-effective, by providing more relevant post-pandemic demand data to understand how riders get to transit.	
Timeline: Near-Term	

2.4	**Develop station access design guidelines that guide mobility priorities at stations**
Building on the Station Access Study, development of station access design guidelines that include a typology of stations and identify the appropriate mobility tools and infrastructure needs for each station.	
Timeline: Mid-Term	

2.5	**Identify and operationalize MBTA stations as mobility hubs**
Many stations provide connections between modes. Mobility hubs at key stations could proactively position stations as prime connection points between both MBTA modes and connections to other mobility options. MBTA will identify locations and opportunities to co-locate mobility infrastructure, potentially including bike share, bike and car parking, car share, EV charging, micromobility, pick-up/drop-off, etc.	
Timeline: Mid-to-Long Term	

2.6	**Inventory opportunities for integration in conceptual project design**
Mobility integration should be integrated as a part of MBTA departmental priorities and teams should consider opportunities to support mobility integration through their work.	
Timeline: Near-Term	

2.7	**Develop a plan for adequate maintenance of mobility elements that facilitate movement throughout the region**
Maintenance of MBTA active mobility infrastructure, such as bike racks and bike cages, is critical to ensure stations are equipped to meet current and future travel needs. By developing a strategy for maintenance of mobility infrastructure at stations and stops, the MBTA can identify maintenance schedules and points of contact, prioritize current active transportation maintenance needs, and identify ongoing funding streams for maintenance on a lifecycle basis.	
Timeline: Mid-Term	

2.8	**Expand fare integration between MBTA modes**
The MBTA's fare transformation project enables the possibility of fare integration within and outside of the MBTA. As feasible, simplifying connections between MBTA services on different payment platforms (i.e., Charlie Card, mTicket, Pay by Phone, etc.) would provide a more seamless travel experience to riders.	
Timeline: Mid-Term	

Pursing Partnerships to Advance Mobility Integrations

The MBTA can enhance connections between its services and look for opportunities on its property. However, the T functions as part of a larger transportation ecosystem and will need support from partners to achieve the goals in this plan. The MBTA will need to work closely with state and local stakeholders, transit and other mobility providers, and clarify policies and structures to support ongoing and new forms of partnership.

3.1	**Update and develop policies that guide partnership with existing and emerging mobility providers to improve seamless access to transit**
MBTA policies provide guidance for transit partnership. By updating current policies and developing new policies to govern MBTA partnerships with existing and emerging mobility providers, the T can define the procedures for exploring new service options and testing new technologies. Specific policies to update include the Transit Pilot Policy and Innovation Policy. Additionally, new policies may be needed to govern shared use of MBTA infrastructure for other modes and providers.	
Timeline: In Progress	

3.2	**Develop partnership standards that may include data sharing requirements, evidence of financial viability, and prioritization of equity, accessibility, and other identified MBTA priorities**
Clear operational and business standards for partnering with mobility providers will support decision-making and ongoing evaluation of future partnerships. Criteria may include advancement of MBTA values and strategic goals, financial sustainability, adequate data sharing to evaluate utilization, and accessibility.	
Timeline: Near-Term	

3.3	**Expand institutional programs to support fare payment**
Usage-based programs, such as those with institutions, provide an opportunity to expand ridership. The 'University Pass' Pilot exemplifies the possibility of this opportunity: providing 650 passes to students helps to build the MBTA's ridership base. The Authority will continue to expand usage-based programs for employers, schools and other groups as is feasible.	
Timeline: In Progress	

3.4	**Improve connections to all MBTA modes with other public sector mobility providers by addressing system-to-system connection points, schedule alignments and partnerships.**
As opportunities arise, MBTA will focus on improving connections with mobility providers. This requires the MBTA to enhance existing relationships to enable better service alignment across public transportation providers in the region. The MBTA will work towards better aligning service schedules with other transit providers, drawing on existing work with Regional Transit Authorities; growing its coordination with Bluebikes; and building upon partnerships with public shuttle services and similar operations.	
Timeline: In Progress	

3.5	**Proactively work with MPOs and other regional entities, providing regular updates on major initiatives, soliciting ideas and needs, and engaging partners in the planning process**
The MBTA can use its regional relationships, such as with the Boston Region MPO, other MPOs, MAPC, and RTA Council to maintain open, two-way lines of communication with partners. The Authority can use these forums to exchange information on upcoming mobility planning initiatives and service changes to better align regional planning processes.	
Timeline: In Progress	

3.6	**Work with state agencies, municipalities, and private mobility providers as needed to provide riders with alternative service during service disruptions and major regional events by the T and other agencies**
Service disruptions will happen for maintenance, construction projects, and regional events. During these disruptions, MBTA can work with state agencies, municipalities, and private mobility providers to consider the range of alternative transportation options available to riders. Avenues to consider include partnerships with nearby RTAs or TMAs, enhanced communication about service changes, and connections to other first/last mile connections such as Bluebikes.	
Timeline: Mid-term	

Fostering an Integrated Mobility Ecosystem

An integrated mobility system can use technology, service, and infrastructure to make mobility as seamless as possible. Building coordination, programs, and partnerships between mobility providers will ultimately benefit riders across the region, support mode shift, and enable more travelers to choose transit.

4.1	**Pursue intermodal fare and service integration of public and private mobility providers into an MBTA fare payment system**
To facilitate a mobility ecosystem that supports a rider's holistic journey, the MBTA can explore opportunities to collaborate with partners to consolidate service payments into an MBTA payment platform to streamline rider experience, data collection and analysis. A more unified fare payment system and fare payment structure could make it easier for external mobility providers to "plug into" an MBTA fare payment platform.	
Timeline: Long-Term	

4.2	**Explore bundled fare subscription packages for riders that provide access to multimodal transit options such as TNCs and bike share providers**
Bundled fare subscription packages and pay-as-you-go subscriptions offer an opportunity for the MBTA to capitalize on multimodal technology integrations that enhance convenience and affordability for riders using multiple service providers. The MBTA can explore fare packages that provide riders with access to different combinations of multimodal transit options including TNCs, TMAs, bike share, and other mobility providers. To determine technological and operational feasibility, the MBTA may develop a subscription pilot to test.	
Timeline: Long-Term	

4.3	**Consider the ability of new technology to support or limit access to infrastructure**
Explore the feasibility of designated TNC pick-up/drop-off locations at some MBTA stations. Continue efforts to implement automated enforcement of parking violations in bus lanes and at bus stops via bus mounted and stationary cameras.	
Timeline: Long-Term	

4.4	**Enhance partnerships with MassDOT, regional planning agencies, and municipalities to plan for and improve connections to stations and stops on land adjacent to MBTA property**
The MBTA does not control land use in the areas around stations, or the roadways, sidewalks, and paths leading to them. However, the Authority can work proactively with the entities that do own and manage these assets to ensure safe, comfortable, and climate resilient routes to transit for riders and to support walkable, abundant development that brings housing, jobs, and activities in close proximity to transit.	
Timeline: Mid-Term	

4.5	**Create strong integration between transit and land use by encouraging and supporting state and local agencies' multimodal physical connection and transit-oriented development initiatives on or near MBTA property and services**
Transit-oriented development (TOD) is the ultimate mobility integration: it brings people closer to transit. Through increased coordination between state agencies and local communities, as well as proactive planning on its own TOD projects, the MBTA can establish closer working relationships that support physical integrations. The MBTA will proactively seek to understand local, regional, and state needs as part of current studies and RFPs.	
Timeline: In Progress	

Next Steps

Through *Full T Ahead* and the Authority's *Strategic Plan*, the MBTA envisions a more connected future. The MBTA is investing in more frequent and reliable service for each of its modes, working to increase the percentage of transit trips in the region. The MBTA knows that riders' journeys often involve more than a single mode and extend beyond the boundaries of the MBTA's system.

This *Mobility Integration Plan* highlights opportunities for the MBTA to build towards its service goals by creating a better-connected system and decreasing the friction riders' experience in their journeys. Through continued focus on building physical, service, and fare connections between modes and service providers, the MBTA and its partners can take steps to build a more connected system–regardless of what funding and service levels the future holds. By focusing on MBTA-operated infrastructure first, seizing low-hanging fruit opportunities to gather data, prepare policies, encourage collaboration across MBTA modes, and build partnerships into existing projects, the MBTA can take advantage of opportunities that may arise in the future.

Some of the early actions the MBTA can take are:

- Partner with MassDOT to complete and maintain the comprehensive map of all services and map key connection points between modes.
- Continue to improve schedule coordination with regional partners.
- Pilot assessment of wayfinding and integration opportunities at important points.
- Partner with regional partners and the research community to advance understanding of possible integrations.
- Update policies to inform future partnerships.
- Review internal processes to identify ways to enhance multimodal alignment.

While the MBTA can take many steps to build connectivity between its modes, improving mobility in the Commonwealth is a goal that extends beyond the bounds of MBTA service area and beyond the work of staff. The MBTA will need to work hand in hand with partners–the Commonwealth, regional agencies and transit authorities, municipalities, TMAs, advocates, and private mobility providers–to advance the entire vision presented in this plan. Mobility partners each own a piece of how the MBTA plans to build a more integrated transportation system by:

- Conducting research on technological integrations and fare bundles.
- Planning for and developing first/last mile transportation and projects that provide access to fixed-route transit infrastructure.
- Coordinating routing and schedules to provide a seamless rider experience.
- Establishing durable, open channels for communication between operators and stakeholders.

Together, the MBTA and its partners can build a more integrated system that supports the Commonwealth choosing transit.

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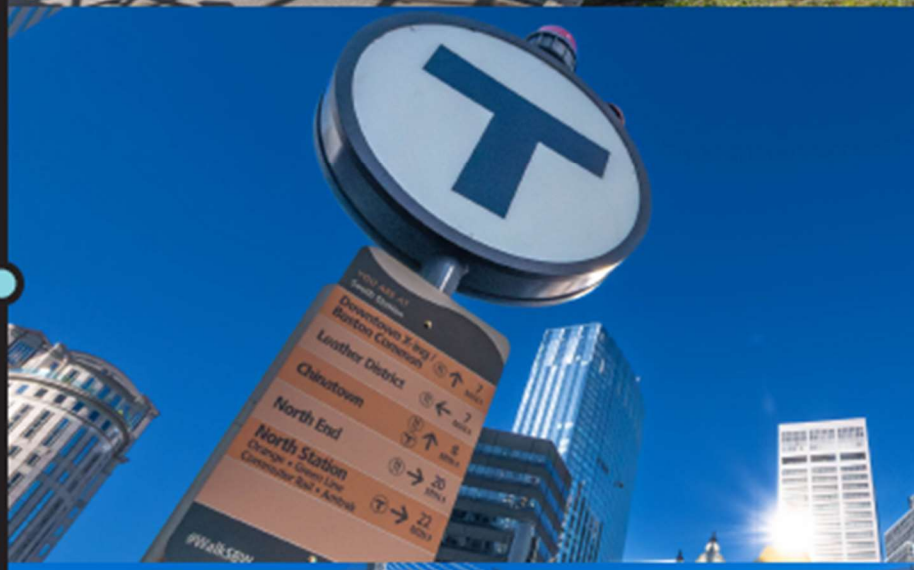

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